The Cyfarthfa Plan
Strategic masterplan brief
<table>
<thead>
<tr>
<th>Page</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>01</td>
<td>Introduction</td>
</tr>
<tr>
<td>04</td>
<td>Context</td>
</tr>
<tr>
<td>10</td>
<td>The Cyfarthfa Plan</td>
</tr>
<tr>
<td>28</td>
<td>Procurement Process</td>
</tr>
<tr>
<td>30</td>
<td>Appendices</td>
</tr>
</tbody>
</table>

This brief has been commissioned by Merthyr Tydfil County Borough Council and was prepared by the Design Commission for Wales. Design: www.theundercard.co.uk
INTRODUCTION

Merthyr Tydfil County Borough Council (MTCBC) is seeking to appoint a design-led team to produce a visionary and exemplary strategic masterplan for the development of the cultural, industrial heritage and landscape assets of the Cyfarthfa Estate and other heritage assets in Merthyr Tydfil.

This creative, multi-layered masterplan, The Cyfarthfa Plan, will build on the vision and strands arising from the Merthyr Tydfil Industrial Heritage Design Charrette held at Cyfarthfa Castle in October 2017 and which are set out in Crucible: Merthyr Tydfil Industrial Heritage Design Charrette Report.

The Cyfarthfa Plan will create a masterplan which galvanises and makes coherent the four strands to emerge from the Charrette:

1. A cathedral for our industrial heritage
2. Weaving a connected landscape
3. Beyond Cyfarthfa – Beyond Merthyr
4. A year-round masterplan for events

The masterplan will identify and define the brief for a number of large and smaller projects to be implemented over the next one to 25 years. The outcome will play an important role in setting a standard for design excellence in future development. It will capture the imagination to attract investment and visitor numbers and maintain local support.
Diagram 1—
Masterplan in context of Charrette
CONTEXT
Why Merthyr Tydfil?
Merthyr Tydfil’s place in the social, political and industrial history of Wales is unrivalled. It is the crucible wherein the industrial revolution was forged, where the creation of the world’s largest centre of iron production transformed a small hamlet into Wales’ largest town. The ironworks of Cyfarthfa, Dowlais, Penydarren and Plymouth employed thousands and propelled Wales into a global industrial economy, characterised by investment in new ideas, technologies and techniques, making Merthyr Tydfil’s name in the late 18th and 19th centuries synonymous with innovation. The town’s rich store of heritage assets offers a unique opportunity to achieve the coherence and impact that Merthyr deserves. With bold vision those assets could yet stamp themselves on public consciousness in a way that befits the town as a place of regional, national and international significance.
**OPPORTUNITY BECKONS**

The development of the City Region in south-east Wales and the announcement of a Valleys Regional Park presents Merthyr Tydfil with a golden opportunity to use its landscape and heritage assets to carve out a place for itself as a destination comparable with similar places in Europe – an anchor site on the European Routes of Industrial Heritage – as well as a major contribution to a city region better balanced between its coast and hinterland. With the right vision and ambition together with sufficient, targeted resources and good project management, there is potential to create a visitor attraction that would be transformative in its effect on the image and economy of the town and a powerful addition to Wales’ tourist industry.

There are a number of opportunities which The Cyfarthfa Plan should capitalise on and which make an ambitious development timely:

- A rich industrial heritage including a history of industrial innovation and imagination that could also be an inspiration for the 21st century
- Physical landscape assets and natural resources, including the River Taff
- The need to find a new role for Cyfarthfa Castle, following the vacating of the attached 20th century school buildings
- The urgent need to conserve the historic and dramatic Crawshay furnaces
- The potential for Cyfarthfa Castle and its estate, together with related areas east and west of the Taff, to become a key destination as part of a designated tourist route and the new Valleys Regional Park
- Merthyr Tydfil’s strategic location at the crossroads of the A465 and A470, a central point on the Heads of the Valleys, between Wales’ capital city and the adjacent Brecon Beacons National Park
- Existing and future connections such as the Taff Trail, South Wales Metro, A465 Heads of the Valleys and the A470 roads
- Investment potential from the concurrent development of the Cardiff Capital Region City Deal, the Valleys Task Force, which includes a Valleys Regional Park, and new Welsh and UK tourism strategies
- The recent announcement that Cyfarthfa Park is to be one of the first six ‘Discovery Gateways’ in the Valleys Regional Park
- The Well-being of Future Generations (Wales) Act as a driver for exemplary development and cultural identity. There is an opportunity through this project to add a spatial and cultural dimension to Merthyr Tydfil’s Well-being Plan
- Local and political appetite and enthusiasm for change and big ideas
- Other leisure and cultural developments already in progress in the town

Key cultural and physical heritage assets are identified on the maps in Appendix A.
The Cyfarthfa Plan

Strategic masterplan brief

Exploring the potential of Cyfarthfa through the design charrette, October 2017. © Alex Jenkins and DCFW 2017
THE CHARRETTE

On 21st October 2017 at Cyfarthfa Castle, Merthyr Tydfil, the Design Commission for Wales and the Welsh School of Architecture at Cardiff University brought together over 60 creative minds – architects, landscape architects, planners, heritage specialists and artists – to scope the possibilities within the town and surrounding landscape in a bold visioning exercise that sought ways of making Merthyr Tydfil’s heritage assets something greater than the sum of its parts. The Charrette – an intense day of ideas generation – considered how Cyfarthfa Castle, its extended landscape and built heritage might become an international quality visitor destination and experience, better promoting its already palpable sense of place. It considered new ways in which these central assets could be connected to other assets throughout the town and beyond to catalyse regeneration and tourism, maximise impact and return real public benefit.

The Charrette was supported by Merthyr Tydfil County Borough Council (MTCBC), Merthyr Leisure Trust and Merthyr Heritage Trust and made possible thanks to funding from MTCBC and support from Design Circle RSAW South.

A VISION FOR THE FUTURE

From the plethora of ideas generated during the Charrette four powerful strands have been distilled, each introducing and providing foundations for the other:

1. A cathedral for our industrial heritage
2. Weaving a connected landscape
3. Beyond Cyfarthfa – Beyond Merthyr
4. A year-round framework for events

The Crucible report recommends the pursuit of these strands and outlines the necessary resources, timescales and mechanisms required for them to reach their full potential. The full report should be read alongside this brief. The report can be downloaded here on the DCFW website there is also a short film about the Charrette. The Matrix of Potential, Projects, Resources and Benefits on pages 28 and 29 of the report identified the development of a masterplan as a priority. A copy of the Matrix is included in Appendix B.
UNANIMOUS SUPPORT
The vision and recommendations arising from the Charrette have been positively received by Merthyr Tydfil Council, local stakeholders and members of the public. On Wednesday 6th June 2018, Merthyr Tydfil Council voted unanimously in support of the recommendations of the Crucible report.

In addition, the Welsh Government’s then Cabinet Secretary for Local Government and Public Services, Alun Davies AM, said: “This report demonstrates what is possible given a bold and imaginative approach to our history and our heritage assets. The report sets out a powerful case for a visitor attraction that could be transformative in its effect on the image and economy of the town and a powerful addition to Wales’s tourist industry. I look forward to working with Merthyr Tydfil County Borough Council to see what can be done to realise these ambitions”.

It is now crucial that the support, ambition and positivity around the project are retained and that momentum is not lost during the preparation and delivery stages.

THE CLIENT
The client procuring The Cyfarthfa Plan is Merthyr Tydfil County Borough Council (MTCBC). It is intended that MTCBC’s Regeneration team will be the client point of contact throughout the masterplan phase.

The Crucible Charrette report recommended that a Special Purpose Vehicle be created. The role of the new entity would be to realise the recommendations of the The Cyfarthfa Plan. It will be capable of bringing national and international experience of similar projects to bear, as well as representatives of community interests. It will have the ability to seek funding from major trusts and foundations, whilst allowing for a vital continuity of vision and action across a long time period and beyond political cycles.

Parallel to the masterplan project a separate timeline and project plan addresses the process of establishing an SPV. It is intended that it will seek charitable status and be operational before the Masterplan is delivered.

INFORMATION AND RESOURCES
Merthyr Tydfil CBC has collated numerous reports, documents, surveys and other resources which contain information which gives a thorough background to the project and will usefully inform the masterplan. The list of resources including a short description of the content, date of publication is provided in Appendix C, so that teams do not propose duplicate work. The resources listed are available through eTenderWales.
The Cyfarthfa Plan
The masterplan will be...

AMBITIOUS  MULTI-LAYERED
BOLD  CREATIVE
LONG-TERM
ENGAGING
INNOVATIVE
FORWARD THINKING
COHERENT
INCLUSIVE  FLEXIBLE
EXCITING  VISIONARY
SUSTAINABLE
QUALITY  INTEGRATED
EXEMPLARY
STRATEGIC  INNOVATIVE
Aims and outcomes
The Cyfarthfa Plan will be a visionary and exemplary strategic masterplan for the development of the cultural, industrial heritage and landscape assets of the Cyfarthfa Estate and other heritage assets in Merthyr Tydfil. It will be a creative, multi-layered masterplan which builds on the vision and strands arising from the Merthyr Tydfil Industrial Heritage Design Charrette.

The masterplan will identify and define the brief for a number of large and smaller projects to be implemented over the next one to 25 years. An overarching strategy and action plan will demonstrate how these projects relate and work together with transformative effect. The outcome will play an important role in setting a standard for design excellence in future development. It will capture imaginations to attract investment, increase visitor numbers, maintain local support and to radiate its values across the community.

The Cyfarthfa Plan should:
> Test and refine the ideas set out in the Crucible Charrette report
> Create a bold ‘big picture’ vision and provide a spatial articulation of that vision
> Provide a strategy and action plan which will have a transformative effect and within which a series of further projects are identified and prioritised
> Engage local people and stakeholders, capture imaginations and build and maintain enthusiasm, support and community impact by making learning and education central to the project
> Provide initial briefs for the identified projects, including that for a new museum/visitor attraction able to attract annually at least 300,000 visitors
> NOT design those projects and proposals in any detail. Future projects will be procured separately to the masterplan
> Be informed by rigorous analysis, option testing, engagement and business planning to guide development over the next one to 25 years or more
> Identify opportunities for early ‘wins’ - quick to implement projects which maintain and build enthusiasm and are fully aligned with the core project vision
> Use creative problem solving and strategic thinking to make the most of the opportunities available and tackle the challenges
> Set out strategic yet imaginative proposals for key heritage assets and new supporting facilities
> Set a high benchmark for quality and design excellence - setting the scene for an international exemplar
> Integrate strategic business planning which considers funding opportunities, revenue, capital costs and running costs
> Identify and attract funding
> Build a platform for innovation and creativity
> Be flexible enough to accommodate adaption to changing contexts
The masterplan must be designed to be both deliverable and transformative in its effect. It must show how a wide range of benefits can be achieved through a coherent, integrated, long-term approach. Whilst there is an ambition to create a world class visitor destination at Cyfarthfa, an increase in tourism should not be the only criteria against which options are tested and success is measured. The masterplan should seek to optimise benefits across a number of areas including:

- Cultural
- Community
- Economic & social
- Environmental
- Health & Wellbeing

**SCOPE - A MULTI-LAYERED APPROACH AT THREE SCALES**

The Cyfarthfa Plan will need to bring together into one strategy a number of themes or ‘layers’ which span the three concentric scales of focus, each with its key projects and opportunities:

1. Cyfarthfa Heritage Area
2. Merthyr Tydfil
3. South Wales

The ‘layers’ need to be considered strategically and integrated through the masterplan to provide a coherent action plan for future development. Key ‘layers’ are outlined in the table below, but others may be identified during the masterplan process.
<table>
<thead>
<tr>
<th><strong>Weaving a connected landscape</strong></th>
<th>A landscape narrative and strategy is needed to reconnect the fragmented and dispersed built industrial heritage assets and their landscape setting. This may include planting, hard landscape, lighting and way-finding.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Curating narratives</strong></td>
<td>The Cyfartha Plan will explore which narrative themes can best be developed to attract national and international audiences.</td>
</tr>
<tr>
<td><strong>Innovation, education and skills</strong></td>
<td>Education should play a central role in the project. New development and reimagined heritage should act as a springboard for innovation, education and skills.</td>
</tr>
<tr>
<td><strong>Fostering design excellence</strong></td>
<td>Quality should underpin design, delivery and ongoing management. The masterplan will set a high standard for design quality in everything that follows.</td>
</tr>
<tr>
<td><strong>Movement</strong></td>
<td>Strategies for public transport, promoting walking and cycling, arrival, pedestrian movement and parking are to be developed.</td>
</tr>
<tr>
<td><strong>Connections</strong></td>
<td>Physical and perceived connections between heritage assets, the town centre and heritage, landscape and tourist attractions further afield are to be strengthened.</td>
</tr>
<tr>
<td><strong>Well-being town</strong></td>
<td>The seven Well-being Goals and five Ways of Working set out in the Well-being of Future Generations Act should be considered.</td>
</tr>
<tr>
<td><strong>Landscape as a resource</strong></td>
<td>Just as the geology, minerals and water of the landscape were essential resources for the birth of the iron industry at Merthyr, a resourceful approach to landscape should be set out in the masterplan.</td>
</tr>
<tr>
<td><strong>Reimagination</strong></td>
<td>An imaginative approach to the reinterpretation of heritage assets and integration with contemporary design, art and architecture is sought.</td>
</tr>
<tr>
<td><strong>Communication and identity</strong></td>
<td>All future development and events should communicate a coherent joined up message to local communities, visitors and the world, embracing the Cyfartha brand which has been developed.</td>
</tr>
<tr>
<td><strong>A framework for culture &amp; events</strong></td>
<td>The proposals to come out of the masterplan will provide a framework for a year-round series of events and cultural activities which bring life to the town and encourage visitors to return again and again.</td>
</tr>
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</table>
An output of the masterplan will be the identification and definition of a number of individual projects which will correspond to the three scales. Key projects and opportunities to be considered and resolved at each scale are given below, some of which were identified at the Charrette and are included in the Matrix of Potential Projects in the Crucible report. (see Appendix B.) However, it is expected that further ideas will be generated during the masterplan process.

1. Cyfarthfa Heritage Area
The focus of the masterplan will be the Cyfarthfa Heritage Area, including Cyfarthfa Castle, Cyfarthfa Park and the furnaces and surrounding area to the west of the river Taff. Cyfarthfa should set the standard for development throughout the town, underpinned by exemplary design quality. It covers an area of around 100 hectares and is located approximately half a mile north west of the town centre.

Map 1—
Cyfarthfa Heritage Area

- Cyfarthfa Castle
- The furnaces and the landscape area in front
- Cyfarthfa Park facilities, landscape and water infrastructure
- The landscape and public realm between Cyfarthfa Park and the furnaces
- The Taf Fawr and Taf Fechan rivers and the leat
- Pont y Cafnau bridge
- Pandy Farm
- EFI Industrial Estate
<table>
<thead>
<tr>
<th>Section</th>
<th>Description</th>
</tr>
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<tbody>
<tr>
<td>Cathedral for Industrial Heritage</td>
<td>The development of a major visitor attraction/destination and industrial heritage interpretation. The location, scale and focus is to be explored and determined through the masterplan, potential locations include Cyfarthfa Castle or alongside the furnaces.</td>
</tr>
<tr>
<td>Cyfarthfa Castle</td>
<td>A reimagining of the Iron Master’s former home, part of which was demolished and replaced with a school building in the early 20th century. A variety of functions and design strategies should be tested.</td>
</tr>
<tr>
<td>Cyfarthfa Park East &amp; West</td>
<td>Physical and visual connections should be re-established between landscapes on the east and west sides of the valley, making sense of and highlighting the remaining heritage assets.</td>
</tr>
<tr>
<td>Furnaces</td>
<td>The preservation and imaginative reuse of the furnaces is important and a key priority.</td>
</tr>
<tr>
<td>Pont y Cafnau Bridge</td>
<td>The oldest surviving iron bridge in the world needs to be restored and its visibility and setting improved.</td>
</tr>
<tr>
<td>Cyfarthfa Leat &amp; Tramway</td>
<td>The maintenance and integration of these significant industrial heritage features should be considered.</td>
</tr>
<tr>
<td>Pandy Farm</td>
<td>Currently in private ownership, but options for re-integrating it into the Cyfarthfa estate are currently being explored. Synergies and opportunities for re-purposing should be explored.</td>
</tr>
<tr>
<td>Tourism Facilities</td>
<td>Logistics and practical support facilities to deal with an increase in visitor numbers need to be integrated, including travel, parking, food, information, WCs and retail.</td>
</tr>
<tr>
<td>EFI Industrial Estate</td>
<td>A small-scale industrial estate breaks the connection between Cyfarthfa Castle on the east side of the valley and the furnaces on the west. The masterplan should consider strategic options for the estate so connections can be re-established.</td>
</tr>
</tbody>
</table>
2. Merthyr Tydfil

Just as the development of iron-making led to the development of Merthyr Tydfil as a town, the exploitation of that history in a modern form must also be a source of regeneration and cultural development for the whole town. It should be a means of changing the way in which the world thinks of Merthyr and the way that Merthyr thinks of itself. Connections to the town centre, shops, leisure facilities, heritage assets and transport links should be explored, as well as opportunities for cultural events.

Map 2—
Merthyr Tydfil

- Key heritage assets
- Retail areas
- Transport stops, stations and connections
- The Taff trail
- The Redhouse
- Theatr soar
- Bike Park Wales
<table>
<thead>
<tr>
<th>Programme &amp; Framework for Events</th>
<th>A broad assessment of the potential for a coordinated town-wide framework for events building on existing activities and identifying new opportunities.</th>
</tr>
</thead>
<tbody>
<tr>
<td>The College Merthyr Tydfil</td>
<td>Links with Merthyr College and other HE/FE institutions to promote innovation, education and skills should be explored.</td>
</tr>
<tr>
<td>Walking and Cycling Strategy</td>
<td>The Taff Trail and other local active travel routes should be integrated, improved and promoted.</td>
</tr>
<tr>
<td>Public Transport Strategy</td>
<td>Integrating with the recent town centre masterplan, The Cyfarthfa Plan should consider public transport connections and capitalise on the future development of the South East Wales Metro network.</td>
</tr>
<tr>
<td>Ynys Fach Engine House</td>
<td>Located next to Merthyr College, the historic engine house is currently closed to the public. Options should consider concurrent work being undertaken by the Local Authority on re-use of this building.</td>
</tr>
<tr>
<td>Joseph Parry’s Cottage</td>
<td>Integration of this preserved traditional iron worker’s cottage and former home of Dr. Joseph Parry, one of Wales’ best known musicians and composers.</td>
</tr>
<tr>
<td>Retail, Leisure and Tourism</td>
<td>Opportunities for positive connections with existing and potential retail and leisure and other tourism facilities should be considered.</td>
</tr>
</tbody>
</table>
3. South Wales

It is anticipated that the proposals for Cyfarthfa will be of great regional significance, forming an exemplar for the other Gateway projects for the Valleys Regional Park recently announced by the Welsh Government. The initial investment in the Valleys Regional Park aims to connect Valleys with high quality walking trails and cycle routes. It will support the development of a high quality network of uplands, woodlands, nature reserves, country parks, rivers, reservoirs and canals, as well as heritage sites and connect them with towns and villages. Former Local Government Secretary Alun Davies AM said:

“The Valleys Regional Park is at the heart of our ambition to help Valleys communities maximise their rich natural and cultural heritage to deliver real social, economic and environmental benefits. Our Valleys contain some fantastic natural landscapes and cultural treasures. This Valleys Regional Park will kick-start work to raise their profile internationally, while better connecting them to our towns and villages and encouraging more active lifestyles.”

The Cyfarthfa Plan should also provide a spur to the development of more coherent and effective online marketing of the whole of Wales’ industrial heritage. It should explore the potential for Cyfarthfa to become a recognised destination on the European Route of Industrial Heritage (https://www.erih.net) and for the existing World Heritage Site Status at Blaenavon to be extended to include Cyfarthfa.

Map 3—

South East Wales

- Valleys Regional Park area and first 6 discovery sites
- Blaenavon World Heritage Site
- National Waterfront Museum, Swansea
- Big Pit National Coal Museum
- Valleys Regional Park area
- Rail connections
- National cycle routes
- Road connections
- Connections to Cardiff
- Waterways
- Brecon Beacons National Park
Industrial Heritage Landscape

Imaginative ideas which create connections to the wider industrial heritage landscape should be explored.

Valleys Regional Park

The opportunities created by the Valleys Regional Park should be embraced and used to benefit future development at Cyfarthfa.

European Routes of Industrial Heritage

Establishing Merthyr as an anchor site on the European Route of Industrial Heritage should be an aim of the masterplan strategy.

World Heritage Site Status

The possibility of extending the Blaenavon World Heritage Site to encompass Merthyr should be considered.

Active Travel & Transport

Wider walking, cycling and transport routes and connections across south Wales should be integrated.

Tourism Marketing

The Cyfarthfa brand has been developed to give a coherent identity to all projects which arise from the masterplan. In parallel with other tourism marketing initiatives and online platforms, this should provide opportunity for Merthyr to achieve the national and international significance it deserves.

We would not expect all three of these levels to be explored at the same level of detail. The main focus should be on Levels 1 and 2. The third, regional level, can be dealt with at a more general level.

**ENGAGEMENT STRATEGY**

Bidding teams will be expected to set out an engagement strategy which will involve and engage local people and stakeholders meaningfully in the masterplanning process. The strategy should be inclusive, exciting and an integral part of the creative process. Traditional consultation which merely asks people to comment on proposals should be avoided and a strategy which engages hard-to-reach groups including younger generations is sought.

Early engagement with relevant statutory and non-statutory consultees will also be required. These might include but are not limited to:

- DCFW
- Cadw
- Natural Resources Wales
- Local Planning Authority
- Local Highways Department
- Transport for Wales
- Sustrans Cymru
- Merthyr Tydfil Leisure Trust
- Merthyr Tydfil Heritage Trust
- Merthyr College and other HE/FE institutions

An initial list of stakeholders can be found in Appendix D, but others may be identified during the course of the masterplan process. *Please note, we do not expect engagement with stakeholders during the tender process.*
COMMUNICATION STRATEGY
The Cyfarthfa Plan will start to tell the story of change which is taking place in Merthyr Tydfil. Good communication both during the design process and in the outputs will be important for maintaining support and enthusiasm and attracting investment in the project. The project should ‘speak’ to a wide ranging audience, giving special consideration to engaging young people - future generations.

A visual brand and identity for Cyfarthfa has been developed to unify, promote and strengthen future work, increase awareness and engagement, and attract funding. The brand guidelines will be made available to the appointed team and should be followed for any published material. The scale of development that we envisage for Cyfarthfa is such that it will require its own brand that can be used either independently or alongside Valleys Regional Park branding when it is developed.

A communication strategy encompassing visual, written and other materials should identify and make use of a variety of physical and online platforms. The outputs required from the various stages of the masterplan programme should form part of the communication strategy.

Teams should make allowance for any published material to be made available in both Welsh and English languages.

THE ‘WORKSHOP’
A public-facing work space will be made available to the appointed team for the duration of the masterplan process. This will act as an ‘on-site’ studio/workshop and will accommodate meetings, consultations and small engagement events and exhibitions. It will also act as a ‘window’ into the project so that visitors and passers-by can see what progress is being made. Bidding teams should set out how they intend to make use of this facility and what support they envisage needing from MTCBC to make this an effective element of their wider communication strategy.

INTEGRATED BUSINESS PLANNING
It is crucial that the The Cyfarthfa Plan is developed alongside and informed by good business planning. Bidding teams should include business planning expertise to ensure the masterplan is deliverable whilst retaining an ambitious and innovative approach. Employment opportunities, revenue generation, capital and running costs and the benefits of increased tourism on local economies should be taken into account.

LEARNING FROM OTHERS
There are many valuable lessons and inspiration to be drawn from exemplar projects across Europe and further afield. Teams should consider how they will build these lessons into their proposed masterplanning process.

An initial set of case studies was prepared for the Merthyr Tydfil Industrial Heritage Design Charrette. This can be found in Appendix E.
PLANNING CONTEXT
The Merthyr Tydfil Local Development Plan (MTLDP) is used to guide future growth and to help make planning decisions. In August 2016, the Council commenced work on its First Replacement Local Development Plan 2016-2031. The replacement plan will cover development associated with The Cyfarthfa Plan.
https://www.merthyr.gov.uk/ReplacementLDP

National legislation and policy to consider, includes;

— Well-being of Future Generations (Wales) Act 2015
— Active Travel (Wales) Act 2013
— Planning Policy Wales: Edition 10

DESIGN COMMISSION FOR WALES (DCFW) DESIGN REVIEW SERVICE
On behalf of Merthyr Tydfil County Borough Council (MTCBC) the Design Commission for Wales will provide a bespoke Design Review Service. The appointed team will be expected to engage in a series of regular meetings with the DCFW panel and the Client (MTCBC), at intervals to be determined on appointment and inception of the project. An appropriate multi-disciplinary panel will work to support a high quality, sufficiently benchmarked and tested approach in the interests of securing the best quality and value appropriate to the project ambition, scope and integrated business planning.

More information about consulting the Commission through the Design Review Service can be found here. However a bespoke approach will be adopted for this project.

THE CYFARTHFA PLAN TEAM
The design-led multi-disciplinary team will be expected to work collaboratively in order to deliver a coherent and integrated masterplan. Bidding teams should include the following skills:

— Strategic design and creative problem-solving
— Architecture, landscape architecture and urban design
— Business planning
— Public engagement and communication
— Story telling
— Arts and creative practice
— Environmental design and ecology

Whilst it is not considered necessary that teams include specialist heritage and conservation professionals, it is expected that they will demonstrate an awareness of international best practice in the sector and take an imaginative yet sensitive approach to the heritage assets.

It is recognised that one person or organisation may cover a number or all of the required skills. Suggestions for skills in addition to those listed above which teams believe will strengthen their offer are welcomed.
The team proposed in the bid should be the team who will actually work on the project.

Teams should be able to show experience which demonstrates that, collectively, they are competent to undertake a project of this nature, scale and complexity.

Where a collaboration between different organisations is proposed, one organisation should be identified as the team lead.

**PROGRAMME**

It is anticipated that the overall programme for the masterplan will last 12 months, from commencement in August 2019 to completion in August 2020.

The evolving process of investigation, option appraisal and reporting can be broken down into three stages of work which will take place during the 12 month programme. Each stage has its own milestones and required outputs so that imaginations are captured and momentum and enthusiasm are not lost during the process.

The appointed team will be encouraged to identify opportunities for early advantages to be won within the strategic picture they are creating. It may be possible for some projects to be identified, outlined and procured for others to undertake while the masterplanning is still in progress. However, it is crucial that an uncoordinated piecemeal approach to development is avoided, as this would dilute the impact and transformative potential of a coherent masterplan.

Throughout the process, regular meetings to update the client and review progress will take place. A series of Design Review meetings with the Design Commission for Wales (DCFW) will also be scheduled. It may be possible to combine some client progress meetings with Design Review. The programme dates, meetings milestones and outputs will be reviewed and refined with the appointed team at an inception meeting in August 2019.

We have set out below three possible stages for this work. While we think this will prove a practical option, we will be open to consider alternative proposals for stages of development and delivery of the plan.
Stage 1—Discover & Understand

**MEETINGS & EVENTS:**

- Inception meeting with client and DCFW
- 2–3 client progress meetings, including sign off of Stage 1
- Engagement events
- DCFW Design Review (focus on scope and process)

**TASKS:**

- Set up the ‘workshop’ studio
- Review and understand the available resources (see Appendix C.)
- Explore, research and gather further information and resources
- Analyse context and assets to identify opportunities and challenges
- Learning from others
- Initial engagement with public and stakeholders
- Gather stories and narratives
- Implement communication strategy
- Set out and agree next steps

**MILESTONES & OUTPUTS:**

- ‘WORKSHOP’ INHABITED
- COMMUNICATION PLATFORMS SET UP
- PRESENTATION OF ANALYSIS TO CLIENT, STAKEHOLDERS AND PUBLIC (REPORT/EXHIBITION)
- PRESENT INTERPRETATION OF ENGAGEMENT ACTIVITIES
- EARLY ‘WINS’ IDENTIFIED

TO STAGE 2
Stage 2—
What if...? Testing initial ideas

MEETINGS & EVENTS:

- 2-3 client progress meetings, including sign off of Stage 2
- 1-2 DCFW Design Review Meetings
- Engagement event(s)

TASKS:

- Develop concepts, initial strategic ideas and vision
  - informed by analysis, learning and engagement
  - at the three scales described above
  - with consideration of the numerous ‘layers’ or themes
- Further involvement of stakeholders and public
- High level options appraisal with integrated business planning
- Identify potential funding sources
- Review options with client to establish priorities and focus for Stage 3

MILESTONES & OUTPUTS:

- Present interpretation of engagement activities
- Illustrated report of initial ideas and options appraisal
- Exhibition of initial concepts and ideas
- Briefs for early ‘wins’ prepared

TO STAGE 3
Stage 3—
Develop & Refine

**Meetings & Events:**
- 2 client meetings, including sign off of masterplan
- Final DCFW Design Review Meeting
- Engagement event(s)
- Public launch of masterplan

**Tasks:**
- Develop and refine preferred options
- Integrate detailed business planning strategies
- Further engagement of stakeholders and public
- Identify and prioritise a series of projects to be undertaken
- Develop initial briefs for identified projects
- Develop strategic, spatial plans
- Develop an action plan and timeline for delivery
- Refine and communicate a vision informed by the process above
- Develop list of potential funding

**Outputs:**
- Final Masterplan Document
  - Vision
  - Strategic Spatial Plans
  - Series of Project Briefs
  - Integrated Business Plan
  - Action Plan
  - Funding Strategy
- Public Launch/Exhibition
- Online Resources/Information
**BUDGET**
As a guide, the client has currently assigned an estimated budget of £250,000 to the creation of The Cyfarthfa Plan.

Tender prices should include all consultants’ fees, translation, travel costs and other expenses. The client is looking for best value for money rather than the cheapest option. In their tender submissions, teams should clearly explain how they will achieve good value.

Payments will be scheduled around completion of milestones and will be agreed at the inception meeting.

**CONTACT & QUESTIONS**
During the ITT open period, all correspondence should be made through the eTenderWales portal. This includes a facility for asking questions about the brief and procurement procedure. Once the team is appointed, a key point of contact for the project within MTCBC will be assigned.
THE CYFARTHFA PLAN PROCUREMENT PROCESS
THE CYFARTHFA PLAN PROCUREMENT PROCESS

Full instructions and information on the tendering procedure and assessment criteria are set out in the Invitation To Tender document (ITT) which can be downloaded from the eTenderWales portal. The instructions are designed to ensure that all tenders are given equal and fair consideration. It is important that all the information asked for is provided in the format and order specified.

TIMETABLE

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<th>Action</th>
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<tr>
<td>Brief, ITT and notice published</td>
<td>1st April 2019</td>
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<td>Site visits day</td>
<td>16th April 2019</td>
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<td>Deadline for questions and clarifications</td>
<td>10th May 2019</td>
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<td>Deadline for submission of tenders</td>
<td>17th May 2019</td>
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<td>Confirmation of interviews</td>
<td>w/c 3rd June 2019</td>
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<td>18th - 20th June 2019</td>
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<td>25th July 2019</td>
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<td>5th August 2019</td>
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SITE VISITS
An optional Site Visit Day will be held on 16th April 2019. The programme for the day will include an introduction to the project, tour of the key heritage and landscape assets and an opportunity to ask questions. Refreshments will be provided. Teams must make their own arrangements to travel to and from Merthyr Tydfil. Each team intending to make a bid send up to two representatives. Teams should register their place at the Site Visit Day by submitting a message through eTenderWales no later than 10th April.

Those who are not able to attend the Site Visit Day may visit Cyfarthfa Park and Castle and other landscape and heritage assets independently. Details of park and castle opening times can be found here: http://www.cyfarthfa.com.

SUBMISSION REQUIREMENTS
All submissions should be made through the eTenderWales portal which requires responses to a number of questions. There is a facility to attach documents to support and evidence responses. Register your interest on eTenderWales.

INTERVIEWS
Teams whose bids meet the selection criteria and pass desktop quality evaluations will be invited to interviews which will take place at the Design Commission for Wales (DCFW) offices in Cardiff on 18th and 20th June 2019. Interview times will be confirmed w/c 3rd June 2019.

The address of the office is as follows;
Design Commission for Wales
4th Floor
Cambrian Buildings
Mount Stuart Square
Cardiff
CF10 5FL

The interview panel will comprise:
Carole-Anne Davies, Chief Executive, DCFW
Geraint Talfan Davies, Consultant to DCFW
Amanda Spence, Architect, ALT-Architecture
Peter Clegg, Senior Partner, Feilden Clegg Bradley Studios
Martin Knight, Managing Director, Knight Architects
Zoe Thomas, Regeneration Programmes Manager, MTCBC
Paul Davies, Procurement Manager, MTCBC
APPENDICES

A  Maps
B  Charrette matrix of potential projects, resources and benefits
C  Database of resources
D  Stakeholder list
E  Case studies
APPENDIX A

Maps:

1  Al Cyfarthfa Heritage Area
   Key Heritage Assets
2  Merthyr Retail and Tourism
3  South East Wales
   Discovery Gateways
APPENDIX B

Charrette matrix of potential projects, resources and benefits
Matrix of potential projects, resources and benefits

<table>
<thead>
<tr>
<th>Project</th>
<th>Timetable</th>
<th>People &amp; Skills</th>
<th>Cost &amp; Procurement Strategy</th>
<th>Benefits</th>
<th>Quick wins</th>
<th>E - ££££</th>
<th>Relative capital cost required</th>
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<td>Long term</td>
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<td>Short term (&lt;6 months)</td>
<td>Long term - to be reviewed regularly</td>
<td>Managed by delivery team; produced by architects, landscape architects, engineers, and exhibition design specialists</td>
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<td>Long term management and legacy</td>
<td>Architects; artists; landscape architects; structural engineers; historians; design specialist project managed by delivery team</td>
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<td>Long term; some quick wins</td>
<td>Delivery over medium term</td>
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APPENDIX C

Database of resources
**DATABASE OF RESOURCES:**

**To send with tender**

- WSP Structural Appraisal – Cyfarthfa Ironworks
- Cyfarthfa Ironworks Feasibility Study
- Leat Feasibility Report and Condition Survey
- Leat Arboriculture Survey
- Cyfarthfa Furnaces Bird and Bat Survey
- Cyfarthfa Parks for People Final Evaluation
- Topographical Survey Cyfarthfa Furnaces
- Radar Survey Cyfarthfa Furnaces
- Conservation Management Plan for Cyfarthfa Heritage Area
- Furnaces Condition Survey
- Cyfarthfa Castle Structural Fabric Inspection Condition Report
- CRUCIBLE – Merthyr Tydfil Industrial Heritage – Design Charrette Report
APPENDIX D

Stakeholder list
STAKEHOLDERS:

Merthyr Tydfil Leisure Trust
Merthyr Tydfil Heritage Trust
Merthyr Tydfil Naturalist Society
Welsh Government
Canolfan Soar
ARRT
Merthyr Tydfil College
Merthyr Tydfil Heritage Forum
Merthyr Tydfil Historical Society
The Wildlife Trust of South and West
Cadw
Design Commission for Wales
National Museum for Wales
Glamorgan-Gwent Archaeological Trust
Natural Resources Wales
Owner of Pandy Farm
Merthyr Tydfil Angling Association
Merthyr Tydfil County Borough Council
APPENDIX E

Case Studies
**Night of Heritage Light**
**Blaenavon Ironworks**
Society of Light and Lighting with Hoare Lea Lighting
2015
- Shining a ‘new light’ on UNESCO World Heritage Sites
- Part of SLL events around the country celebrating the International Year of Light
- Lighting highlighted the link between the Ironworks and the community
- Bridge lit with the names of community members during the time the Ironworks was open
- Highlighting the role of Blaenavon in the Industrial Revolution

**Bordeaux Parc aux Angeliques**
Bordeaux, France
Michel Desvigne Paysagiste, Inessa Hansch Architect, Artelia Bordeaux
- Ex-industrial site in the city centre reclaimed for a green park
- Incrementally planted sites as they became available for the city to purchase
- Phased planting leads to a grid-like pattern of parks with differing tree maturity
- Concept-led process which proceeds slowly and simply with no premature design

**Brikettfabrik Witznitz, Leipzig**
1996 & 2000
Florian Beigel, Philip Christou and The Architecture Research Unit, London Metropolitan University
- Three stage approach to developing a large ex-industrial site: firstly analyse the existing, secondly cultivate the area to form gardens, thirdly possible future urbanisation
- The strategy is flexible in that should there be no demand for future development, the gardens will remain
- Site divided into ‘activity fields’ based on distinctive material and spatial character which informs future development

**Floriade Groningen 2012, Groningen**
Groningen, The Netherlands
West 8 for Gemeente Groningen
- Festival proposed as part of a national horticultural expo
- Integrates heritage buildings and agriculture with human scale uses and activities
- Former sugar factory used as the centre of the event
- Temporary interventions
Fort Bij Vechten - National Waterline Museum
Houten, The Netherlands
West 8 & Rapp+Rapp with Jonathan Penne Architecten, Bunker Q, K2, Parklaan & Anne Holtrop for Province of Utrecht

- Regeneration of the fort and associated buildings which make up the new National Waterline Museum
- Heritage regeneration with integrated landscape and ecology strategies
- As part of the historical narrative a band across the site was left alone so it restores to its natural state

Fort Mason Centre, San Francisco
San Francisco, United States
West 8 with Bionic Landscape, Scaleshift, Jensen Architects for Fort Mason Center with Golden Gate National Recreation Area

- Regeneration of part of the San Francisco waterfront
- Community destination with potential to become a regional cultural destination
- Conceptual plan with connections, activation and revitalisation of the fort
- Flexible design strategies which balance innovation and preservation

Fürst-Pückler-Land - IBA See
Lower Lusatia, Germany
The IBA Association
2000-2010

- Inspired by the IBA Emscher Park, but reflecting the open-cast mining history of the area
- Regional-level strategy of nine landscape areas of different themes, such as landscape art and open-cast landscape
- A path connects all the landscape areas and associated sub-projects
- Man-made lake formed from filling the open cast mines in the area

GR2013, Marseille-Provence
2013 European Capital of Culture
The IBA Association
2011-2013

- Cultural and participatory project of walks and tours
- Developed with local artists
- Intended to represent the regional ecology and landscape in a cultural way
- Creative studies undertaken by photographers, geographers, artists and curators
Halden Zollverein, Essen

Essen, Germany
Planergruppe Oberhausen & Ulrich Ruckriem (artist)
Since 1994

- Art interventions create a new spatial hierarchy and understanding of the area
- Intentional lack of traditional planning and decision making
- Atmosphere and character of the place leads the next project or initiative
- More obvious interventions in the Zollverein Park to create paths and spaces

Hinterland - Kilmahew / St Peter’s Seminary

Helensborough, Scotland
NVA, Avanti Architects, NORD Architects & ERZ Landscape Architects

- Reuse of a former Seminary building that was vacant for decades
- Light and sound spectacle for the launch event of Scotland’s Festival of Architecture 2016
- Part of a wider masterplan programme to create a creative and productive landscape
- Active physical, sensory and intellectual engagement in the other-worldly place
- Arts and training space, walking trails, growing, camping

IBA Emscher Park - Ruhr District

Ruhr District, Germany
The IBA Association
1989-1999

- Strategy to restructure post-industrial region
- Local interventions applied in strategically significant areas
- Landscape and leisure trails follow the Emscher river throughout the region
- Cultural interventions re-use ex-industrial infrastructure
- Ecological reconstruction of the water system and renaturalisation of land

Kroller Muller Museum Sculpture Garden, Otterlo

Otterlo, The Netherlands
West 8 for Kroller Muller Museum

- Landscape design and art integrated to expand the tourism offer
- Expanded and redesigned park to provide different character areas for exhibitions
- Seasonal landscape character areas allow for varied sculpture exhibition spaces