

## **APPENDIX A**

### **Saltash Town Council**

Station Building - Income and Expenditure

As at: 14/08/2017

#### **Income**

Description	Status	Amount
Transfer from other EMF Balances	Held by STC	£ 75,000.00
General Reserves - Purchase	Held by STC	£ 60,000.00
General Reserves - Legal Fees	Held by STC	£ 5,000.00
Great Western Rail Contribution	Awaiting Payment	£ 30,000.00
Station Fund	Held by STC	£ 15,000.00
S106 Application	Held by STC but released in stages	£ 70,500.00
Cornwall Council		£ 140,000.00
<b>Total Income</b>		<b>£ 395,500.00</b>

#### **Expenditure**

Description	Status	Amount
Legal Fees		£ 3,246.90
Purchase of Station Building		£ 165,000.00
Initial Health & Safety Works		£ 3,428.45
Geoff Peggs - Professional Fees		£ 450.00
<b>Total Expenditure</b>		<b>£ 172,125.35</b>

## **APPENDIX B**

### **Brief for consultancy services for an Architect to redevelop the station building, Saltash Station Saltash Town Council, August 2017**

#### **Summary**

1. For years, travellers coming into Cornwall by train have been greeted by the blighted station building at Saltash station. Now the Town Council has bought the freehold and wishes to complete an options appraisal and feasibility study to consider its future. An architect is sought to put together a design team to work with the Options Appraisal consultant to assist in the shortlisting and evaluation of the options and to complete the preferred project through to completion:
2. The Architect will work closely and iteratively with the Options Appraisal Consultant to assist in the options appraisal process and to identify a preferred option.

The Architect will then develop a high level spatial plan of the preferred option, showing how the new uses may be accommodated, along with an indication of height, scale, massing and floor space and an outline delivery plan and timetable. Should the Council decide that the project is viable, the Architect will prepare a concept design to RIBA Stage 2, including the development of a final project brief for approval.

3. Assuming the project is approved, the Architect will then develop the project to the Design Stage (RIBA Stage 3), including a detailed planning application.
4. Subject to funders' procurement protocols, and by mutual agreement, it is intended that the Architect will be reappointed to manage and complete RIBA Stages 4 – 7. The Architect is expected to manage the whole capital project including the commissioning of surveys, QS, and other specialised services and, later, the running of the building contract.
5. The project must enhance the customer facilities at the station and provide an income stream to ensure a sustainable future. The balance of customer facilities and income generating space is the subject of the Options Appraisal consultancy.
6. Initial consultation has suggested that travellers would welcome an inside waiting area, a café or refreshment point, a ticket machine which issues pre-booked tickets, real-time timetables (including those for local buses), WIFI, and – above all – toilets.
7. Suggestions for the remaining part of the building have included serviced offices, residential, café/bistro, children's nursery, offices, start-up businesses and community space. Other uses may be possible and the Architect is encouraged to add their own ideas.
8. Further improvements are intended for the area around the station, including a canopy, improved lighting, better signage, interpretation boards and better parking. Others have asked for secure bicycle racks or cycle sheds.
9. The extreme eastern side of the building appears to be later and in poor condition, and it has been suggested that this could be demolished and replaced with a suitable new build, perhaps as a second phase. The Architect and Options Appraisal consultants should jointly consider the phasing of the project.
10. Although the building is not listed, it is in a conservation area. The chosen option must reflect the significance of the building to Saltash and its iconic position next to the road and rail bridges.
11. It is not intended to make significant alterations to the external appearance of the main building but the interior could include a mezzanine or other intervention.
12. We intend to begin work as soon as both Consultants are appointed. Payment for these services has already been secured.

13. The timetable will be mutually agreed between the Options Appraisal Consultant, the Architect and the Town Council, including key delivery dates and consultation meetings.

## **Background**

### **Saltash Station**

14. Saltash Station is located within the Lower Fore Street Conservation Area. This is a small defined district of historic Saltash, taking in Lower Fore Street; the Medieval and Victorian settlements running up from the town quay and foreshore, and railway heritage environment adjacent to the Royal Albert Bridge. The area is of real historic interest and adds significant value to the character of Saltash. The station building is adjacent to Isambard Kingdom Brunel's Royal Albert Bridge. The original building opened at the same time as the bridge, but as passenger numbers grew, and with a change of ownership to Great Western Railway (GWR), the original building structure was removed and the present, far larger building was built in its place. The station was the driving force behind the development of the market garden industry in Saltash and the Tamar Valley from the late 19th C, and, with a commuter service to the Royal Naval Base, Devonport it was for many years the busiest in Cornwall. During World War II a unit of the Home Guard was based there to protect the strategically important bridge. The building fell into disuse in 1971 as the station became unstaffed. It was sold to Saltash Town Council in 1996, who resold it to a property developer in 2006, and due to the increased risk of non-development, then bought the property back (2017) with the aim of returning it to public usage and removing it from the Heritage at Risk list.

### **Saltash**

15. Saltash (pop 16,184) is the largest town in SE Cornwall; the population has increased by over 1,000 in the past 10 years and is set to grow significantly by 2021, due to a large housing development that has now received planning consent.

It is located within a disadvantaged area, as defined by the Assisted Area Order 2014, and Cornwall Council 'Insight' data demonstrates above average levels of deprivation in some Saltash neighbourhoods.

Use of Saltash station has grown significantly over the past ten years (footfall of c 32,000 in 2005/6 to c 68,500 in 14/15). Much of this has been achieved by a community-led organisation (Saltash Rail Users Group) who have significantly increased stopping trains over the same period, and worked hard to promote the use of rail for all journeys to and from Saltash. Further increases in train services are expected in 2018.

### **16. Current position**

The Town Council's elected members are unanimous in their support for this project. The Council's Saltash Station Working Party has developed a funding package which is based on an assumption of a £400,000 capital budget for phase

1 (existing building) and is in discussion with a number of funders including Section 106, Great Western Railway and Cornwall Council.

We wish to maintain and galvanise the significant public voice that supports our proposals to ensure that the community contributes positively to our plans.

The Council is planning to apply for capital funding from Great Western Railway, the deadline for which is 31<sup>st</sup> August. We appreciate that the options appraisal and feasibility study will not report any findings by that date, so we have asked a few architects to provide some initial indicative concepts which will form part of our application.

We will be issuing a formal tender process for the Options Appraisal consultants to arrive at a preferred option which can be costed and used as the basis of a business case.

The two consultants will need to work closely together as the options are identified and the implications for building design explored.

## Objectives

### Mandatory outcomes

- station enhancements that will benefit users and the local community
- bringing back into use the building for the benefit of the community
- encouraging of integration between public transport modes
- additional uses which provide a regular, reliable income stream to create a sustainable project

### Desirable outcomes:

- Interpretation of the links to railway heritage (in particular GRW), in partnership with the Crossing the Tamar HLF project being planned by the Tamar Bridge Company (note that we do not expect a dedicated exhibition area for interpretation or schools' visits)
- Encouraging cycling within the local community. Initial consultation has shown that many users would welcome cycle parking or cycle lockers.
- Promoting walking links to and from the station

## The brief

### 17. The initial appointment is for RIBA stages 1 – 3.

During RIBA Stage 1, the selected Architect will be expected to work closely and iteratively with the Options Appraisal Consultant for the project, a tender for which is being issued concurrently with this tender. The level of information and design required will be such as to allow the Options Appraisal Consultant to consult stakeholders and funders in order to inform the shortlisting and final choice of preferred option. This will also involve a survey of existing information and further research to identify the opportunities and constraints such as topography, adjoining land use, flood risk, ground conditions, contamination, utilities, highways, or planning.

The Architect will then develop a high level spatial plan of the preferred option, showing how the new uses may be accommodated, along with an indication of height, scale, massing and floor space and an outline delivery plan and timetable. Detailed design is not required at this stage although the plan will need to be

sufficient to enable the provision of indicative capital and outline operating and maintenance costs. We also require an outline delivery plan and timetable.

Should the Council decide that the project is viable, the Architect will prepare a concept design to RIBA Stage 2, including the development of a final project brief, for approval by funders and the Council.

Assuming the project is approved, the Architect will then develop the project to the Design Stage (RIBA Stage 3), including a detailed planning application.

18. Subject to funders' procurement protocols, and by mutual agreement, it is intended that the Architect will be reappointed to manage and complete RIBA Stages 4 – 7. The Architect is expected to manage the whole capital project including the commissioning of surveys, QS, and other specialised services and, later, the running of the building contract.
19. The list above is not intended to be exhaustive and fee proposals should include other tasks considered necessary to deliver the desired outcomes. We are also open to alternative approaches to achieving the desired outcomes.
20. It is critical that we can demonstrate how the project will address a social need and serve our community. The Town Council therefore expects to consult local residents, the Saltash Rail Users Group, community groups and the general public. It is anticipated that this engagement will take place and thence the initial appraisal of options has been completed, and that it will be undertaken by the Town Council itself. However, we expect that the Architect will be present for x key meetings and will provide clear, well-designed information for the consultation as well as for fundraising purposes. This will include visualisations as well as plans and may also require building material samples and options to be brought to meetings.

#### WORDING OF THE REMAINDER TO BE AGREED WITH TOWN CLERK

##### **Budget, payments and contract**

21. It is anticipated that the budget for completion to the end of RIBA stage 3 is unlikely to exceed XXXXX plus VAT, to include all fees and expenses. This will be paid via instalments to be agreed with the appointed consultant in accordance with the completion of the relevant RIBA stages.
22. As part of the process of reappointment, the budget for stages 4 – 7 will be negotiated with the Architect once the project brief has been drawn up and approved. Information provided by the bidder is considered to be indicative only, in order to assist with funding applications and to meet procurement threshold protocols.

##### **Tender requirements (CHECK WITH RAY)**

23. Organisations interested in tendering for this commission are requested to submit a fee proposal to contain the following elements:
24. Understanding of the brief.

25. Method statement.

26. Details of team skills and experience.

27. Details of resources to be used for different parts of the method (including day rates and team members), and expenses.

28. A completed pricing schedule. Note that the price quoted for stages 4 – 7 is for indicative purposes only at this stage.

29. Proposals are invited from teams comprising the relevant skills. Proposals should clearly identify the lead consultant (the contract holder) and the structure of the team.

Public liability and professional indemnity insurance with cover of at least £5m (five million pounds) is required from the lead consultant. Certificates will be required upon appointment.

30. Tenders will be considered against the following criteria:

Shortlisting for interview:	
Relevant experience of the project team	45%
Robustness of proposed methodology in response to the brief	45%
Price	10%
Appointment following interview	
Presentation and questions	60
Price	40

# **Pricing Schedule**

## **Brief for appointment of Architect, Station Building, Saltash Station**

All prices to be on a fixed price basis and to include for all consultants and expenses necessary to undertake the stage except for the planning and listed building application fees.

All prices to be exclusive of VAT. Payment will be made on completion of each stage:

<b>Description of Services</b>	<b>Price</b>
<b>RIBA Stage 1</b>	£..... ..
<b>RIBA Stage 2</b>	£..... ..
<b>RIBA Stage 3</b>	£..... ..
<b>Total Fixed Price</b>	£..... ..
<b>Estimate of RIBA stages 4 – 7 (subject to reappointment)</b>	
Hourly Rates (only applicable if additional work is instructed by the Council). Please provide list of staff below:	<b>Hourly Rate</b>
I/We confirm that this Tender will remain valid for 60 days from the date of this Form of Tender.	
Signed .....  Position .....  Company..... .....	Date .....

Appendices:

Site plan and images  
GWR CCIF guidelines  
ITT Options Appraisal Consultant

**Brief for consultancy services to prepare an options appraisal and feasibility study for the redevelopment and re-use of the station building, Saltash Station  
Saltash Town Council, August 2017  
Summary**

31. For years, travellers coming into Cornwall by train were greeted by the blighted station building at Saltash station. Now the Town Council has bought the freehold and wishes to commission an options appraisal and feasibility study to consider its future. The project must enhance the customer facilities at the station and provide an income stream to ensure a sustainable future.
32. The commission will include:
- Identification of a range of potential uses for the site with appropriate research into demand, indicative capital costs, revenues and operating costs.
  - Generation and application of a set of appraisal criteria to produce a recommended option, along with an outline initial delivery plan.
33. It is anticipated that the customer facilities will occupy about one third of the building, preferably at the end nearest to the current entrance to the station. Initial consultation has suggested that travellers would welcome an inside waiting area, a coffee and cake-type takeaway, a ticket machine which issues pre-booked tickets, real-time timetables (including those for local buses), WIFI, and – above all – toilets.
34. Suggestions for the remaining part of the building have included serviced offices, residential, café/bistro, children's nursery, offices, start-up businesses and community space. Other uses may be possible.
35. Further improvements are intended for the area around the station, including a canopy, improved lighting, better signage, interpretation boards and better parking. Others have asked for secure bicycle racks or cycle sheds.
36. The extreme eastern side of the building appears to be later and in poor condition, and it has been suggested that this could be demolished and replaced with a suitable new build, perhaps as a second phase. The Report should consider the phasing of the project.
37. Although the building is not listed, it is in a conservation area. The chosen option must reflect the significance of the building to Saltash and its iconic position next to the road and rail bridges.
38. It is not intended to make significant alterations to the external appearance of the main building but the interior could include a mezzanine or other intervention.



39. The selected Consultant will be expected to work closely and iteratively with the Architect's Design Team for the project, a tender for which is being issued concurrently with this tender. The Consultant will also be able to draw on the experience of the Station working party and other consultants working on this project.
40. This options appraisal will be used to inform the Council's business case and to support funding applications. The selected option will be developed by the Architect to RIBA stage 2 (concept stage) and costed accordingly prior to a final decision.

## **Background**

### **Saltash Station**

41. Saltash Station is located within the Lower Fore Street Conservation Area. This is a small defined district of historic Saltash, taking in Lower Fore Street; the Medieval and Victorian settlements running up from the town quay and foreshore, and railway heritage environment adjacent to the Royal Albert Bridge. The area is of real historic interest and adds significant value to the character of Saltash. The station building is adjacent to Isambard Kingdom Brunel's Royal Albert Bridge. The original building opened at the same time as the bridge, but as passenger numbers grew, and with a change of ownership to Great Western Railway (GWR), the original building structure was removed and the present, far larger building was built in its place. The station was the driving force behind the development of the market garden industry in Saltash and the Tamar Valley from the late 19th C, and, with a commuter service to the Royal Naval Base, Devonport it was for many years the busiest in Cornwall. During World War II a unit of the Home Guard was based there to protect the strategically important bridge. The building fell into disuse in 1971 as the station became unstaffed. It was sold to Saltash Town Council in 1996, who resold it to a property developer in 2006, and due to the increased risk of non-development, then bought the property back (2017) with the aim of returning it to public usage and removing it from the Heritage at Risk list.

### **Saltash**

42. Saltash (pop 16,184) is the largest town in SE Cornwall; the population has increased by over 1,000 in the past 10 years and is set to grow significantly by 2021, due to a large housing development that has now received planning consent.

It is located within a disadvantaged area, as defined by the Assisted Area Order 2014, and Cornwall Council 'Insight' data demonstrates above average levels of deprivation in some Saltash neighbourhoods.

Use of Saltash station has grown significantly over the past ten years (footfall of c32,000 in 2005/6 to c 68,500 in 14/15). Much of this has been achieved by a

community-led organisation (Saltash Rail Users Group) who have increased stopping trains from xx to xxx over the same period, and work hard to promote the use of rail for all journeys to and from Saltash. Further increases in train services are expected in XXXX.

#### **43. Current position**

The Town Council's elected members are unanimous in their support for this project. The Council's Saltash Station Working Party has developed a funding package which is based on an assumption of a £500,000 capital budget for phase 1 (existing building) and is in discussion with a number of funders including Section 106, Great Western Railway and Cornwall Council.

We wish to maintain and galvanise the significant public voice that supports our proposals to ensure that the community contributes positively to our plans.

The Council is planning to apply for significant funding from Great Western Railway, the deadline for which is 31<sup>st</sup> August. We appreciate that the options appraisal and feasibility study is unlikely to be complete by that date, so we have asked a few architects to provide some initial indicative concepts which will form part of our application.

We will be issuing a formal tender process for the Architects, whose Design Team will then work closely with the Options Appraisal consultants to arrive at a preferred option which can be costed and used as the basis of a business case. All the architects have indicated that they consider the capital sum of £500,000 to be a reasonable estimate at this stage (given that a full condition and structural survey has not yet taken place).

The two consultants will need to work closely together as the options are identified and the implications for building design explored.

#### **The brief**

The purpose of this commission is to provide a well-researched foundation to allow the Town Council, funders and partners to make the appropriate investment decisions for the site.

The format of the report may be agreed beforehand by discussion but we expect it to cover:

- An overview of relevant national and local policies
- Summary of views of stakeholders regarding potential new uses for the site

(Some information is already available around the above issues and it is anticipated that the review is to an appropriate level of detail for this early stage. Should the need for new detailed research emerge during the course of the study this should be noted as a task for subsequent stages of work).

- Summary of interviews with potential occupiers
- Systematic list of potential uses for the site
- Demand review for potential re-uses including potential revenue opportunities.
- Spatial assessment for potential uses.
- External funding opportunities review including discussion with relevant funding organisations if necessary.
- Agreed, weighted criteria for assessing options.

- Generation of realistic options
- Revenue and capital cost assessments
- Identification and outline specification of further investigation or research required to reduce project risks and/or refine plans.
- Production of an outline delivery plan.

This will involve working closely with the Architect's Design Team (once appointed) and the Working party.

44. The viability of identified options will need to be tested in planning terms, in the context of identified constraints and also in terms of value. Conflicts between uses should be identified, as well as any complementarity.

45. At this stage, we believe that the assessment criteria for the options must address and quantify the following outcomes:

#### Mandatory outcomes

- station enhancements that will benefit users and the local community
- bringing back into use the building for the benefit of the community
- encouraging of integration between public transport modes
- additional uses which provide a regular, reliable income stream to create a sustainable project

#### Desirable outcomes:

- Interpretation of the links to railway heritage (in particular GRW), in partnership with the Crossing the Tamar HLF project being planned by the Tamar Bridge Company (note that we do not expect a dedicated display area for interpretation or schools visits)
- Encouraging the use of cycles within the local community. Initial consultation has shown that many users would welcome cycle parking or cycle lockers.
- Promoting walking links to and from the station

46. Following consideration and agreement of the preferred option by the Town Council, the Consultant will work with the Architects to develop a high level spatial plan of how the new uses may be accommodated, along with an indication of height, scale, massing and floor space. Detailed design is not required at this stage although the plan will need to be sufficient to enable the provision of indicative capital and outline operating and maintenance costs.

47. We will also require:

- A set of capital and revenue costings – outline for the long list and more detailed for the recommended option. Where appropriate this may require some valuation of new assets.
- A review /overview) of funding opportunities for the identified new uses for the working party to further investigate
- An outline delivery plan and timetable
- A proposal about which elements should be delivered through the Council, working with partners through a joint venture or via leases to third parties.

## Key Tasks

48. The study is expected to involve a set of tasks to an appropriate level to enable the Council to make an informed view about the re-use of the station. This stage of plan development is equivalent to RIBA stages 0 – 2.
49. In addition to the technical requirements of the commission, the appointed team is expected to propose creative and imaginative ideas for the re-use of the building and the way it might be executed.
50. In order to accomplish this, it is expected that the following tasks will need to be undertaken:
- Interviews with key stakeholders, including Councillors, Great Western Railways and planners, where this has not been undertaken to date.
  - An outline market assessment of commercial potential, to include interviews with potential occupiers such as café operators, retailers, businesses and users, possibly held jointly with the design team
  - At least one public consultation event, held jointly with the design team
  - Identification of similar, successful projects elsewhere (if possible)
  - Systematic assessment of site constraints.
  - Systematic review of potential uses for the site.
  - Demand review for potential re-uses including potential revenue opportunities.
  - Spatial assessment for potential uses (with Architect).
  - External funding opportunities review including discussion with relevant funding organisations if necessary.
  - Agreement of criteria for assessing options.
  - Generation of realistic options
  - Revenue and capital cost assessments (with Architect and Working Party).
  - Identification and outline specification of further investigation or research required to reduce project risks and/or refine plans.
  - (with Architect and Working Party) Production of an outline delivery plan (with Architect and Working Party).
51. The list above is not intended to be exhaustive and fee proposals should include other tasks considered necessary to deliver the desired outcomes. We are also open to alternative approaches to achieving the desired outcomes.
52. It is critical that we can demonstrate how the project will address a social need and serve our community. The Town Council therefore expects to consult local residents, the Saltash Station Users Group, community groups and the general public. It is anticipated that this engagement will take place once the initial appraisal of options has been completed, and that it will be undertaken by the Town Council itself.

## Outputs

53. It is anticipated that the outputs will include:
- Inception report.
  - Interim report with options and assessment criteria.

- Draft report for review.
- Public engagement exercise.
- Final report.
- At least four client meetings or telephone conferences to include inception, update, options review and assessment and discussion of the draft final report (in addition to the workshop above).

### **Timetable**

54. The proposed study timetable is set out in the table below:

<b>Stage</b>	<b>Date</b>
Receipt of fee proposals	
Interviews	
Inception meeting	
Options review	
Public consultation	
Draft report	
Final report	

### **Budget, payments and contract**

55. It is anticipated that the budget for this study is unlikely to exceed XXXXXplus VAT, to include all fees and expenses. This will be paid via instalments to be agreed with the appointed consultant (check rest with Ray)

### **Tender requirements (CHECK WITH RAY)**

56. Organisations interested in tendering for this commission are requested to submit a fee proposal to contain the following elements:

57. Understanding of the brief.

58. Method statement.

59. Details of team skills and experience.

60. Details of resources to be used for different parts of the method (including day rates and team members), and expenses.

61. Proposals are invited from teams comprising the relevant skills. Proposals should clearly identify the lead consultant (the contract holder) and the structure of the team. It is anticipated that the successful team will include a range of skills and experience across leisure, economic development, business planning, land use planning, surveying and masterplanning. Familiarity with work in historic environments is welcomed.

62. Public liability and professional indemnity insurance with cover of at least £5m (five million pounds) is required from the lead consultant. Certificates will be required upon appointment.

63. Tenders will be considered against the following criteria:

Relevant experience of the project team	45%
Robustness of proposed methodology in response to the brief	45%
Price	10%

Appendices:

Site plan and images

Indicative architect's schemes

GWR CCIF guidelines

**Project Consultant Progress Report – Hilary Bracegirdle**

**Activities to date have included:**

- Attended initiation meeting and interviews with four architects, including site visits. Typed up interview notes and compared indicative tenders.
- Survey of existing actual and draft applications, and further funding streams
- Completion of matrix showing selection criteria for GWR fund against project aims
- Brainstorming meeting with Richard and Christina to assess project aims and strengths against GWR funding criteria. Recommended concentrating on *Station Enhancements* and *Public Transport Integration* whilst also addressing *Walking, Cycling and Promotion* – agreed that *History and Heritage* could be addressed through links with the Tamar Bridge project rather than as a major outcome.
- Identified gap in consultation with rail users regarding what station enhancements they would value. Users survey with Christina on Saturday morning (completed by Christina on Monday morning).
- Conversation with the consultants who are writing the Tamar Bridge Project's Activity Plan for their HLF Round 2 application. Agreed to work together on historic trails and interpretation, also that we could use their schools' consultation to help demonstrate interest in Brunel and engineering, and possibly joint consultation in the future. Raised the possibility of their offering cycle sheds and emphasizing their cycle routes linking to our own.
- Drafts of invitations to tender for Options Appraisal Consultant and Architect; input received from Richard and Christina but now requires input from Town Clerk to ensure it meets procurement protocols and advice regarding timetable for interviewing and appointment.

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**Further Activity for this week:**

Draft body of GWR application for discussion at meeting this Thursday; identification of supporting information required. Submission to GWR for comment if appropriate.

Chase Tamar Project data

**Future tasks**

Finalise draft GWR application and supporting information ready for sign off and submission by 24 August

Assistance with selection of the two Consultants, including agreement of the criteria to be used for the options appraisal (Meeting with Working Party; evaluation against mandatory and desirable criteria; Assessment of track record and best practice through visits (local projects only) and on-line research). Summary and recommendations

Design consultation process which forms part of the Options Appraisal with Town Council and Christina Dixon; assist with implementation and write up results and recommendations

HJB

14/8/2017

