



Contract for Newquay Town Development Framework and Investment Plan

Tender brief

The Town Team in conjunction with Newquay Town Council
21st January 2022



Timeline for Development of this Document

Version	Date	Purpose of issue	Status
V1	28 March 2021	NTT review contents list and sections 1-3 for Tender issue; update with comments	NTT agreed 7 th April
V2	15 April 2021	NTT review sections 4-5 for tender issue; Sections 1-3 updated with comments	Issued 15 th April
V3	5 May 2021	Brief Part 1 Tender Issue	Not issued
V3.1	21st January 2022	Version 3 updated for accuracy / knowledge gained since May 21 and now saved as Version 3.1	Issued 21 st Jan
V4	1 February 2022	NTT review sections [6 – Operational Brief, 7 – Budget and funding, 8 – Master programme] for Contract issue	
V5	20 th February 2022	Brief Part 2 & Exec Summary Approval	
V6	5 th April 2022	Commencement of Contract	
V7	21 st June 2022	Mid contract revisions after initial work is completed	

Newquay Town Council details:

All contractual questions and changes should be directed via Newquay Town Council who are the lead partner and hold the funding for this project. The funding has been given to NTC by Cornwall Council from their Town Vitality Fund.

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A summary of the Town Team as a volunteer group can be found in Appendix H.

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1.00 INTRODUCTION

1.01 Project Vision & Council Objectives

Project Background

Place shaping in Newquay, until now, has been intermittent with some pockets of excellent work such as the development of the Newquay Neighbourhood Plan (NNP) (formally adopted in 2019) which provides a Vision for Newquay 2030, a suite of planning policies, a shop front design guide, designated open spaces and valued landscapes lists, detailed information on character areas and suggestions for improvement projects.

There are some good examples of existing cross organisational partnership working such as Newquay Clean and the long-standing Newquay Safe (a model replicated across the country). Newquay has also been successful in attracting £500,000 of funding from the coastal community fund in 2019 for a £1.0m enhancement project on the Killacourt, a town centre open space.

There is now a need for a holistic place-based approach to town centre renewal, recovery and regeneration and to this end a Town Team has been formed with a structure that is equally split across Public, Private and Voluntary/Community sectors. The Town Team represents the main high street sectors (retail, hospitality and night time economy, professional services and leisure), Newquay and Cornwall Councils, the Newquay BID, community organisations and the residents.

Revenue funding has been granted by Cornwall Council to develop a strategic approach to Newquay Town Centre Revitalisation. The deliverables for this funding can be found in Appendix H and should be read in conjunction with this document.

The Town Team believe that Newquay deserves to be a place in which people are proud to live, work and visit and the town centre should be unique and vibrant, aesthetically pleasing, clean and tidy, providing a welcoming and enjoyable experience and celebrating its history and heritage but not living in the past.

Community engagement, sustainability and the environment are guiding principles at the heart of this work and these will help in developing the town centre “ambition” that will inform the Town Development Framework exercise and the creation of a cohesive investment plan to revitalise the town centre.

The project will contribute to the Vision for the town identified within the NNP for

“Newquay to be a thriving and prosperous Cornish Town set in beautiful and highly valued natural environment of rolling farmland and sweeping coastlines. Residents and visitors alike to have access to open spaces and our iconic views throughout the parish. The town centre to be visually

appealing, uncluttered and full of character. Sustainable development and transport links that enhance our natural capital and promote green infrastructure to be the norm”.

The project will assist in delivering commitments within the Newquay Town Council Corporate Plan 2021-2025, in particular:

“To improve the appearance of Newquay, managing town council assets, infrastructure and open spaces to provide facilities and services that are considered good or excellent in standard, creating a safer, thriving prosperous town which residents and visitors can take pride in and which enhances their well-being by being naturally diverse, beautiful and healthy with an abundance of wildlife.”

“To encourage and promote economic, commercial, volunteer, resident and tourist involvement in the town through proactive community engagement”.

Furthermore, the project proposals will also contribute to Together We Can Cornwall plan 2020-2050 by identifying solutions to make Newquay a cleaner, greener, safer town that is less reliant on tourism, investigating diversification opportunities and specifically contributing to the desire that

“Cornwall’s high streets, once used simply for shopping, have evolved into thriving hubs with a wide range of community activities and facilities for work and leisure. Our vibrant towns and villages are well connected with safe walking and cycling paths, good quality roads and affordable public transport. People can easily access what they need to live, work and play with a short walk bike ride bus journey or click online”.

Project Vision

To provide the town with a Town Centre Framework Development Plan that will sit within the overall Transformation Route Map to restructure, reposition, rebrand and reinvent Newquay Town Centre to ensure the offering adapts to meet the changing dynamic, resulting in a bustling prosperous and accessible town environment providing an improved experience that values quality of life, the environment, fosters the sense of community and enables the town centre to become vital and viable with an improved year-round offer and a sustainable economic, societal and environmental future.

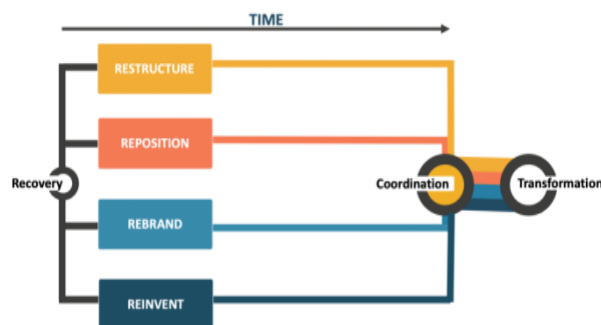


Figure 1 Transformation Route Map

Project Objectives

To undertake comprehensive stakeholder and community engagement that identifies strengths and weaknesses and establishes a collectively agreed “ambition” for Newquay Town Centre.

To produce an engagement report setting out the plan for ongoing inclusion of stakeholders/community, analysing participation and detailing findings including an initial indication of the range of emerging themes and initiatives.

To develop a strategic spatial framework that explores all previous unfulfilled project ideas and identifies new and innovative solutions which are supported by the public. The Town Centre Development Framework should set out land use, design and management principles and development opportunities whilst demonstrating a consideration of changing demand, community needs, Covid-19 impacts and the accelerated need to diversify, be aligned to clean growth principles and reflect the desire to be more attractive to new businesses and emerging industries. It should include a review of the accessibility, walkability, cycling and wayfinding projects needed to align with the DfT LCWIP for Newquay.

The framework will provide the cohesive place based strategic approach to enable development of a holistic investment plan for Newquay Town Centre.

To prepare a robust and comprehensive Investment Plan informed by, and agreed with, stakeholders and the community, identifying 3 – 6 high level interventions that will transform the town centre to be more visually appealing, reflecting Newquay’s environmental and sustainable culture and desire for a cleaner and greener uncluttered Town that is full of character and heritage with upgraded public realm providing a better quality of life and town centre experience. The proposals should also include clear strategies for operational management and maintenance as part of the ongoing plans for the future of the town.

The Investment Plan will be aligned to the requirements of the Town Deal prospectus providing a mixed range of “bid ready” projects where public/private investment has been explored and providing sufficient detail for Newquay to be ready to apply for any future Town Deal, Levelling Up or other Government funds or grants from other bodies.

1.02 Key Success Criteria

The project will be considered successful if there is:

- i. Establishment of early and ongoing stakeholder and community engagement including businesses, residents, visitors, landlords, landowners, hard to reach groups and young and old, to ensure proposals are developed by the community for the

community with all relevant stakeholder parties in agreement with the proposals.

- ii. Development of a collectively agreed ambition for the town centre capable of supporting economic growth as well as providing measurable environmental, societal and cultural benefits with the ambition having overwhelming support and buy in from the widest community.
- iii. Evidence that the project’s guiding principles of engaging the community, sustainability and the environment are integral and obvious throughout the process, the priorities, outcomes and outputs.
- iv. Demonstrable exploration of opportunities including, but not limited to, repurposing empty buildings, redevelopment of sites for increased mixed use, potential for residential use as well as investigating ways to connect the town physically (through reviewing walking routes, trails, pedestrianisation, way- finding as suggested by the LCWIP) – electronically through WIFI and use of digital technology to assist businesses and visitors and mentally by developing the project jointly with the resident, voluntary and business sectors to improve community engagement and project ownership with Newquay acting with one voice and a common sense of purpose to build a better brand.
- v. Evidence that the HSTF Route to Transformation Map activities have been integrated within the process, demonstrating:
 - Relevant research, evidence gathering and analysis undertaken to inform the collectively agreed vision for Repositioning the town, including sufficient engagement of the community to understand the current baseline and the extent of need for change.
 - Reinvention of the town centre through action oriented focus on appropriate modification its products, services and purpose.
 - Restructuring of both the governance and physical spatial planning of the town to respond to this need.
 - Identification of opportunities provided through this process to change people’s perception and Rebrand the town centre.
- vi. Development of a baseline position and identification of potential targets for the future upon which success can be measured e.g. footfall, vacant premises, new businesses attracted, customer satisfaction/ perception, community pride and wellbeing, visitor numbers, positive media attention, community engagement and community awareness of activity.

- vii. A strategy identifying 3- 6 high level interventions which have potential to achieve a more diverse town centre offer including an assessment and shortlist of key buildings/sites that can attract commercial investment opportunities. Offering Newquay town centre the opportunity to become vital and viable with a sustainable future and develop as a high class resort of international repute.
- viii. A set of appropriate, deliverable investment proposals suitable for attracting investment and ready for capital bids. Final stage preparation of identified projects should be “bid ready”.
- ix. A mechanism to determine the short, medium and long term priorities for the improvement of the town.
- x. Evidence that implementation of proposals will provide economic, environmental, societal and cultural benefits.

1.03 Key Assumptions

The following primary assumptions should be made in the preparation of proposals:

- i. **Population Growth Projections.** It is projected that the permanent population of Newquay will grow from circa 22,000 in 2021 (to be verified by 2021 census data) to circa 35,000 in 2035 (plus approx. 15000 in the hinterland of local villages that it supports)
- ii. **Car Ownership.** Approximately 23% of households have no access to a car.
- iii. **Visitor Number Projections.** Visitor numbers were 204,000 across the month of August 2021, and it should be assumed for the purposes of the study that that these numbers will be maintained or will increase. Newquay has a footfall counter in Bank Street and hour by hour data is available for the last 12 years.
- iv. **Holiday/second homes.** It should be assumed that the number of these will continue to rise as new properties become available, unless or until regulation is allowed by Cornwall Council or controls are placed in the next revision of the NNP (due 2024).
- v. **Projected Retail Provision.** It should be assumed that there are no current proposals for significant retail developments in the wider Newquay area which would compete with a reinvigorated town

centre retail offer. Small local centres within Newquay such as Chester Road and Nansledan offer small satellite shopping opportunities. .

- vi. **Rail passenger numbers and rail service frequency.** It should be assumed that rail passenger numbers through Newquay station will be a maximum of 130k per annum (average 350 pax/day) served by 16 trains per day until such time as the new Mid Cornwall Metro becomes operational circa 2030.
- vii. **Newquay Strategic Route.** It should be assumed that the provisions of the Newquay Strategic Route Phases 2 and 3 will be open by 2024.
- viii. **Town Centre Parking.** It should be assumed that:
 - The approach to car parking in the town centre will align with Cornwall Council’s Positive Parking Framework 2018.
 - Controls on street parking in the residential areas within walking distance of the Town Centre may be implemented in the medium to long term, as and when resident demand drives it but any such proposals would be subject to statutory consultation. There should therefore be no reliance placed on on-street parking capacity when considering parking provision for the new Town Centre Development Framework.

1.04 Outline Requirements

Fundamental to this study is the engagement of stakeholders and the wider Newquay community to establish core principles and requirements for the town centre’s future improvement and growth. Findings of this exercise will be used to inform the creation of a Town Centre Development Framework, comprising an investment plan based on an underlying spatial plan, to guide investment in key town centre initiatives and improvements. Details of the expectations for engagement are outlined in section 5.0.

The Development Framework should take account of land availability; public realm; public and private investment potential; accessibility; transport (input from separate study) and car parking; natural and historic environment assets and retail, office, residential, cultural, visitor, community, and leisure facilities. The Council will be able to provide additional evidence and information on some of these matters to the Consultant, the list of previous studies and proposals, data and evidence available is listed at Appendix A.

The Consultant (and any sub-consultants) will be required to identify information gaps and complete any extra data collection and collation themselves. All works must be

undertaken by suitably experienced and trained personnel who can demonstrate they possess the knowledge, skills and experience necessary to undertake the work, as well as having an innovative / pragmatic approach to addressing any issues that may arise.

We are in a moment of considerable socio economic flux and transition, which impacts on the usefulness and validity of traditional data sources. It is therefore expected that the Consultant team will spend sufficient immersive time 'on the ground' in Newquay to make appropriate professional judgements using their skills and experience. The Consultant should indicate in their tender answers how long they determine this period on site will be. While much can be accomplished using remote conferencing and the client team will make the most of this e.g. the monthly formal reports at the Town Team meeting it is anticipated that a number of meetings and workshops will need to be attended by the Consultants team. This will include attending meetings with the key landowners at appropriate stages of the project. The Consultant should state the number of face to face meetings allowed for in their proposal.

The project outputs are expected to include:

- a spatial framework setting out land use, design and management principles and development opportunities in the town centre area.
- A transport, movement and parking review including a strategy for pedestrians and cyclists reflecting on next steps arising from the LCWIP.
- a strategy derived from the engagement exercise which articulates a vision/ambition, sets out the desired outcomes for the Newquay community and identifies 3-6 high level interventions which have potential to achieve those outcomes.
- identification of key projects which would support each intervention, drawing on the above, with detailed rationale, action plan, project outcomes, investment, delivery, and funding strategy for each so that the projects can be considered "bid ready".
- Identification of priorities for short-, medium- and long-term delivery, any quick wins/meanwhile uses.
- demonstration of how the proposals align with global national, regional and local policies, including sustainability and climate change considerations (see 3.02)
- definition of the next steps for continued engagement with the community

- recommendations for a delivery plan, including delivery structures, governance, people's panel etc.

1.05 Consultant Roles and Services

It is anticipated that the Consultant team will include the following professional specialisms and advisory inputs in the execution of the services:

- Economics (viability, regeneration & delivery)
- Architecture & Design
- Landscape Architecture
- Transport and Mobility Planning
- Town Planning
- Digital Innovation & Technology
- Social Value & Impact advisory
- Stakeholder & Community Engagement
- Sustainability
- Infrastructure and Civil engineering

1.06 Project Structure

The Contract will be with Newquay Town Council (the Council), who will be responsible for overseeing the terms of the contract, issuing formal instructions/change requests and releasing payments.

However, the day-to-day interface on matters of service delivery and outputs will be with members of the Newquay Town Team who will advise Newquay Town Council on the progress towards milestones, and who will provide steering and direction, where needed. The Consultant will be expected to report to formal monthly Town Team meetings. These monthly meetings can be attend by the Consultants online as the meetings are normally hybrid ones.

In the period since this brief was first drafted, Newquay was fortunate to have been selected by the High Streets Task Force (HSTF) as their training pilot. The HSTF diagnostic visit was undertaken in September 2021.

The HSTF ran a fact finding meeting with the Team and have since produced an Unlocking Your Place Potential Report for Newquay and a training video of their work in Newquay which they use as part of their experts training programme.

This UYPP report and video give valuable insight to the overall Transformation project and the Consultant is recommended to familiarise themselves with the following:

- The online presentation by the Newquay Town Team to the HSTF dated June 2021.
- The HSTF UYPP report identifying barriers to transformation and offering some possible solutions

- The HSTF Annual Footfall report dated November 2021 which features Newquay as a case study and contains much valuable insight.

Further inputs from the HSTF may be available by the date of the contract commencement.

The Town Team will work with Cornwall Council to report on the outcomes of the project measured against the Climate Change and Social Impact Decision Wheel.

The Town Team will continue to engage with the HSTF in terms of a Transformation map using the Vitality and Viability factors for Restructuring, Repositioning, Rebranding and Reinvention.

2.00 STUDY AREA

2.01 Background & History

Perched on the edge of the cliffs of the North Atlantic coast of Cornwall, Newquay has become a major town in Cornwall because of its success in attracting visitors for the last 120 years. Situated 20 miles west of Bodmin and 12 miles north of Truro, Newquay is a world class surfing and water sports destination.

Sand and surf are available for relaxation or adventure on Newquay's seven west and north facing beaches, and the coastal path around the headlands provides breath-taking views of the Atlantic Ocean, the marine life, the big skies and wonderful sunsets.

On the south side of the Newquay peninsula, the land drops down to the beautiful and enchanting Gannel Estuary with its views across to the beaches of Crantock and farm fields. This area together with the well-kept Trenance gardens offers the visitor a quieter pace of life with a sheltered tidal waterway and salt marshes which are home to many wading birds.

Newquay started life as a small fishing village surrounded by several farms and even in its earliest days sporting three public inns. Its harbour was protected by a small wall on the North side of the cove. The main catch was pilchard which arrived every year along the coastline. An old Huer's hut and the footings of several fishing cellars remain in the landscape beyond the harbour area.

In 1847 a new harbour was built to serve the local mines. Lead, silver and iron ore came to the railway station from the surrounding mines and was hauled along the old tram line through the town to the harbour.

With an entrepreneurial spirit, the elders of the 1890s' Newquay sought to transform it into a modern high class tourist town and set about building three new luxurious hotels together with many smart villas that became boarding houses thorough out the summer season. Banks,

churches and luxurious shops quickly followed as Newquay reinvented itself. People came for all over Cornwall to live and work in Newquay. A textile industry grew in the town supplying high quality London shops as well as those in Bank Street.

Villas gave way to bigger and bigger hotels. Holiday parks opened to cater for the families who may not have been able to afford a hotel but still wanted to experience Newquay. Surfboards arrived in the 1960s and 70s. Newquay is now known all over the world as the Surf Capital of the UK and it hosts Boardmasters and the National Surf Championships. Large crowds turn out to watch surfers tackle the enormous Cribbar wave when it arrives off Little Fistral beach.

For some years, Newquay became the night-time party town of Cornwall, and while it still offers a buoyant night time economy, the leisure and hospitality offer is now balanced by a broader family appeal with a wide range of cuisine available in its restaurants every evening.

Self-catering accommodation has replaced the need for so many "ageing" hotels and these sites have been developed into apartments in recent years. This changes the dynamics of the day slightly as the visitor is often not now staying in the centre of town during the evening, although this is balanced by the self-caterers wishing to eat out.

Newquay's current population is around 22,000 but this expands dramatically in the summer season and Cornwall expects to welcome 204,000 visitors a day thorough out the month of August 2021, many of whom will visit Newquay. Over 50% of this number will actually stay in and around Newquay. This huge seasonality variation has a substantial impact on Newquay's economy, housing, services, infrastructure and the quality of the urban spaces and general capacity. A new urban extension at Nansledan on the east side of the town will add 4000 homes (8 – 12,000 more residents).

As shopping habits change, the town centre needs to remain vital and viable. The pandemic of 2020/21 has concentrated the imperative to reinvent Newquay for its next period in history in a way that is relevant to an experience destination that offers residents and visitors more than just retail therapy.

Climate change, global warming and the loss of biodiversity is threatening many of the core beliefs of human life and the way in which we interactive with the environment. Newquay is well placed to find sustainable solutions that will contribute to a successful re-invention of itself.

Newquay must also now recognise the challenges that it faces through rising sea levels and more extreme climate events and the effect that coastal erosion will have on the shape of the town in the next 20 – 50 years.

It is now time to focus on provision for our residents needs whilst still catering to the needs of the visitors who out

number residents by a factor of up to five to one for four months of each year. Extending the season and promoting sustainable tourism offers both challenges and opportunities alongside the need to be a destination experience for the wider Newquay resident base and a good quality of life for all.

2.02 Extent of Town Centre Study Area

The town centre is defined, for the purposes of this study, by the red line on the map attached at Appendix B. It is composed of Character Areas 1, 2, 3, 4a, 4b, 4c, 5, 6, 7 as established by Appendix 5 of the NNP supplemented by small sections of Character Areas 9 and 10A.

An extract from the NNP Character Area study is attached at Appendix C.

The study area extends along the full length of Newquay's linear 'high street' which is defined as Fore Street, Bank Street, East Street and Cliff Road, totalling some 1600 metres from west to east. It includes former industrial sites to the south of the high street, which have the potential for regeneration and intensification in support of town centre uses and living. It also includes the critical harbour, beach and clifftop waterfront areas to the north of the high street which give the town centre its unique character and appeal.

On the edge of the red line lie several existing and potential 'gateways' to the town centre which require visual and functional reinforcement.

The study area has all the ingredients, when considered as a unified whole, to become one of the most dynamic and engaging urban coastal locations in the country. However, consideration of the town centre in the context of the wider NNP area is essential and an adjustment of the study area, or inclusion of sites outside the immediate town centre area may be appropriate, particularly if there is potential to unlock mobility or community needs by doing so.

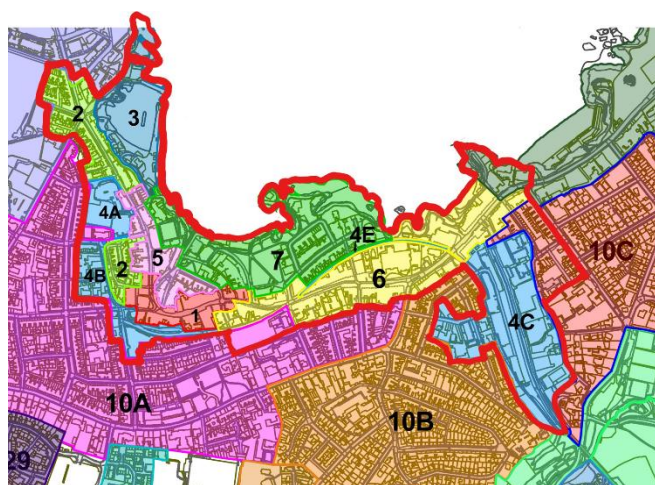


Figure 2. Town Centre Study Area

2.03 Existing Characteristics and Qualities of Newquay Town Centre

Strengths

- High volume of summer visitors
- Specialist water sports offers including surfing & bodyboarding, gig rowing, sea swimming, coasteering, fishing and wildlife safaris.
- A "can-do" community who readily volunteer to tackle whatever is required to making the town work whether additional beach cleaning, cooking hot meals for those struggling or marshalling the vaccination queue.
- A burgeoning film, media, arts /crafts and music scene
- The beginnings of a varied year-round events calendar including the annual Boardmasters Festival.
- A culture of marine/ environmental concern which fosters the start-up of many innovative businesses.
- Localised parking close to each of the 7 neighbourhood beaches, together with a successful trial in 2021 of a park and ride scheme for the peak summer season.
- A rich history with many historic buildings and architecture that tells of the town varied past.
- A hustle and bustle summer atmosphere, with mix of independent cafes, bars and shops throughout the town
- A happy and friendly town with a bohemian vibe and lively nightlife with dining and music opportunities
- Peninsular location with a long shoreline that gives a high proportion of dwellings a view of the sea
- A picturesque and active working harbour, supporting a variety of operational and leisure users



- The varied topography of the beaches, headlands and spectacular landscape with big skies and beautiful sunsets



- An exemplary RNLI beach lifeguard service with understanding of how to keep a large number of visitors safe on the beaches.
- A peninsular location which means it does not suffer from 'through traffic' heading to other destinations.
- Flourishing / booming property market for both rentals / sales.

Weaknesses

- Reliance on tourism for employment both in retail, and hospitality and accommodation services.
- Car parking for residents, visitors and business operators is a significant problem in the peak period and requires review
- Historic street system not suited to high volume vehicular use – vehicle circulation for services, emergency access, deliveries and some residential areas are routed through the town centre.
- Control of access to vehicles in the town centre is inconsistent
- Cycle routes through the town centre are disjointed and do not encourage cycle use by visitors to shops and cafes.
- Long length of high street results in some users only visiting certain parts
- Severe shortage of social / affordable housing and insufficient accommodation for the private "professional" rental market. Housing shortages in 2021 reflected in the shortage of staff needed by the town centre hospitality businesses.
- Car parking for residents, visitors and business operators is a significant problem in the peak period and requires holistic review.
- Historic street system not suited to high volume vehicular use – vehicle circulation for services, emergency access, deliveries and some residential areas are routed through the town centre.
- Control of access to vehicles in the town centre is inconsistent.
- Cycle routes through the town centre are disjointed and do not encourage cycle use by visitors to shops and cafes. A Local Walking & Plan (LCWIP) will be available as an input to this project, including schematic solutions for key junctions.
- Long length of high street results in some users only visiting certain parts.

- Legibility and wayfinding for pedestrians is poor.
- Steep hills and steps affect pedestrian mobility.
- There is a perception that a large proportion of commercial premises are vacant, particularly as many businesses close out of season. It is understood that lease uptake has been strong in 2021, so it remains to be seen, however, what 2022 will bring in term of vacant premises.
- Shortage of summer sitting out space in the town centre, people have to keep walking!
- Lack of shelter means the town centre can be a wet, windy and cold place on some days which discourages residents and visitors from using it in the winter months
- Lack of a street level community hall and only a small part time museum restricts the social and cultural activity of the town.
- High numbers of visitors create a lot of wear and tear on the fabric of the town and its streets, with only a small population to fund repairs and volunteer remedial services.
- An all-hours economy throughout the summer months restricts the potential time in the streets for cleaning, litter picking and maintenance.
- Existing town centre landlords and landowners have not had the opportunity for involvement in past holistic initiatives for improving the town centre. No complete register of landlords currently exists.
- Some poor-quality HMOs, lack of social / quality affordable housing.
- Beach facilities on the town centre beaches are below expectation and outdated.
- Poor quality of public spaces along the high street e.g. Central Square detracts from the sense of place and that prevents a sense of pride in the town.

Opportunities

- Proximity to Newquay Cornwall Airport, the Aerohub, Enterprise zone and the Spaceport and the future Cycle Hub;
- Newquay is seen as a future key logistics hub for Cornwall and the South West.
- Increased national and global focus on sustainability & the climate agenda plays to the strengths and sensibilities of Newquay's culture and offers opportunity for the town to be a visible leader; recycling, reusing and re-purposing offers scope for new working practices and a chance to attract businesses which share this agenda
- The 30km Saints Trail cycle path will end in Newquay at Trenance bringing a new constituency of commuter and leisure cyclists to the edge of town and the opportunity of encouraging a visit to the town centre
- The Newquay population is inclined to health and wellbeing, and so is likely to embrace any wellness

oriented agendas and initiatives arising from Cornwall Council plans

- The South West Coast Path passes right through the town centre, giving the opportunity to showcase the town to a wide variety of walkers from around the world.
- Much of Newquay's historic architecture is preserved, and although currently concealed, remains available for regeneration and interpretation



- Modern methods of vehicular access control & monitoring offer opportunities for increased pedestrianisation and shared surfaces.
- Diversification of the economy and the introduction of new industries and working practices, already taking hold in Newquay, have been accelerated by the Covid-19 pandemic.
- Vacant premises in the town centre could be re-purposed
- Considerable investment in 'big ticket' infrastructure items such as the Piazza and the Killacourt give a solid foundation for impactful new initiatives such as the tram tracks, Eothen etc.
- The newly renovated green open Killacourt space in the town centre, equipped with a changing place toilet, offers a chance to put on more regular events such as farmer/craft markets and musical sessions.
- New small retail outlets allowing operators to grow their businesses alongside the bigger shops.
- The new Mount Wise community space will offer facilities for locals away from the main high street.
- New urban extensions and facilities such as the new strategic route and other social infrastructure including schools have the potential to attract more young families to settle in Newquay and make their future here
- Outputs of the 2021 Census may give some insights to unlock the parking challenges.
- Cornwall's new shortlisted application for UK Capital of Culture gives an opportunity for Newquay's Creative Industries to set out their unique manifesto.

Threats

- Deterioration of existing public spaces/ realm through heavy use and lack of an active and comprehensive design and management strategy affects the image and reputation of the town.
- Lack of understanding of shoreline management policies for coastal erosion and sea level rises is preventing a practical response at present. No real consideration has been yet been made as to how this will affect parts of the high street over the next time period.
- Lack of understanding of potential or extent of flood risks on routes into town, the electricity and sewerage systems of the town, means that there is no current attitude to how these should be mitigated or managed.
- Failure to balance the needs of the resident and visitor could result in drop in visitor revenue and in residents choosing to shop in other towns in Cornwall that have a more balanced retail offering.
- Without the right environment and employment prospects (matched with available accommodation), youngsters will move away to find work and housing.
- Failure to engage current and future landlords and developers in a consensual, holistic vision for the future of Newquay, will result in sustained lower capital values, lower returns on investment and no improvements in the currently low-quality town centre environment
- Insufficient active management of the night time economy could turn this great strength and opportunity into a threat to the environmental and social quality of the town centre.
- Booming residential sales and letting market post-pandemic may exclude a younger generation of residents from making their permanent homes here.
- Many of the town centre properties and street drains share a combined drainage system which is now very old, and maintenance could be disruptive in the future if no strategy for maintenance is adopted This is an opportunity to understand new legislation and public expectations and the likely way forward /timing affecting the streets ahead of any major improvement intervention.



3.0 SPATIAL PLANNING CONSIDERATIONS

3.01 Planning & Policy Guidance Documents

See Appendix A. The Town Team are currently cataloguing all of the documents that they have referenced/ used and will issue a fuller list to the successful Consultant.

The Newquay Neighbourhood Plan includes an assessment of Character Areas. The Consultant should review and assess the potential opportunity to designate parts of the town centre as a Conservation Area, and any effects (positive or negative) of doing so.

3.02 A Sustainable Future for Newquay

‘Sustainability’ is a broad term that describes the impacts that a development has on the environment. The Town Centre Development Framework offers an opportunity to make early, holistic decisions which limit long term impacts, and to put the town at the forefront of best practice in the following areas:

i. Net zero operational carbon

Prioritise ‘fabric first’ principles and maximise thermal mass/orientation for building form and envelope within the spatial plan. Create the best possible opportunity for any individual project or initiative to achieve net zero carbon emissions in operation.

ii. Net zero embodied carbon

Act in favour of adaptive reuse of existing buildings and structures, and reuse of existing materials. Ethical and responsible sourcing of building materials will be a priority. Create the best possible opportunity for any individual project or initiative to achieve net zero embodied carbon for new buildings and retrofit buildings. Consider local opportunities for offsetting.

iii. Sustainable water cycle

Aim to actively limit the amount of mains water used in the operation of the town centre and its facilities including the offset by use of greywater or recycled water to reduce mains water consumption, and sustainable urban drainage.

iv. Sustainable connectivity and transport

Aim to minimise the resultant carbon impact of the travel of local residents to and from the town centre by facilitating walking, cycling and other low impact forms of mobility. Consider end of journey provision for active travel runners and cyclists (secure cycle facilities, showers, dry lockers etc.), and evaluate the need for any shuttle type services (seasonal or year-round) between key sites or travel hubs, arising from the significant length (1600m approx.) of the town centre. The provisions of the 2022

LCWIP should be considered in relation to any proposed intervention in this area.

v. Sustainable land use and biodiversity

Maintain, protect, and improve the flora and fauna, including opportunities to increase new flora or fauna species within the study area. Aim to achieve net positive species impact and 0.3-0.4 Urban Green Factor in all new town centre initiatives and individual projects.

vi. Good health and wellbeing

Adopt the principles of the Well Community Standard <https://www.wellcertified.com/certification/community/> to protect health & wellbeing across all aspects of community life. Demonstrate how the proposals will create improvements in inclusivity, integration and resilience, and foster high levels of social engagement.

vii. Sustainable communities and social value

The proposals must demonstrate how they will achieve a positive social impact on the wide range of town centre users and the wider community served by the town centre.

viii. Sustainable life cycle cost, circularity & climate resilience

The proposals must consider the economic sustainability of the town centre over the short, medium and long term, clearly laying out any assumptions and evidence/benchmarks used to inform the likely cost of maintenance and operation.

The Consultants must review and assess the impact on the town centre to climate change over the next 20 and 50 years – drawing on available information to look at sea level rises, coastal erosion and river flood levels in relation to the town centre and the high street buildings, town access and services and to include next steps for Newquay.

Strategies for each of the above interrelated topics should be embedded in the overall Development Framework proposals, in each high-level intervention, and in each individual project which comes forward for funding & investment. These strategies will be the starting point for BREEAM and other assessment methods, and will provide an auditable record of the decision- making process around these complex topics.

The following, which cut across several of the above themes, should be given consideration for inclusion in any proposed initiatives:

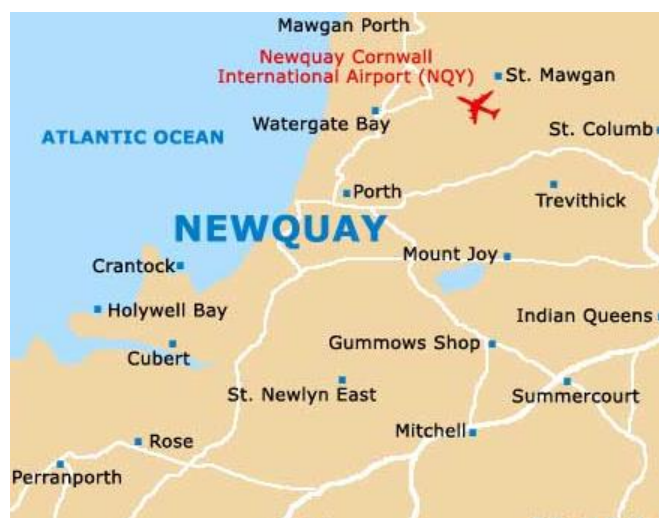
- Opportunities for reducing levels of light pollution in the town centre
- Opportunities for man-made noise reduction

- Opportunities for integration of 'Newquay in Bloom' and 'Newquay Orchard' activities and outputs
- Digital connectivity which simplifies and enhances the town for users, and limits the impacts of users on the town centre environment.
- Introduction of recycling bins
- Electric recharging points

3.03 Population and Visitor Numbers

The permanent population to be served by Newquay Town Centre resides in the Newquay Neighbourhood Plan area (NNP Map G1a) and in several outlying districts. The population of the NNP area was 19,089 in 2011; since that time significant urban extension has been commenced, and it is estimated that the current population is currently circa 22,000 and could rise to 35,000 in 2035.

In addition, Newquay is the nearest town centre to the outlying villages and districts of St Columb Major, Quintrell Downs, Crantock, Cubert, St Newlyn East, Goonhavern and Indian Queens whose population totalled 13,706 in 2011, and might be expected to experience slight increase.



So, the successful regeneration of Newquay town centre as an attractive local destination has the potential to serve a permanent population of 50,000 residents. Currently, much trade is lost to Truro and other more distant towns due to the unattractiveness, inconvenience of and lack of the right type of shops/housing for resident needs in the Newquay town centre.

Visitor Number Projections. It is projected that visitor numbers will be 204,000 across August in 2021, and it should be assumed for the purpose of the study that that these numbers will be maintained or will increase i.e. no significant decrease is anticipated. Self-catering/ holiday properties can be found in most of the streets and blocks of flats immediately surrounding the town centre which, of course, limits the footfall out of season into the town centre.

3.04 Transport & Access

Highways

This study should include a review of the town centre road layout, highway design, traffic flow and access and consider the benefits and impacts of increased pedestrianisation.

The Consultant should consider the options and recommendations put forward in the LCWIP.

Particular consideration should be given to:

- limiting car use in the town centre with restricted access to the high street areas and more use made of shared surfaces, enforced by new camera monitoring technology
- reducing speed limits
- eliminating short term car parking from high street frontages.
- visitor, business and resident car parking in the study area together with Park & Ride or Park & Rail opportunities.
- maintaining and improving access for RNLI, emergency services to the beaches and access for harbour users
- exploring the potential for Manor Road to contribute more positively to the town centre as a whole by reconfiguring the St Georges Road/ Manor Road junction, extending the cycle route northwards towards the Whim (Sainsburys) site, slowing down the traffic by use of shared surfaces, re-connecting Wesley Yard and the bottom of Crantock Street to the town centre, slowing the buses entering the bus station and reducing traffic noise and movements in the environs of the Piazza so it can be used for its original purpose as a place of public entertainment.
- Improved deliveries and waste collection regimes.
- Review of the taxi rank provision, drop off and pick up points for Uber- type services.

Rail

Rail passenger numbers through Newquay station will be a maximum of 130k per annum (average 350 pax/day) served by 16 trains per day until such time as the new Mid Cornwall Metro becomes operational circa 2030.



The expected changes in usage numbers resulting from the GWR plans for addition trains and an increase in the line capacity together with the direct link to Truro and then on to Falmouth will be disclosed as the plans for the Railway Station area are re-worked in 2022.

Buses

Newquay is currently served by a variety of Intercity services (provided by National Express and Megabus, and Cornwall –wide bus services Transport for Cornwall and First Kernow. There are two local routes (58 and 59) serving Newquay that connect the wider neighbourhood area to the town centre; these run hourly Monday to Saturday, with no service on Sunday.

The 2011 Cornwall Council Infrastructure plan made the following ambitious statements: *‘.....Encouraging more people to make trips by bus is central to the Connecting Cornwall strategy and will be key to mitigating the impact of growth in the towns. In larger towns such as Newquay this will include 10 minute frequency services to key destinations. Intra urban services would circulate on a 10 minute frequency in Cornwall’s 7 main towns. High quality vehicles, good connections with other modes such as rail and real time information will also form part of the bus network improvements that will support the proposed growth....’*

Some progress has been made in Newquay towards these goals, but in the decade that has elapsed, town centre car use and parking problems have not decreased. Information about the Newquay Strategic Route says it will *‘.....make good provision for sustainable modes of transport by hosting regular bus services and providing bus shelters with real time information....’*, so an understanding of new routes and stops from Nansledan will be required.

Consideration should be given to the following in the Town Centre proposals:

- the role and character of the bus station as a gateway to the town centre, with a significantly greater number of passenger movements than the train station currently.
- potential for a version of a high frequency town centre “shuttle” loop as in Falmouth, as part of a solution to the length of the Newquay high street.
- location of the stops for the airport buses.
- limiting the speed of buses entering and leaving the town centre area.

3.05 Cycling, Scooters, Mobility Vehicles & Skateboards

Newquay is one of two designated Cycle Demonstration Towns in Cornwall and has made considerable progress towards enabling cycling in recent years. Completion of the cycle route from the east as part of the Newquay Strategic Route, a cycle link from Trenance Leisure Park into the town centre via Wildflower Lane, Holywell Road and Tolcarne Road, and improving the cycle provision on Cliff Road and Henver Road are all projects under consideration and will vastly improve the routes into the town centre.

However, once in the town centre there is little provision for cycling (or other personal mobility modes). The Tram Tracks route effectively bypasses the shops and cafes, and there is limited secure cycle parking. There is evidence from research which shows cyclists and pedestrians spend more, more often and bring economic activity to town than motorists. Since the initial writing of this brief, Cornwall council have appointed AECOM to produce an LCWIP report for Newquay and this work is now well under way. The Framework project will need to consider the implementation of some of the recommendations in its suggested interventions.

Consideration should be given to:

- The recommendation of the LCWIP in relation to - improving the cyclability of the high street itself, including elimination of the 15 minute visitor ‘on street’ parking in the high street areas which yield little trade and instead blights the pedestrian and cyclist experience; this may be an important factor in managing the effect of the exceptional length of the high street on its future capacity and efficiency.
- Different regimes for summer (May -September) and ‘off season’ cycle provision in the Town Centre
- Reviewing the provisions of the Mini Hollands scheme for relevance <https://www.gov.uk/government/case-studies/london-mini-hollands>
- Positively accommodating skateboards (in this board riding capital of the UK), scooters and mobility vehicles alongside cycles
- The recommendations of the LCWIP report in relation to increased cycle parking and associated facilities

3.06 Pedestrian Circulation & Townscape Legibility

The town centre is topographically complex, situated on a sloping site arranged in a broad east-west arc around a series of bays and headlands. Ambitious mid-19th century urban plans set out the expansion of the town with east-west routes running along the contours and north-south routes running against the (sometimes) quite steep

gradients, with landmark buildings, such as the three prominent hotels by Sylvanus Travail, aiding navigation.

However, subsequent 20th Century development has eroded some of this rigour, obscuring vistas, truncating pedestrian shortcuts and leaving the town centre quite illegible to visitors – and even to some permanent residents! This results in overcrowding of some spaces and routes in the summer months, with many visitors simply unaware of the variety of options available to them to cross the town on foot, how close one destination is to another, and whether the available routes involve gradients which suit their personal physical mobility.

This project offers the opportunity to:

- Identify and define the main gateways to the town centre, and inform residents and visitors of the options for circulating the town centre on foot from those points.
- Define the key east-west circulation routes (along the contour) and improve their visibility, legibility and signposting. This should include the attractive stepped and ramped routes across the cliff scape and shoreline, and across the bay at low tide, which are important for shortening walking times across the town centre and increasing pedestrian capacity.
- Improve - and where possible create more - North-South pedestrian cross routes (against the contour), particularly where they frame sea views.
- Engage residents and visitors alike by providing information on points of interest and the rich natural, industrial, cultural and social heritage, and wayfinding information including walking distances, gradients etc.
- Improve the prioritisation of pedestrians by speeding up crossings etc.
- Improve links/bridges and routes from car parks in the NNP area into to the town centre.
- Introduce enhanced walking trails, consider cycle routes including anticipated 'Saints Trail' which will need to be connected from the Trenance car park area into the centre of town.

3.07 Land Ownership and Tenure

Little data is held on land ownership by Newquay Town Council. However, anecdotal evidence indicates that the town centre is composed of a large number of relatively small individual land holdings, owned by a mix of council, remote and local landlords/owner occupiers. While there are some multiple property portfolios, there are no known extensive blocks of adjacent holdings in single ownership

which might lend themselves to large scale initiatives without a land assembly exercise.

Compilation of landowner data is ongoing and early consultation with landowner stakeholders will therefore be critical in determining the true deliverability of any proposals raised by this study.

Commercial occupiers at August 2020 are shown on the plan attached at Appendix D.

4.00 DESIGN BRIEF

4.01 Introduction

The Town Centre Development Framework and the Investment Plan should provide a holistic mix of different sized regeneration projects that take into account town centre layout, design, potential for repurposing of buildings and other factors. It will promote a bustling town centre, accessible to all, that creates an environment that will attract new business and encourage different industries and investment.

The result will be increased footfall and employment opportunities, a vibrant, successful economy and societal and cultural benefits that provide a better quality of life and town centre experience. The outcomes will improve people's perception of the town centre and increase satisfaction rating from residents, businesses and visitors so people want to use the town centre more regularly and visitors want to return and Newquay becomes known as a "friendly" town that is inclusive and accessible with good or excellent facilities for all.

The Investment Plan should foster and celebrate Newquay's idiosyncrasies and reflect the town's commitment to the environment, with sustainability integral to proposals which promote biodiversity and reducing the carbon footprint using a wide range of design approaches.

The community and stakeholder engagement exercise together with evidence, data and lessons learned from other towns will encourage innovative solutions to provide a town centre that reflects Newquay's historical, environmental and sustainable culture, is visually appealing, uncluttered, full of character and heritage and where all the components of the environment work well together and support the modern-day requirements for a town through digital connectivity.

Through a comprehensive community engagement programme, the project will identify the potential for a town centre theme/consistent look which builds on Newquay's unique character and opportunities, provide a springboard to launch its town centre as a destination of choice, and ensuring that any regeneration monies invested benefit the communities served by the town centre.

4.02 Precedents & Lessons Learned

Precedents

In considering Newquay's potential as an enviable place to live and a desirable destination, it is useful to draw some comparisons with town centres which have already achieved this success. Newquay is an international community with a wide variety of global influences, so both UK and international precedents should be considered.

Newquay is twinned with Dinard, France which it has some commonality, but is not an obvious aspirational precedent.

For the purposes of this exercise, the following are considered relevant:

i. Biarritz, France

An aspirational comparison can be made with Biarritz, an elegant seaside town on southwestern France's Basque coast which has been a popular resort since European royalty began visiting in the 1800s.

With a population of just under 25,000 it is of comparable size, and it is also a major surfing destination, with long sandy town beaches and surf schools. A symbol of Biarritz, the Rocher de la Vierge is a rocky outcrop topped with a statue of the Virgin Mary. Reached via footbridge, it offers sweeping views of the Bay of Biscay.

A summary document showing the physical and functional similarities is attached at Appendix E. Other relevant aspects are the quality of the social, outdoor eating places within the town and a 'statement' building for communal use and visitor attraction.

ii. Manly

Comparisons can also be made with Manly, a successful visitor destination and beach-side residential suburb of Northern Sydney, Australia. Situated 17 kilometres (11 mi) north-east of the centre of Sydney, with a 30 minute commuting distance by ferry, it has a directly comparable relationship with that which Newquay has with Truro.

Situated on a peninsula of very similar size to Newquay, Manly has Sydney Harbour on its western side with calm water, ferry wharf, a swimming area, the Oceanworld Manly aquarium, and sailing clubs. On the other side of the peninsula is the Pacific Ocean and Manly Beach. There are more than 20 kilometres (12 mi) of cycle tracks that can be used to explore the district.

The Manly October International Jazz Festival is Australia's largest community-based jazz festival.

Manly has a residential population of circa 16,000 (2016 census).

Manly was first envisaged as a seaside resort by Henry Gilbert Smith in the 1850s. Notable for its beaches which are popular tourist destinations, the town features a long stretch of sand on the ocean side, that runs from Queenscliff through North Steyne to South Steyne. This is followed by rock pools and sandy beaches called Fairy Bower and Shelly Beach. The 4-kilometre (2.5 mi) stretch between Freshwater Beach and Shelly Beach was declared the "Manly -Freshwater World Surfing Reserve" in 2012.

The town centre of Manly, named The Corso, runs from the harbour side at Manly wharf to the ocean side at Manly Beach. Part of The Corso is a mall which allows outdoor dining for cafes and restaurants. The commercial area

extends to surrounding streets with more cafes and restaurants concentrated along the ocean and harbour shores. Gilbert Smith had a vision for this stretch of ground as a promenade with hotels, tearooms and entertainment.

The Corso was built in 1855 as a boardwalk, the street allowed tourists to cross the sand spit between the harbour pier and ocean beach. Realising that refreshment was essential, Smith established a hotel at each end of the Corso, performing very much the same function as the three landmark Sylvanus Trevail hotels in Newquay.

In 2007 Manly Council undertook an \$8 million upgrade of The Corso public realm. Vibrant lighting, water fountains, tree plantings, fresh new street furniture palettes, new tiles have been installed.

Manly has a number of heritage-listed sites which have been preserved and form part of its character. The relaxed lifestyle, beaches and proximity to Sydney city have led to Manly's real estate prices being amongst the highest in Australia. It is simultaneously a local centre, a regional watersports and recreation hub and a destination on the itinerary of international visitors to New South Wales.

The consultant should use further appropriate regional, national and international precedents to support their proposals as they emerge.

Lessons Learned

The NNP offers insight into the various issues that the town has faced most recently and identifies some future work/study that would benefit the understanding of the town in support of its regeneration programme. This is preceded by a series of studies undertaken in past years. The Consultant should familiarise themselves with the content of these, and where appropriate, build on the many relevant aspects and creative ideas contained therein.

The UK Government has set aside £4bn directly linked to improvements and will continue to fund such via its Levelling Up agenda. Newquay expects to make a range of applications for government and other funding using the outputs of this project.

The quality and professionalism of such proposals has greatly increased over the last few years. Such applications must demonstrate that they are fully supported by their communities, economically viable and sustainable and 'bid ready' both in detail and in funding partnerships.

To determine the purpose, content and level of detail required for Newquay's Town Centre Development Framework, the Town Team has reviewed similar projects undertaken for other towns. The Consultant should use the community and stakeholder engagement exercise to understand the relevance and importance of each key learning point outlined below [with exemplars in brackets]:

- Baseline assessments of the current state of the town and the relevant, related data / statistics. Such work gives confidence to any projects taken forward into the feasibility and design stage as to their need within the overall holistic plan. [Lowestoft and Barnstaple]
- Heritage considerations of buildings and structures can unlock additional sources of funding. [Barnsley].
- Maximise the opportunities within the town centre to emphasise its connection to the sea [Barnstaple].
- Look at the negative impact of traffic and parking versus the needs of convenience [Barnstaple].
- Gain a greater understanding of how to attract wider funding to a town beyond that of public money [Blyth].
- Quantify the monies being spent in the town from all sources as this can be a surprise, look at its focus and relevance [Dudley].
- Avoid displacement and gentrification [Elland].
- Ensure project selection is the widest in terms of potential funding sources [Chatham].
- Determine the metrics for measuring success [Crewe].
- Consider ongoing maintenance needs /funding/responsibility for each project [Grantham]
- Summer tourist need versus winter resident need within same town centre [Great Yarmouth].
- Avoid apartment/housing upgrades that are not then returned to use by the local population [Great Yarmouth].
- Cleanliness and litter/waste collection are problems everywhere and need to be properly solved as key to the presentation/feel of a town centre [Kingswood].
- A heritage (museum) and eco-skills centre together with a full year arts and culture programme is a good draw of both visitors and residents [Kirkham].
- Consider what is being done for the children and young people within the town [Wirral].
- Look at the night time economy and what can be done re crime and safety concerns [Oldham].
- Producing a video of projects and plans can be a good communication tool [Taunton].
- Growing an economy that works for all groups of people!! Engaging absent landlords and building community wealth [Wigan].
- Get funds already allocated actually released and projects underway [Winsford].
- Ensure that statistical information is representative and valid [St Ives].
- Evidence that the use of an external, established framework has already shown an ability to overcome business and resident resistance to change [St Helens].

The Town Team has viewed the following proposals to consider the production quality/format of the final report: The Margate Town Plan, Skegness Town Plan, Scarborough Town Plan, St Ives Town Plan, Barnstaple baseline document and the Stockton Local Plan. All have used a variety of presentation techniques and media to communicate their findings and proposals. The Consultant should assess what techniques would best suit the variety of Newquay stakeholders and other interested parties, and agree an approach with the Town Team. There is a strong preference to prioritise expenditure on expert resource to create robust, meaningful content and communicate it clearly, rather than on resource-heavy presentation technique

4.03 Functional Requirements

Retail & other Commercial Occupiers.

The extent, siting and occupancy of retail premises in Newquay reflects the need for extensive summer visitor capacity, but lacks the full range of retail offers needed to increase the proportion of the community which regularly shops locally. Consideration should be given to how to complement the existing strong range of supermarkets, health foods, surfing goods, chemists and pet stores by attracting a wider range of retailers to the Town Centre.

Nansledan (The Duchy site) has a strategy for its local centre which provides day to day needs for its community and some specialist businesses. However, it is intended to be complementary to the Newquay Town Centre offer.

Consideration should be given to the following topics:

- There is no food hall or local bank.
- A strong cultural fit with the gig economies combined with the acceleration of decentralised working caused by the Pandemic and extensive underused building stock appears to create great opportunity for agile office space provision. Some new projects have already been completed in this sector, and the demand for more of this should be assessed.
- With improved facilities and marketing there is potential for Newquay to attract the HQ functions of environmentally conscious national and international organisations, including technology firms, charities and not-for-profits, who are looking to re-locate from London and other cities to areas of plentiful staff resource and good communications, but who would not in the past have considered Newquay as an option.
- There is also potential to attract the new wave of industries and investment of the 'Green Industrial Revolution'
- The opportunity for an arcade or covered area could be considered to extend the use of some of

the commercial premises for public events and in bad weather.

Residential uses

The potential for residential development in the study area should be considered in the context of its ability to contribute to the vitality, vibrancy and security of the Town Centre throughout the year, and to complement the tenure mix.

Some direction is given in the NNP in section 8.5 Housing - 'H' Policies. In addition:

- There is an acute shortage of affordable accommodation available for rent on an annual basis; private sector landlords make their properties available for local rental in the winter, but tend to favour short term holiday lets between April – October, forcing younger occupiers who are unable to / prefer not to buy out of the Newquay area in the summer months. This appears to disproportionately affect those working in the creative, outdoor and other gig economies, many of whom have roots in the area and would prefer to live in Newquay year-round. Opportunities to address this will be welcomed.
- During October 2019 to September 2020 Cornwall Council's the Economic Growth & Development Overview & Scrutiny Committee undertook a Private Rented Sector (PRS) Inquiry. It is now progressing to consultation on the introduction of PRS regulation with the intent to influence and bring about significant improvements in the availability and quality of private rented accommodation in the town. The Team await news of the next step and will advise accordingly at the start of this project.
- Consideration should be given to the likely impact of the new Permitted Development Rights for conversion of retail premises to residential use (31st March 2021); focus in the new spatial plan should be on providing opportunities for well-designed, mixed-use Town Centre initiatives that provide long-term value for the Newquay community, and discouraging piecemeal conversions to residential uses. This could involve changes in the NNP and a review of the NNP is planned in the next two years.
- While opportunities for residential development in the Town Centre study area are generally limited to intensification of existing mixed uses sites, small infills and the bringing back in to use of accommodation over shops, a larger scale residential opportunity for 100 – 150 dwellings exists at the Newquay Station Quarter, and this should be reviewed in the context of the overall proposals.

Hospitality & Entertainment

- The breadth of hotel provision in the town centre study area is limited, although there is a great range within walking distance.
- While there is some provision for indoor live entertainment within existing operations (e.g. Whiskers, Dead Famous, Selkie's) there is no indoor live music venue of larger scale.
- The Newquay Heritage Archive and Museum is small and inconspicuous, and its collection is worthy of a higher profile.
- There are various venues around the town centre capable of hosting small exhibitions e.g. the cinema foyer, but no programmable internal space dedicated to accommodating larger temporary exhibitions.

Leisure

- Public facilities on the town centre beaches (Towan and Great Western) are of low quality and do not do justice to the spectacular natural setting; the promenade area at Towan is cramped and uncomfortable to use in summer, with queues for the Aquarium clashing with beach users.
- The various water sports & coastal communities should be consulted on the needs of participants/customers, and lifeguarding facilities.
- There is an opportunity to consider the feasibility of reinstating a salt water pool at Towan.
- There is a desire for the provision of play areas and outdoor exercise fitness trails etc.

Sports Facilities

- Newquay lacks an all-weather hockey pitch.
- a 4G multi-use games area (MUGA) could have regeneration benefits
- consideration could be given to innovative, flexible provision such as laser projected pop up football pitches.
- beachside sports such as table tennis and volleyball.
- NSQ proposals make reference to an indoor climbing facility.

Social infrastructure

- There is no ground level community space or hub in the town centre area for the staging of community events or exhibitions. Demand exists for a community hub/high street experience with outdoor seating and weather protected areas where people linger, eat, drink, mingle, shop, use WIFI, and listen to music.

- There are a variety of suggestions already logged for the use of this indoor space for community use, including an adult social space alongside children's play area, a Lego café, a community lending facility for items other than books e.g. tools, camping equipment, surfing kit etc. repair café for electronics or skate boards) and new ones will emerge through the public engagement.
- The role of the library should be reviewed and possibly enhanced.
- Consideration should be given to the NNP area as a sequence of '15 minute villages'. Review how the town centre could provide any missing functionality for residents within a 15 minute walk of a particular section of the high street, for example early years education, healthcare etc.
- There is now the possibility that the two closest doctors' surgery will move out to Nansledan or other edge of town site. The Consultant should review and advise on the effect on this on the town centre.
- There is no town centre consulting room space for let to alternative health practitioners. Consideration should be given to the demand for an equivalent facility to the Falmouth Natural Health Practice in the town centre.

Car Parking

Assumptions regarding town centre parking provision are given in section 1.03 (vi). Subject to full alignment with Cornwall Council's Positive Parking Framework and statutory approvals, previous studies suggest there may be potential to provide additional or replacement visitor car parking as part of mixed use proposals at the Newquay Station Quarter and Manor Road and St Georges Road car parks.

It is a particular feature of the South West generally and Newquay in particular that there is a high level of recreational / camper van use, which can be a positive aspect of the town 'brand'. Consideration should be given to the dynamics of this in the context of the town centre, including overnight parking and height restrictions.

4.04 Preferred Spatial Relationships, Orientation and Functional Adjacencies

Orientation

It is a characteristic of the town centre that high street areas follow the coastal contour, in a broadly east-west arc. In the early settlement, protection of Fore Street from storm winds was important, so views through to the sea were infrequent. It is necessary to understand the balance of built form between creating views and providing shelter, and also that the northerly aspect to the sea puts the high

street areas in the shade of the buildings on the seaward side, especially in the winter months.

The challenge in developing a spatial plan is to provide sufficient sea views to aid orientation and legibility without over exposing the public realm to the maritime weather to the extent that it becomes uncomfortable and uninviting.

Gateways

There are four gateway spaces that should clearly define the start of the town centre, and which require a comprehensive review of their function, character and operation. They must offer clear and inviting routes for pedestrians and cyclists; strengthen the sense of arrival through carefully sited high quality streetscape details and present essential access information for vehicles, particularly the location of the car parks and speed restrictions:

- i. East Gateway. Cliff Road, fronted by Rocklands, Maharaja Restaurant and Great Western Hotel. Marks the start of the built up area on the seaward side when approaching from the east.
- ii. South Gateway. Marcus Hill, fronted by Council Buildings and the Library
- iii. West Gateway. At the junction of Manor Road, St Georges Road and Crantock Street, fronting the piazza, the cinema and having a relationship with the entrance to the Bus Station
- iv. North Gateway. At the north-end of Fore Street, a roundabout fronted by the Red Lion and the Little Italy restaurant.



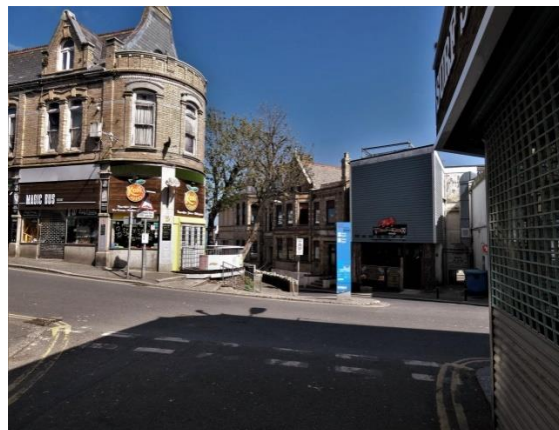
Zones and Themes

Appendix 5 of the NNP defines several character areas which should form the basis of review. The extended length of the high street area and the 'special' elements that support their activity (e.g. the Harbour, the beach access, the tram tracks, the Killacourt) suggests that some theming or zoning of high street functions and specialist retail offers might be beneficial. However, this should be dovetailed with the ideal of creating a series of '15 minute' neighbourhoods – so each section of the high street offers daily provision for the immediate residential areas it serves.

Key spaces

The character of key spaces in the town centre must respond to any re-emphasis of use, and anchor their individual areas of the high street. Spaces requiring transformation include:

- i. **Central Square.** Much historic information exists describing the role of this space, and there is an enthusiasm to see it restored as an engaging place of congregation where pedestrians take propriety over cars. The study of this area should take in the Beach Road junction with Fore Street and the junction of Bank Street with Gover Lane



- ii. **Towan Promenade and Beach Front.** A vitally important space in the character and dynamic of the town centre whose historic uses have included a theatre, laundry, a saltwater bathing pool and more recently an aquarium. The space has potential to become a world class town centre beach and promenade environment.
- iii. **Junction of Marcus Hill, East Street, Bank Street and Trebarwith Crescent.** Situated at the geographic centre of the town, it is the confluence of four key thoroughfares and the point at which the 'tram tracks' cycling and pedestrian route crosses the high street. Fronted by the library and in close proximity to the Town Council buildings on Marcus Hill, this important but challenging space is currently ill defined spatially, and considerable thought needs to be given to how its identity might be developed. The hierarchy of pedestrians, cycles, buses and cars will be key to the evolution of what may prove to be the most influential space in the regeneration of the town centre.



- iv. **Frontage of railway station on Cliff Road.** Several proposals already exist to create a new public space as entrance to a future Newquay Station Quarter but Cornwall Council are about to start work on scoping a new proposal [Feb 2022] With a close relationship to the East Gateway space described above, this space has the potential to anchor the east end of the town. The lack of quality in the existing buildings in this area, combined with a lack of sea views currently result in an urban environment of low standard, but with huge potential for improvement. The timing and detail of the Railway station redevelopment relates to into GWR station plans. The Consultants are expected to work with Cornwall Council and to input into any consultation that takes place during the timeframe of this project. Should the consultation timings not match up, then the Consultants should report on the feedback from the community/stakeholder engagement process and any recommendations/ideas that they think worth having on record.

4.05 Public Realm and Landscape Design Approach

Policy D4 of the NNP, Public Realm Design states the objective “to ensure that the public realm is designed and kept in an appropriate condition to complement the local historic townscape character or landscape character. To ensure that the public realm is accessible and inclusive to all users, minimising conflicts between different users, and reduce the visual impact of street furniture, statutory services and excessive signage”.

A comprehensive review of the public realm in the town centre is required in the first instance, including an audit of existing assets. Public realm enhancement should improve both appearance and functionality [Historic England 2018 ‘Streets for All’ should be used as the basis for design.

The holistic and cohesive design approach to the public realm throughout the town centre area should build on Newquay’s identity and distinctive qualities and celebrate these to help differentiate Newquay from other places and

in doing so identify ways to strengthen local ‘ownership’ of the town’s identity, loyalty and civic pride.

The extreme exposure of this coastal location should not be underestimated when specifying materials and products and the simplicity of cleaning /maintenance of such is key throughout the busy, long days and nights of the summer holiday months.

Hard Landscaping Materials. The public realm should utilise a palette of high quality locally sourced sustainable materials which reflect the history and heritage of the locality, but also meet the needs and desires of modern environment. Ground surfaces should help to unify the streets and spaces within the town centre and encourage greater pedestrian activity.

Green Spaces. Existing green and open spaces should be protected but also become an integral component of the public realm. Opportunities for new spaces or multi use and better integration of existing spaces should be considered to enhance social and amenity places for people to dwell, enhancing the town centre experience.

Public Art. This should provide a means of celebrating Newquay’s culture, community and heritage. It should offer shared symbols which engage the community, reinforces Newquay’s identity and positive image and contributes to the civic pride whilst supporting Newquay’s creative industries, creating opportunities for artists and designers and providing a catalyst for development and economic growth through innovation, attracting visitors and stimulating investment.

Lighting. The strategy for Town Centre lighting – both Council and private - needs to aim to reduce light pollution, minimise carbon emissions, but be sufficiently lit that well - used areas feel safe. It should allow specifically appropriate lighting design for distinct areas, for example defining entrances to the town, celebrating focal points and illuminating key connections.

Signage. Way finding and welcome signage should be simple and well positioned to provide a legible and well interpreted place, where visitors and residents are provided with

- an adequate way finding and visitor information to enable and encourage them to explore Newquay town centre on foot and on bike. The LCWIP project may provide some useful insight into this element of the project.
- interpretative information that adds to the richness of the experience.
- the opportunity to engage digitally with wayfinding and interpretive material – subject to fully understanding the effects of the exposed coastal weather on such and the expected lifespan.

- street name signage which is consistent in appearance and located appropriately.

- Incorporation of an arcade or other covered area to provide a focal point for activities in poor weather.

Street Furniture & Equipment. A system of street furniture robust and well sited, offering clear benefit for all users, with a consistent style to ensure visual continuity. Bollards should be eliminated where possible, with consideration given to alternative methods of access management. A range of facilities should be considered including cycle parking and accessory provision such as bike pumps, litter bins and introduction of recycling, water refilling points, vehicle charging points, electric charging points, dog bags/waste points. Again, some of this will be informed via the LCWIP.

Planting. A comprehensive low maintenance sustainable planting strategy should be proposed that promotes biodiversity and considers use of trees, planters, hanging baskets, texture and colour, introduction of parklets or any other initiatives that will contribute to the appearance of the town.. There are several small local parklets developed by residents throughout the town centre which should be accommodated and supported to thrive.

Individual initiatives for consideration include:

- any changes which would support use of the piazza for its original purpose of public entertainment and gathering e.g. physical improvements, traffic calming, programming of events.
- an upgrade of Central Square as heart of the original town, including removal of fences and the relationship to a restricted traffic solution.

4.06 Built Heritage

Newquay has a remarkable development and topographical history making the transformation from a small fishing village into an important north coast port, then fashionable coastal resort and now the UK's surf capital. All eras of Newquay's history are on display throughout the town, shown in the unique building heritage that survives although it is now time to take stock of what is left and ensure that within an overall plan such is valued.

The opportunity exists within the scope of this project to progress the definition and justification of designation of a Newquay Conservation Area, and the Consultant should advise on this as part of the project outputs.

Consideration should be given via the engagement programme to the following assets and a discussion/ plan brought forward for conservation/ preservation/ sensitive and appropriate re-use of such. Grants are often from the Heritage Action Zone English Historic Funds and the requirements needed to be able to access these monies should form part of the report.

Historical link	Building asset
Fishing, ship-building and harbour	Harbour walls–Grade 2* Started by Richard Lomax in 1832 and finished by Joseph Treffry in 1847 – Surveyor John Ennor snr. Huers Hut – the oldest structure in Newquay Approach to harbour with loading areas/chutes on South Quay Boathouse area once a boat yard. Lime kiln. Remains of old fishing cellars – 12 fishing companies with buildings dating back to 1800 (now only footings remain)
Coastal protection	Harbour heights Tolcarne road support Cliff protection walls at the back of the harbour Towan promenade
Mining	Mining Cottages on Mount Wise
Railway	Centre harbour pier for loading Whim Tunnel still accessible from Harbour end Tram tracks/ Manor Road walls – (railway opened in 1846 for goods Passenger railway from June 1876). The route of the mineral tramway is preserved within the town plan.
Old village	Shirley's Cottage, Broad Street, Chapel Hill, Deer Park Alma Place Grade 2 listed – 2, 3, 5, 9,10 and 11 Deer Park.
Public houses	The Fort built on Fore Street in 1830

	The Red Lion on Fore Street in 1835
	The Commercial/ Central
	The Shipwright Arms opposite the Red Lion – now Cliff Cottage 1830
Churches	Newquay Reformed Baptist Church Broad Street/ Chapel Hill founded in 1822 as Ebenezer Baptist Church. Rebuilt 1875.
	The Salvation Army (1926) Crantock Methodist 1833 junction Crantock Street and St Georges Road.
	United Methodist Steps Chapel (1862) now funeral directors on Marcus Hill.
	Claremont United Methodist Church and Hall (1892) on Beachfield Avenue. Grade 2.
	Newquay United Reform Church (1888) built with tower but this was not replaced in 1924 when the church was rebuilt after a fire. Hall added 1902.
	Wesleyan Methodist – Elim Church – Marcus Hill
	Newquay Christian Centre – Wesleyan (1904) designed by bells, Withers and Meredith of London
	St Michael the Archangel (1911) originally designed Sir Ninian Comper with the tower added in the 1960s. Destroyed by fire in 1993 – repaired by English Heritage experts. Grade 2*
	The old church path walls between Bank Street, Manor Road and St Michaels Road remain alongside Poundland/Peacocks today showing where the old St Michael Church was situated.
Hotels and villas	The Great Western Hotel built 1879 (now with 1930 features) built by Silvanus Trevail [ST] when he recognised the need and potential of Newquay as a tourist resort when mining and fishing were failing to support the population.
	The Atlantic Hotel was added in 1892 and the Headland Hotel opened in 1900 both built by ST. Although neither hotel is in the town centre, their existence was and remains an important part of tourism in Newquay.
	The Victoria Hotel
Textile industry	Crantock Street factories (now housing), Box factory
Island and the bridge	The bridge was built across the gap in 1900. Originally an open iron framework but concreted in sometime in the 1940s? (yet to be determined actual date)
Central Square/ Fore street and Bank Street	The original commercial axis of Fore Street, Central Square and Bank Street which bends around the upper edge of the coombe valley in which the harbour is sited. Here Newquay built its most impressive buildings in the 1890s many of which survive today (albeit behind modern day facades). The way in which buildings have been designed to emphasise and define elements of townscape at important points shows sophistication. Angled corner doors and rotundas are used as architectural devices to define important corners or junctions. For example, corner doorways in the four surrounding structures define the junction of Bank Street, Beachfield Avenue and Cheltenham Place with rotundas used at 1 and 2 Fore Street.
East Street Police station	Built 1895 – currently hidden behind Betfred Sign
High Street – 1900 to 1930	St Michael’s Church Hall 1925
High Street after 1930	Various buildings with a distinctive art deco frontage/roof definition
Significant modern	Library

A full report on Historic Characterisation was done in 2003 as part of the Cornwall and Sicilly Urban Survey – work is currently underway to update that report and the work in the NNP to present the picture as it is today. This will include a photographic record of development through time.

http://newquayplan.org/wp-content/uploads/2015/05/csus_newquay_report.pdf

High quality buildings in the town centre have not been treated with respect by the modern day retailer but many remain in situ, and their beauty could be revealed. Shopfronts, in particular, offer opportunity to restore historic character whilst reflecting a modern day Newquay. Design Guidance is given in Newquay Shopfront Design Guide and its associated Appendix 2 dated January 2018.

4.07 Key Current Initiatives & Opportunities

Newquay has many current initiatives which are about to impact on the town centre in varying ways and to differing degrees. The projects have been individually worked up and actioned. They do not currently sit within an overall vision or ambition for the town.

Key current initiatives	Description
Newquay Station Quarter and public realm in that area	New station maybe new access point, housing, car parking, leisure – meeting to be set up with GWR to establish latest and timing
Saints Trail cycle route extn into town centre	Trenance Car Park work April 2021 – Trail opening date March 2023 but ends at Treloggan with no current funding to get its to the Trenance Car Park or on into the town centre
Mount Wise / Gannel Road roundabout re-design	Town council funded April 2021
Increase work hub space	Opening 2021 – C Space and Pentire House CIOs funded.
Increase small starter retail space	Killacourt 12 retail and café areas, Coastal Community Funding (part) +Town Council monies. Opening April 2021.
Changing Place toilet	Town council funded – opening April 2021
More and varied events on the Killacourt	Music sessions and farmer markets held in 2021
Tolcarne Road contra flow cycle route into town	Cornwall Council – consultation approved March 2021
Aerohub, Enterprise Zone, Spaceport and G7 investment in Cornwall Newquay Airport + Cycle Hub	In the wider area but impacting on the economic vitality and viability on the whole. G7 runway work was completed in June 2021. Funding for Cycle hub still to be found/announced, including any proposed cycle route in Newquay . Kernow Sat1 space launch – awaiting an announcement about timing,
Newquay Strategic Route – Phase 2 and 3	Opening up alternative transport routes into the town centre. Expected 2023.
Estate Transformation CC	Cornwall Council is reviewing the buildings within the town from which its services are delivered and are investigating the possibility of an Integrated Service Hub on the Station Quarter Site. Funding has been approved. No start date known yet but is in Tranche 1
Park and Ride Pilot	Pilot took place in 2021 with 40,000 users of the service. This is believed to be a success. It cannot run from the same location in 2022 but there should be a repeat scheme.
Local Cycling and Walking Infrastructure Plan (LCWIP)	AECOM are working on the LCWIP for Newquay with the first publication consultation on suggested routes to close on Jan 10 th ..
Henver Road Cycle Path upgrade	This is a small scheme where Henver Road joins Narrowcliff. It will be completed by March 2022
East Street pavement/ surfaces repairs	This project starts on the 10 th Jan 2022 and is a comprehensive repair project which will replace all broken slabs, fix curbs and re-sight the concrete balls. Runs from Slots up to the Hotel Victoria.

Opportunities

Over the years many different ideas have been put forward for improvements and changes to be made throughout the town centre. The table below sets out some of these that should be considered in the mix during the planned community and stakeholder engagement process but it hoped that many more ideas will be added of varying levels of ambition so that Newquay can benefit from a co-ordinated, planned and agreed vision for its future. None of these projects have any funding in place yet and no partnerships have been identified

Public realm re-design and update for Central Square/ Bank Street/East Street – unclutter and easy to clean structures and surfaces
Pedestrianisation of both Central Square and the rest of Bank Street to the bottom of Marcus Hill – reworking the traffic flow in that area so that the bollards are placed alongside the piazza entrance - input from the LCWIP and Transport review
A high-quality urban space for socialising and eating outside within the town centre
Tram Tracks Rejuvenation
Introduction of a Conservation area having examined all pros and cons of such plus a management plan for such. Giving access to HAZ funding maybe.
Outdoor fitness trail/ linked to discovery trail
Towan outdoor sea pool and promenade restoration
Interactive walking tours with Murals and updating discovery trail
Heritage (museum), culture and eco skills community space
Shared traffic surface Manor Road (full length) and extension of cycle path towards Sainsburys from the end of Manor Road.
Traffic management designed to keep the vehicles away from the town centre
Gateway improvements – Red Lion 5 way roundabout, building frontage could make dramatic and attractive space
Opening up of Whim tunnel
Improve Fore Street/Sidney Road corner with some form of vertical elements/seating
Look at the current cladding of the Original factory Shop/ Koncept Gym with a view of making more in keeping with the area
Conversion opportunity for commercial/ light industrial/ residential at the Old Jewson Site
Fore Street café area maybe summer use of car park as seating area - connection to the sea
Look at Beach Road junction and any opportunity to create a destination area
Look at rolling out the roundabout design to other gateways into town with matching floral/ green spaces
Restricting delivery times to the high street if an alternative can be determined re lorry/van short stay parking

4.08 Seasonal Calendar

Newquay has a vigorous seasonal calendar, which needs to be supported by the enhanced public realm design. Regular events are as follows:

Month	Event	Detail
Jan	New Year's Fireworks	Display over the harbour
Feb		
Mar	St Pirans Day festival	A week of Cornish events at various venues including sea shanty evenings, local male voice choirs, tea events, ceilidhs, beer and music festival and a grand parade.
Apr	Easter Egg Hunts	Various run by Lions and other organisations at different locations including local beaches
May	Thunder Cat Racing Season Opening Music Event Street food festival Farmers Market Party in the Park Pie and ale festival Mayor Making	Fistral Beach Killacourt Barrowfields (first event 2022) Killacourt) Local holiday camp venue 4 days festival Smugglers den New mayor procession
Jun	Newquay Sessions Night surf	Live Music acts on Killacourt June – Sept Surf event Fistral
Jul	Newquay Carnival Rattler Fest	Week long celebration culminating in parade - organised by Town Council and Lions Clubs 3 day music event (first one 2021)
Aug	Cornwall Pride Boardmasters Beach rugby Gorsedh Kernow Esedhvos Festival	2 day event hosted in Nqy International renowned event Annual tournament Watergate
Sep	Summer finale Drive in cinemas Watergate sprint Newquay beer festival (lions) Newquay Fish festival Healys cider festival Crantock Bale push	End of season free fete/fair on Killacourt Watergate bay events Car event sprinting up hill 3 days of live music and over 100 beers at Hendra. 3 days cooking demos, music, food at the harbour. 3 days of live bands cider and entertainment Local village event.
Oct	Zombie Crawl Lowender Peran	Halloween themed walk through town
Nov	Fireworks Remembrance Sunday parade	Various organised events local venues managed by Wax (sports centre, Watergate)
Dec	Christmas fair/market/ lights and Fireworks	NTC provided fireworks and Christmas lights

The following regular events should also be taken into account:

- ART8
- The Santa Run
- New Year Dip at the harbour
- Joe Way 'Paddle for Life'
- Lifeboat Day
- Gig Racing events

Traditional events that might be reinstated:

- 1900 Week
- Lights in Trenance Park.

5.00 STAKEHOLDER ENGAGEMENT

5.01 Definition of Key Stakeholders

Effective and meaningful Stakeholder engagement is essential to the success of this transformation project. The engagement process needs to be open and inclusive with particular emphasis on widening participation amongst members of the community who have not traditionally been actively involved in town issues. It should use innovative methods to access as many of the different groups as possible by providing adequate opportunities for all interested parties to contribute and be involved. Engagement must be robust and representative ensuring that those involved in the process can evidence the value of their participation.

The vitality and viability of Newquay Town Centre is of significant importance to a variety of stakeholders and the aim is to seek the real and current experiences of each group to feed into the overall project.

Set up work with Insight groups will start in Feb/ March ahead of the start of the project so that the first stages of the engagement process can proceed quickly.

The key stakeholders/insight groups include:

- Retail Operators – nationals
- Retail Operators – independents
- Hospitality and Night Time Economy Operators
- Service providers
- Water sports and leisure operators
- Residents and residents associations - living within 500m of the town centre
- Councillors - Town and Cornwall including considerations from the Planning Committee
- Young people using the town – schools, colleges, visitors
- Day visitors - education, employment and recreational including those from the wider catchment area
- Night economy visitors – restaurants, bars, pubs and clubs
- Holiday visitors and second home owners
- Creative industries – advertising and marketing; architecture; crafts; design (exhibitions, games, graphic, industrial, interior, landscape, product, textiles and theatre); fashion; film, TV, video, radio and photography; It, software, computer services; publishing; museums, galleries and libraries; music, performing and visual arts
- Emergency, safety and security – wellbeing of residents and visitors
- Landlords and landowners including the Duchy of Cornwall (Existing and potential for new as part of regeneration).
- Community and Voluntary Sector Groups

- Not for profit organisations representing minority and hard to reach groups (vulnerable adults, people with disabilities, older people, faith groups, LGBTQIA, Low income, younger people).
- Healthcare practises/offices and voluntary groups concerned with community well-being
- Social Media Groups
- Event organisers, entertainments and attractions
- Public service providers
- Innovative technology businesses and experts
- Other non-town centre businesses who would benefit from increased attractiveness of the town centre
- Transport/logistics – delivery drivers, taxi and bus drivers, tut-tut and land train
- Harbour users
- Environmental groups – land and sea, net carbon zero groups, climate change, erosion and flooding interests
- Business development/Infrastructure managers and partners for projects in the wider area (Local enterprise partnership, aero/space hubs, airport, etc.)
- Utilities service providers – sewerage, water, electricity, BT.
- Museum, architects and historians

5.02 Stakeholder Engagement Process and Communications

The Town Team is committed to meaningful public engagement”. It will work alongside the Consultants and with the community and stakeholders to ensure that concerns and aspirations are directly reflected in the proposals developed and provide feedback on how public input influences the priorities.

Engagement objectives are as follows:

- to develop a detailed understanding of key issues, challenges and opportunities
- obtain qualitative and quantitative data that can be used to inform the development of specific projects / priorities
- understand market expectations
- understand community expectations on a local level
- identify co-funding opportunities from the public and private sectors
- evidence the need for Government funding
- galvanise support for, and inspire ownership of, the town centre
- develop and validate ideas
- provide additional (supplementary) metrics from engagement intelligence

The desired outcomes of stakeholder engagement are:

- the maximising of the number of potential intervention/project ideas that the Team have to consider
- new, original and challenging ideas
- community ownership and pride in the project
- increased levels of community trust
- confidence that priorities have been assessed in response to public opinion and local need
- the strengthening of community links and maximising public support for the project's success.

A stakeholder plan template can be found in Appendix F for joint review on award of the Contract.

