



**DESMONDE
ASSOCIATES**

PROJECT MANAGEMENT
TOWN & COUNTRY PLANNING
STRUCTURES & HERITAGE

Newquay Station Quarter Regeneration

Feasibility Analysis, Viability Assessment,
Community & Stakeholder Engagement, Treasury
Five Stage Model.



The Brief - HM Treasury Feasibility and Viability Analysis

Cornwall Council instructed Desmonde Associates to undertake a Feasibility Assessment of the potential for regeneration within the Newquay Station Quarter (NSQ).

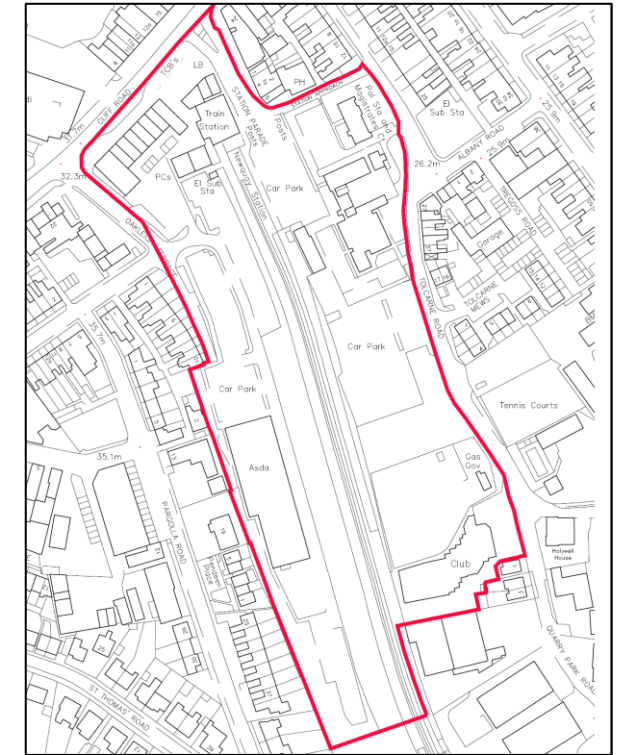
The Brief identified the poor facilities and deserted atmosphere inside the vicinity of the Train Station and the poor-quality buildings and public realm. Given its strategic location and the significant public and highway space surrounding the station it is considered a site with significant regeneration potential.

Key regeneration objectives;

- Town Centre regeneration.
- Housing provision.
- Support of a diversified economy with new employment space.
- Improvement of the quality and image of the Town Centre.
- Enhancement of the Newquay Train Station to meet current and future needs.

Phases of Assessment;

1. Preparation of a Project Initiation Document.
2. Stakeholder analysis and engagement.
3. Development of regeneration options.
4. Preparation of a Strategic Outline Program in line with HM Treasury's 5 case model. This to be used to justify the next stage in the Business Case Development.



The site

- 3.54 hectares
- Cornwall Council land e.g. the Adult Education Centre.
- Various car parks.
- Land in the ownership of the Devon and Cornwall Police (DCP).
- Land in private ownership.

Stakeholder Analysis & Engagement

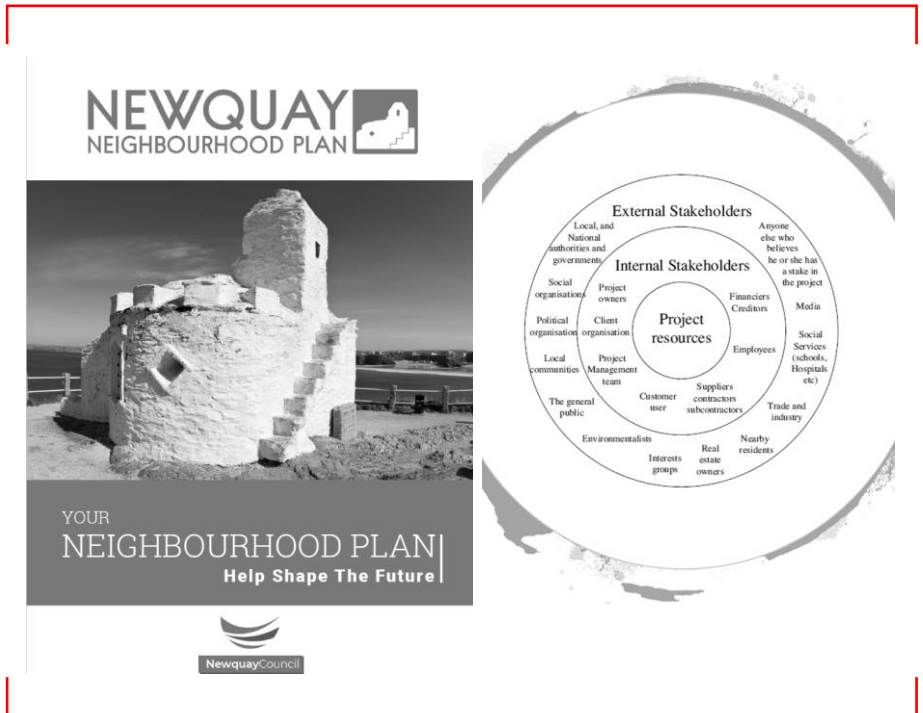
Stakeholders are those individuals or groups who directly have an influence on and are influenced by the Project.

Individual Stakeholders may have conflicting, competing or unknown requirements. The purpose of the Stakeholder engagement is to identify;

- The Stakeholders who have a significant impact on the project.
- Their role and connection to the site.
- Their aspirations for the regeneration of the NSQ.
- Any issues or conflicts which they might have.

A three-phased approach to the engagement was implemented;

1. Phase 1: Early engagement with key Stakeholder viewed as Project partners. e.g. Town Council, Cornwall Council, Devon and Cornwall Police, Network Rail, etc.
2. Phase 2: Engagement with landowners following development of a strategy and case for regeneration.
3. Phase 3: Engagement with the wider community such as local schools and the public to establish support/constraints for the scope of the regeneration of the site.



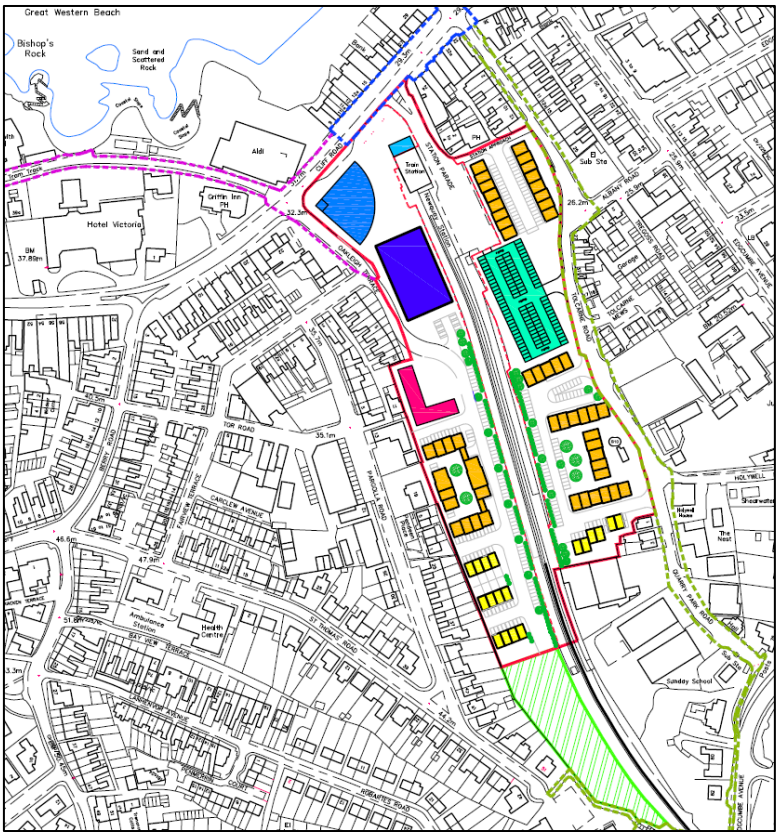
Capital Expenditure Plan

- Building works: £68 Million
- Land: £10 million
- Project Time Line: 4 years

The Proposal for Regeneration

Whilst a preferred option will be developed following consideration of the Feasibility and Viability Assessment Reports the following, sustainable, mixed-use scheme was proposed.

Opportunity.	Description.
New housing	242 new dwellings.
Affordable housing	35% of the new housing will be affordable.
New commercial space	10,031 m ² of multi-use commercial space.
Job creation	With reference to developments such as the Nansledan development there is the potential for the creation of up to 250 new jobs.
A new Gateway to Newquay	In partnership with GWR and Network rail, regeneration of the existing Train Station to create a new Gateway to Newquay which meets Newquay’s growing tourist and commuter market needs.
The Coastal Centre	A land mark tourist and community facility promoting Cornwall’s Coastline. It will house multiple facilities including an Olympic standard climbing wall, creative start-up office space, Newquay’s tourist information centre, cafés and public toilets.
A second platform for the train station	Retention of the second platform for future growth.



- Sustainable regeneration of the Newquay Station Quarter.
- A new gateway to Newquay.
- Provision for a second platform.
- Improving the perception of Newquay as a desirable destination.

The Proposal for Regeneration

Whilst a preferred option will be developed following consideration of the Feasibility and Viability Assessment Reports the following, sustainable, mixed-use scheme was proposed.

Opportunity.	Description.
Transformational parking facility	A sustainable, multi-story parking facility that caters to the transformation of the Cornish transportation system from diesel and petrol vehicles to electric vehicles, cycle and car sharing clubs.
Investment in the public realm	New street furniture, green infrastructure, cycle lanes, public crossing and public facilities.
The Commercial Centre	A new Commercial Centre designed to offer inspiring modern office space which encourages Cornish SME's to move to Newquay, creating opportunity and diversification within the local economy.
Regeneration of the High Street	Active frontage along Cliff Road, in front of the Train Station, and enhanced public space.
New GP's facility: A centre of excellence for health care	Inclusion of a new Health Care Centre in the form of an outstanding GP facility provided in partnership with two local GP surgeries.



- Housing: 150 - 200 dwellings.
- Mixed use suitable for commercial property, retail or Town Council use.
- Active frontage and enhanced public space.
- Green Infrastructure and embedded bio diversity.

Treasury Five Stage Model Report

Desmonde Associates developed a Strategic Outline Programme in accordance with HM Treasury Green Book guidance and the “5 Case” model to support the future delivery programme.

The Business Case was broken down into 5 different aspects which are interconnected but distinct. The goal was to enable the client to develop a Business Case which could be submitted to Cornwall Council and Central Government to justify development, change and investment.

It was composed of:

- Long list of Options
- Short List of Options
- A robust Case for Change – the Strategic Case;
- Optimisation of Value for Money – the Economic Case;
- Analysis of commercial viability – the Commercial Case;
- Analysis of financial viability – the Financial Case; and,
- Analysis of the delivery options– the Management Case.



Evaluation using:

- OGC gate ways
- The Orange Book
- Treasury Five Stage Model



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