

Brief for a Strategic and Sustainable Business Plan and Masterplan for Cromford Mills, Mill Lane, Cromford, Derbyshire

An information pack is provided with this brief on request from escott@arkwrightsociety.org.uk

The Arkwright Society seeks a suitably qualified consultant team to develop a holistic and sustainable strategic business plan and masterplan for the Cromford Mills site. The plan will focus on generating revenue for the site, based on need and growth opportunity, and will help make the case for capital investment in the site development.

Context

The mill complex at Cromford is a key attribute of the Derwent Valley Mills World Heritage Site. It is from these buildings that Sir Richard Arkwright developed technology that changed the world we live in, giving rise to the industrial revolution by creating the modern factory system.

Today Cromford Mills is owned and managed by The Arkwright Society, an educational charity and Building Preservation Trust concerned primarily with the preservation and regeneration of industrial buildings. The Society was founded in 1979 when it purchased a large part of the Cromford Mills site. Its key objective states that the Society is committed to the regeneration of the site and to the reuse of the buildings in ways that will provide them with a sustainable future and which offers year round employment that will contribute positively to the local environment.

Beyond Cromford, the Arkwright Society own a wider estate including Dunsley Meadows and Slinger Woods and the Lumsdale Valley. All require constant maintenance and upkeep, supported by a dedicated team of volunteers.

Cromford Mills are Grade I listed. All the buildings are numbered. The site ownership comprises the top yard and main yard. The buildings by the canal, known as the Gothic wharf and Wheatcroft's café are leased from Derbyshire County Council. The car park lies within the Grade II registered Willersley Park. Following half a century of dilapidation and dereliction the Society has, over the last three decades, brought a number of the redundant mill buildings of significant historical importance back into economic use. In 2012, a masterplan was commissioned to take forward the regeneration of the complex.

2012 Masterplan produced by Purcell Miller Tritton

The masterplan vision was

‘to create a multiuse sustainable heritage and cultural tourism attraction which reflects the key principles, and outstanding universal value, of the Derwent Valley Mills World Heritage Site.’

This masterplan provided the confidence and certainty to prioritise the repair and conversion of the iconic five storey Building 17. This project, completed in 2016, was supported by substantial public funding and created a visitor centre on the ground floor with managed workspace units on the upper floors. Cromford Creative is now a successful cluster of creative industries businesses, with currently over 80% occupancy.

Beyond Building 17, this masterplan provided the springboard for a number of key developments and pieces of work that have been delivered:

- alterations to develop the café at Cromford Wharf
- various programmes and activities including the development of an events programme tested by the erection of a temporary marquee in 2021 with NLHF resilience funding/fundraising
- expansion of the retail tenanted offer and including the Mill shop
- the Arkwright Digital Experience, housed within the vacant Building 18 and funded by BIFA
- an options appraisal and viability report for Buildings 1 and 7. This was funded by the AHF via a project viability grant and the NLHF. This has suggested potential development proposals for these buildings to provide optimum return on investment and sustainable future income
- Initial conversion proposals for the top yard produced by James Boon Architects.
- Way finding and signage report, James Boon Architects funded by NLHF
- There is an award-winning educational offer for schools and a very enthusiastic and involved volunteer team, who help deliver the visitor heritage offer.
- Project development work for Building 18: Historic England funded condition survey produced by The Morton Partnership which provides outline prioritised costs for permanent and urgent repairs, and a strategic options report focused on the repair needs by Ingham Pinnock Associates. 2022
- The water power project: installation of a 6m waterwheel and 15kW hydro-turbine to provide power to the site. The scheme will also include water source heat pumps to provide heating to the site. Funding secured from Severn Trent, Derbyshire County Council’s Green Entrepreneurs Fund, RCEF, Valliant boilers, Belper.

Building 18 project development

The project development work to Building 18 highlighted the need to focus efforts on the securing funding for permanent repairs. Whilst the options appraisal was intended to explore potential uses; the appraisal was re-focused to explore the repair needs. The proposal in the 2012 masterplan to convert Building 18 into a heritage centre, has not been tested or explored. Similarly, it is now fair to assume the proposed uses for

Building 1 need reviewing in the context of the whole site and current/future economic conditions to ensure they are the optimum viable use for this part of the site.

Partnerships and Engagement

The Arkwright Society is an active partner within the DVMWHS and is a member of the technical panel. Recent discussions with Belper North Mill Trust and the Nightingale Trust in London, has provided potential new opportunities for Cromford as well as complexities.

With the closure of the Belper North Mill Museum in September 2022, the Society has agreed to work more closely with the Trust by supporting its volunteers and educational outreach as well as re-displaying their small collection of cotton spinning objects. This display, which is subject to funding, will be housed at Cromford Mills with the long term ambition of returning to Belper. There is an opportunity to 'sign post' and forge closer connections with Belper through the Cromford Mill heritage offer.

The Society and Nightingale Trust are actively exploring the opportunities around re-locating the Florence Nightingale museum to Cromford Mills. The museum will close in 2026 (some flexibility in this date) and there is interest in bringing the museum to the Derbyshire where the Nightingale Family lived.

The vision and masterplan for Cromford Mills needs reviewing to take account the multi-use nature of the heritage site and the value of these different uses including where they are located. Whilst it is not intended to replace all of the project development work commissioned since 2012, the world has changed economically and socially and a masterplan for 2023 needs to be fit for purpose and provide a new direction which is responsive to current and future market conditions.

Policy Context

It is important that this work is embedded in national and local planning policy context.

National Guidance for the Historic Environment comprises the National Planning Policy Framework (NPPF) <https://www.gov.uk/government/publications/national-planning-policy-framework--2> and the relevant planning practice guidance (PPG). <https://www.gov.uk/government/collections/planning-practice-guidance>

The National Design Guide also recognises the importance of the Historic Environment: <https://www.gov.uk/government/publications/national-design-guide>

In addition to the planning framework which is primarily set out in the Town and Country Planning Act 1990: the relevant Planning Act:

- the Planning (Listed Buildings and Conservation Areas) Act 1990 provides specific protection for buildings and areas of special architectural or historic interest

Local Guidance for the Historic Environment is found in Derbyshire Dales District Council Local Plan (adopted December 2017) and the Derwent Valley Mills Management Plan 2020-2025. (see information pack)

The scope, approach, content, structure, outputs and outcome is set out below.

Scope of document and approach.

The strategic business plan and masterplan is focused on the need to generate revenue for the Site based on need and growth opportunity, so that it is economically viable. This commission would be led by strategic business planning with a design team to creatively explore the options and design approach. Whilst the wider estate of Lumsdale and Dunsley meadows/Slinter Woods is not included in the masterplanning, the strategic business plan needs to take account the responsibilities and financial implications to the Arkwright Society.

The commission need to

- be holistic and sustainable in its approach, combining sustainable master planning with business planning so that any future development forms part of a holistic strategy that provides the Society with a realistic and achievable vision.
- be place specific though with a clear and robust understanding of the economic, social and environmental context
- engage with existing and potential stakeholders in ways that create a meaningful partnership approach to the masterplan outcomes.
- be accessible, using plain English; ensuring the document is interesting, flows well, unique and memorable
- be attractive and visual so that it will inspire
- draw on existing good practice both in the UK and overseas
- set a clear and robust road map for a way forward in the short, medium and long-term
- include within the business planning, an analysis of current and potential funding sources; giving practical advice and assistance on gaining grants to implement the priorities of the masterplan
- suggest ways to encourage greater resilience of the Arkwright Society to sustain its operations whilst taking forward the major projects for the site
- ensure the masterplan sits within the forward planning of Derbyshire Dales District Council, Derbyshire County Council and the DVMWHS management plan. A full list is given in the Information pack

Structure and content of the sustainable masterplan / business plan

The following structure and content is proposed:

- Background /context – a concise summary of current situation of the site including development context and previous work.
- Status of the document and its purpose
- Means of public engagement and consultation in its production. Your tender submission will set out how consultation will be managed
- Understanding the site in the context of heritage and cultural significance and the economic, social and environmental climate:
 - its heritage significance
 - A review of the accommodation in use / not currently in use, the location of each component, relative to the historic value of the buildings

- A review of the viability work and strategic options appraisal for Building 1 and 18 based on the current economic climate
- the existing audience through the retail and tenanted offer, visitors and educational groups
- public realm across the whole site and peripheries: access and parking, review of surfacing proposals, furniture
- The policy and planning context
- What are the potential uses for the site in relation to the existing and potential market and demand?
 - A market appraisal of current value and future value for viable options.
 - Based on review of uses identified, including the 'office model' and expanded heritage offer; together with new evidence
 - Heritage offer: scope potential opportunities with Belper and Nightingale Trust – through to a preferred spatial option based on identified needs and opportunities
 - Outdoor uses for the site and exploration of the need for outdoor/roofed events space – sensitive to heritage significance, capacity of the site and the need to generate operational surpluses to support/as core activities
 - Where is future growth potential?
- RIBA Stage 1 is required for design proposals (with the option of extension to Stage 2 if this can be accommodated within the fee)
- Exploration of site / off-site potential for green energies and recommendations
- Outline conservation plan
- Establish a clear roadmap as a phased approach with phased costs plan: this needs to be based on sound business planning and identification of revenue generating streams and outline capital costs for major projects:
- Establish key partners/stakeholders and roles
- Recommended next steps and timescale

There is flexibility in how the above content is ordered/separated out, with the caveat that this brief and document needs to be focused, robust and timely in approach.

As stated a number of documents have already been produced for this site. The most relevant documents are set out in the information pack. Time should be allocated to review these, in particular the most recent work produced for Buildings 1 and 18 to bring together the existing condition survey material. This is in the context of the changing economic context, the need for a more robust approach to sustainability, and a bringing together of initiatives and creative ideas in a more holistic way.

There is a 2007 conservation statement and documentation which can be made available to understand the heritage significance of the site itself and its context within the Derwent Valley Mills World Heritage Site. The need for an outline Conservation Plan is included within this brief.

The organisation is developing its business plan and this needs to feed into the strategic business plan / masterplan as it is currently and with the development potential for the business, post regeneration.

No documents (unless already in the public domain) should be shared outside of this

tender process, which is private and confidential.

The consultant team will be responsible to The Arkwright Society Board of Trustees, reporting via the Chief Executive Officer (CEO).

Key dates for the delivery of this commission are:

- commencement of tender: week commencing Monday 20th March 2023
- tender submission deadline: 21st April at 5pm
- tender assessment: week beginning 24th April 2023 with allowance for interviews during that time
- appointment of consultants: week beginning 1st May 2023

The tender submission will include a proposed timescale for this commission which will include the following milestones:

- conception meeting with key partners
- Interim findings/draft report Final report submitted

Outputs and outcomes

The Arkwright Society is committed to achieving public value outcomes assurance to its stakeholders, including the taxpaying public, that it invests public money in ways that optimise value.). If tenderers identify additional public value activities which are over and above those set out in this brief within the aims and objectives, it is acceptable for tenderers to highlight and cost these as additional activities which The Society may or may not choose to take forward. In this way tenderers can be confident that they are put at no disadvantage at the tender evaluation stage by including in their proposals work that they feel would create additional public value but that other tenderers might not include.

The required output is a masterplan and business plan document which can be accessed digitally and in paper form. It is anticipated this document will be visually stimulating as well as providing sufficient content required for the masterplan and business planning with a clear roadmap for delivery

Constraints and dependencies

Technical requirements: the Consultant's proposed staff will need to be professionally qualified and experienced in the building and business planning infrastructure sector, in addition to being able to evidence experience of heritage sensitive settings and in managing large scale projects. Changes to identified staff working on this commission will need to be agreed in advance with the nominated contacts.

Within the documentation, plain english, explaining technical terminology so it is understandable by non-specialist staff.

It should be assumed that a fortnightly reporting cycle will be adopted by the Consultant in the delivery of the scope of services, to include attendance at a minimum of 3 virtual delivery team meetings. This reporting cycle can be in the form of telephone and email exchange on progress to ensure efficiency of time and resource, It should be assumed that a site visits will be required by the consultant at the commencement of this appointment and allowance made for a minimum of 3 onsite meetings with the key partners during the course of the commission. The submission will include a proposal for undertaking stakeholder consultation and engagement. A list of stakeholders will be provided.

Information required to tender

Please include with your tender proposal the following supporting information.

- (a) Details of comparable projects undertaken by your firm involving heritage visitor destinations and/or charities within the heritage sector.
- (b) Your fee scale to cover all elements of the scope of work detailed above. You will include for all travel and other expenses necessary to carry out the brief.
- (c) Highlight any risks to the project in the form of a risk log, as well as methodology
- (d) A timetable for the work
- (e) Fee scale for additional work should any need arise that is beyond the scope of work detailed above.
- (f) The range of professional skills of the people to be involved, including names and CVs, their specific responsibilities and any arrangements for sub-contracting any parts of the work. E.g. conservation accredited architect, engineer, cost consultant
- (g) Confirmation of current professional indemnity insurance and the level of cover.

Submission of tenders

Completed tender proposals should be sent by email, to arrive no later than Friday 21st April 2023 at 5pm the following email addresses:

escott@arkwrightsociety.org.uk

swallowwork@arkwrightsociety.org.uk

If it is also chosen to provide a hardcopy, this must be sent in a plain envelope marked 'Tender – Cromford Mills masterplan', and addressed to Eilis Scott, CEO, The Arkwright Society, Cromford Mills, Mill Lane, Cromford, Derbyshire DE4 3RQ.

Applications received after the due date and time will not be considered.

The Arkwright Society does not bind itself to accept the lowest or any tender, and no person making a submission will be remunerated for any trouble or expense incurred in its preparation.

Evaluation of tenders

Selection Process: tenders will be appraised at a formal tender board comprised of The Arkwright Society Senior Management Team and Board of Trustees. Tenders will be judged equally against the following criteria:

- a. Appreciation of Brief/Arkwright Society’s requirements:
- b. Approach and Methodology:
- c. Relevant experience of project team: (up to 3 project examples)
- d. Organisational capacity/quality assurance:

Tenders will be assessed against items (a) to (d) in the ‘Information required to tender’ section above and failure to submit any of the required information may result in your tender being rejected.

Tender submissions shall be judged on both quality and price based on the following criteria: the maximum quality score will be 75%; the maximum price score will be 25%.

Criterion and sub-criteria	Weighting
<p>1. Quality:</p> <ul style="list-style-type: none"> • Appreciation of Brief/Arkwright Society’s requirements: • Approach and Methodology: • Relevant experience of project team: (up to 3 project examples) • Organisational capacity/quality assurance: 	75%
<p>2. Price:</p> <ul style="list-style-type: none"> • Fee scale to cover all elements of the scope of work detailed above • Fee scale for additional work should any need arise that is beyond the scope of work detailed above 	25%

Fees

The estimated cost of this commission is £40,000 plus VAT. Additional allowance is made for the appointment of sub-specialists and other consultants input if the case can be made. Please provide a breakdown of costs as part of the tender submission.

Payment schedule

The final payment will be made upon completion and following approval by the Arkwright Society and relevant project funders of the work specified by this brief.

Copyright and confidentiality

Copyright of all documents produced under this commission is to be assigned to The Arkwright Society Limited. The consultant is to clear copyright approval for any illustrations or other material used. The author should be aware that The Arkwright Society may wish to make the report available its website.

Contact details for further information

More information about The Arkwright Society can be found online at:

www.cromfordmills.org.uk

www.facebook.com/cromfordmills

For further information about the tendering process or technical aspects of the brief please contact: Eilis Scott CEO The Arkwright Society on escott@arkwrightsociety.org.uk or 07712125174

Information Pack (available on request)

- A: Ownership details of the site
- B: Map of heritage assets
- C: Documents relevant to tender submission (to be treated as confidential):
 - Purcell 2012 Masterplan Executive Summary and x3 volumes of full report
 - James Boon Architects, 2019 Building 1 and Mill Yard Executive Summary and x3 volumes of full report
 - Conservation Statement 2007 with 2016 update for Building 17
 - Building 18: The Morton Partnership Condition Survey and Ingham Pinnock Strategic Options Report
 - James Boon Architects, 2022, draft masterplan drawings
- D: Accounts Year ending 2021-2022 with Annual Review for years 2020-2021 and 2021-2022
- E: List of Stakeholders (will be provided on award of contract)