

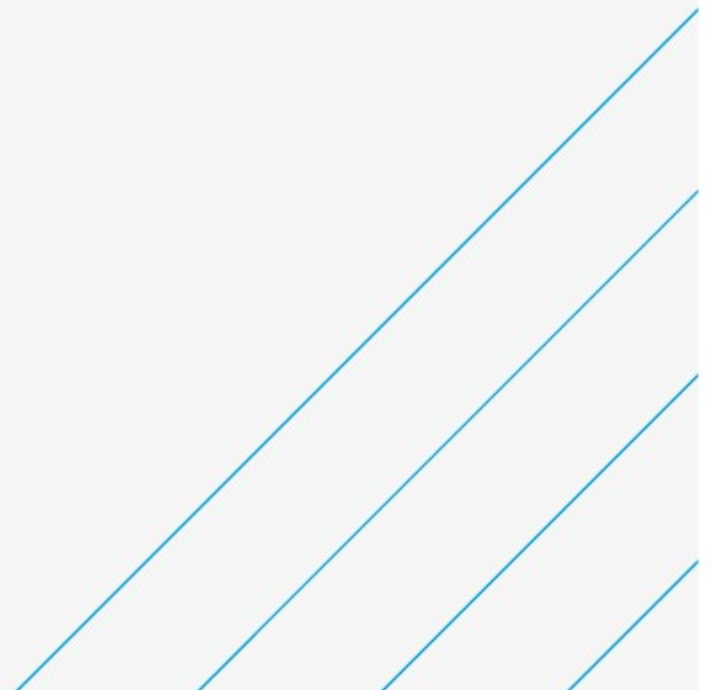
6033 - Steel Museum

Feasibility Report

Ace Capital Projects Ltd

17 January 2024

0002



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1. Introduction

1.1. Background - JL

ACE Capital Project Ltd have commissioned Blueprint Construction to undertake a Feasibility Study for the redevelopment of the land adjacent to the river Afan, situated in the heart of Port Talbot Town Centre. The redevelopment consists of a landmark project that would see the design and construction of a National Steel Museum of Wales – Amgueddfa Dur Cymru. Blueprint Construction received the instruction of producing a comprehensive Feasibility Study into the development, and subsequent proposal of the intended design, specification and delivery of the museum.

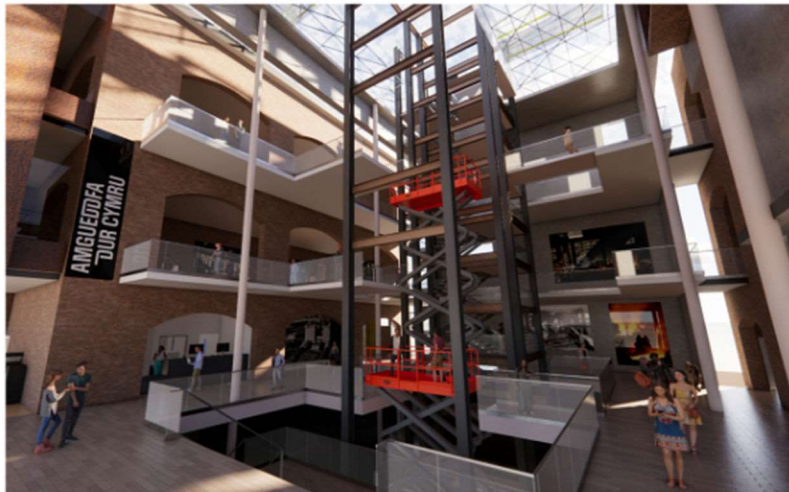


Figure 1-1 - Concept design

ACE Capital Project Ltd have commissioned Blueprint Construction to undertake a Feasibility Study for the redevelopment of the land adjacent to the river Afan, situated in the heart of Port Talbot Town Centre. The redevelopment consists of a landmark project that would see the design and construction of a Cultural Quarter in the heart of Port Talbot, with a focal building being the National Steel Museum of Wales – Amgueddfa Dur Cymru. Blueprint Construction received the instruction of producing a comprehensive Feasibility Study into the development and subsequent proposal of the intended design, specification and delivery of the site.

The current vision statement set out in ACE Capital Project's proposal [2023/2024] defines a coherent strategy and ambition for care that “connects the community back to the river which was once an integral part of the steel making process” through adopting the core objective “to champion the industry and restore the community's pride in their town”.

The key goal for the Amgueddfa Dur Cymru Site is to restore “the local sense of pride” within the community through a modern and enhanced museum premises. It shall facilitate a journey through the history of Port Talbot and its links to steel production and the steel making process from extraction of the raw materials to the finished product – portraying the historically recognised heyday of the 1960's in the once prosperous and prided town.

1.2. Scope of Feasibility Study- JL

This report sets out the feasibility brief development and strategic proposals for the National Steel Museum of Wales – Amgueddfa Dur Cymru and the grander Cultural Quarter. Throughout the study, Blueprint Construction will endeavour to identify, assess and document the opportunities and risks entailed with the site and project brief whilst considering and mitigating any implications and problems to the design and construction.

Our team aims to visualize how the installation and final product align with the client's needs, while introducing fresh and appealing elements to the construction that may not have been explicitly outlined in the client's initial brief. The latter stages of the report will identify and present the associated costs and estimates for the project, whilst later identifying a preliminary programme in conjunction to developed design proposals.

As part of this process, Blueprint Construction have agreed to undertake a number of key studies and investigations consisting of but not limited to:

- A comprehensive review of the existing briefing documents
- Produce initial site investigation study.
- Contribution to drafting a project brief.
- Review and advise on relevant design standards.
- Contribution to drafting a project brief

3. Outline Brief

3.1. Client's requirements - JL

The forthcoming construction project aims to establish a Cultural Hwb as an integral component of the expansive Cultural Quarter development, situated on the Bethany Square car park premises in Port Talbot. Encompassing an array of amenities, the premises will feature retail arcades, designated food and drink spaces, a hotel, a theatre, and a meticulously landscaped area along the riverbank. Serving as the pivotal point of the Cultural Quarter, this proposed construction will serve as a prominent landmark within the broader community.

At its core, the structure is designed to primarily accommodate a museum and library space, envisaged to be a magnet for visitors and locals alike. This establishment is poised to become a distinguished venue, actively contributing to attracting tourism revenue into the heart of Port Talbot. The Cultural Hub aims not only to offer a wealth of cultural and educational experiences but also to invigorate the region as a significant destination, encouraging economic vitality and enriching the city's cultural landscape – of which it has severely lacked in recent years.

3.2. Operational/functional needs - JL

The envisioned National Steel Museum of Wales – Amgueddfa Dur Cymru, represents a monumental endeavour aimed at encapsulating the cultural heritage of Port Talbot, and its mass steel production, whilst also serving as an educational cornerstone for future generations. To ensure its success, an understanding of the operational and functional requirements is important.

The museum's primary operational need revolves around its role as a caretaker of Port Talbot's Steel history. Preservation and conservation are pivotal functions that demand state-of-the-art facilities equipped with climate-controlled environments, innovative security systems, and specialized storage spaces compliant with international standards. These elements will safeguard the treasures housed within the museum's walls.

Functionally, the museum must cater to a diverse audience, ranging from scholars and researchers to students and tourists. This necessitates versatile spaces, including exhibition halls, interactive learning zones, lecture halls, research facilities, and communal areas. These spaces need to be thoughtfully designed to accommodate various educational programs, exhibitions, and events while ensuring accessibility and visitor engagement.

“The museum itself will take visitors on a journey through the history of Port Talbot and its links to steel production and the steel making process from extraction of the raw materials to the finished project as you ascend the gallery spaces, culminated in gallery space which houses a Bessemer converter that visitors will circulate throughout the experience.”

Moreover, incorporating technological advancements such as interactive displays, digital archives, and immersive experiences will be pivotal in offering engaging narratives and fostering a deeper understanding of our heritage.

The feasibility study will delve into these operational and functional needs, considering scalability, sustainability, and the seamless integration of technology to realize the joint vision of Amgueddfa Cymru and ACE Capital Projects Ltd effectively.

3.3. Client directed adaptations to fabric of existing building – JL

In response to the client's directives for adaptations to the existing site, our approach centres on careful consideration and strategic planning. The proposed Cultural Quarter requires the demolition of two churches – currently occupied, a small retail space consisting of small businesses and take-aways, and the levelling of a car park and surrounding landscape. Our team aims to seamlessly integrate client-directed changes while maintaining sensitivity to the historical significance of these structures.

The Cultural Quarter includes provisions for a religious building, offering a dedicated space to re-house the once cherished church that will be respectfully relocated due to the development's plans. Furthermore, the development offers available retail spaces for purchase or rent, providing an opportunity for businesses facing relocation due to the

premises' demolition to seamlessly transition into new, modern storefronts within the gentrification project.

We understand the gravity of these modifications and are committed to conducting this process with utmost care. Detailed assessments and consultations will precede any alterations, ensuring that the proposed adaptations align with the client's vision while adhering to local regulations and preservation guidelines. Throughout this process, our team will remain dedicated to transparency, collaboration, and meticulous execution, ensuring that the client-directed adaptations harmoniously contribute to the site's rejuvenation while honouring its historical significance.

3.4. Funding provision - JL

The funding provisions for Port Talbot's Cultural Quarter has been meticulously crafted and agreed upon, reflecting a comprehensive approach to secure the necessary capital. A consortium of stakeholders, administered by Amgueddfa Cymru and ACE Capital Projects Ltd, have committed to providing a balanced mix of funding sources to support the project's realization.

Private and public sector investment constitutes a sizeable portion of the funding, with committed contributions from partners and investors, ensuring a solid financial foundation and aligning interests with the project's success. Welsh Government, The National Lottery Community Fund and Tata Steel being notable additional stakeholders. Additionally, debt financing has been secured through favourable agreements with reputable financial institutions, offering substantial leverage to complement the equity component while managing financial risk. Thus, ensuring shortfalls from post occupancy running costs will be offset and covered by Amgueddfa Cymru.

The agreed-upon funding provisions signify a robust financial framework that underpins the feasibility and sustainable progression of National Steel Museum of Wales – Amgueddfa Dur Cymru and its surrounding Cultural Quarter developments.

4.3. Site investigation – Geological Survey - JL

Geology

Construction methods and materials need to be tailored to accommodate and adhere to the specific soil properties on site. This will ensure stability and longevity of structures in areas characterised by silt, sand, and clay. Thorough geotechnical investigations will become essential to assess and address the soil-related factors in the proposed Port Talbot Cultural Quarter area, enabling us to make an informed decision in the expansion of the initial designs and eventual construction process.

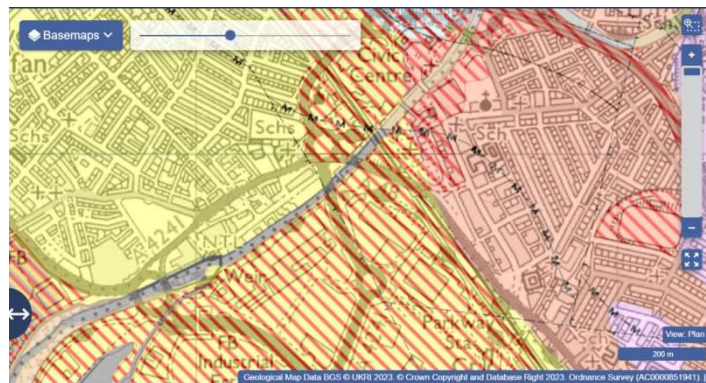


Figure 4-2 - Digimaps Geology Survey

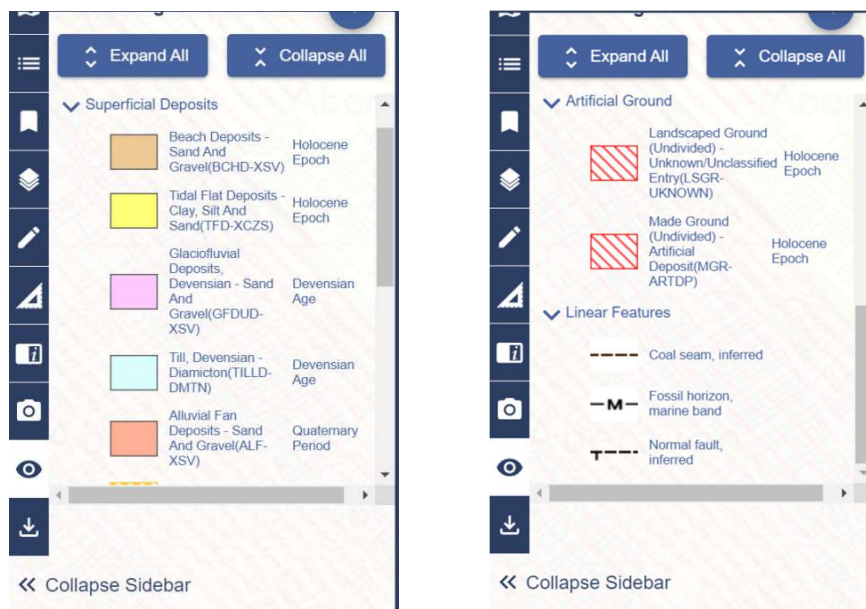


Figure 4-3 - Digimaps Geology Key

As visible in the figure above, the Cultural Quarter geology comprises of Tidal Flat Deposits and minor Alluvial Fan Deposits. These deposits predominantly comprise of aquatic deposits and minerals such as sand, silt and clay. The combination of these materials directly affects

soil characteristics such as texture, cohesion, and permeability. Silt, being fine-grained and cohesive, can result in good fertility but can often exhibit poor drainage. Sand, with its larger, granular particles, offers improved drainage but may lack cohesive strength. Clay, being fine and highly cohesive, retains water and can lead to challenges like poor drainage and potential instability.

Borehole Data

As a contractor, we recommend conducting further investment in surveys to investigate borehole data for the forthcoming development. The existing data is deemed too historic and obscure, which could result into inaccurate readings and subsequent reliance on the data could potentially escalating into more significant challenges or compounding issues down the line – therefore necessitating a more comprehensive analysis to ensure accurate insights into subsurface conditions. This proactive step will mitigate potential risks, enhance project planning precision, and contribute to the overall success and efficiency of the construction process.

4.4. Contaminated Land & Landfill - AW

A Study of the land as per figure 2.1 in appendix, shows the intended site is situated on grey shaded suburban land which suggests that there is no clear evidence as to whether the land itself is contaminated or not. During 1960's it was discovered that an old disused railway track would run adjacent to the intended site (as seen in figure 4.4) therefore, we suggest that an alternative experienced company should carry out ground testing in order to confirm these findings.



Figure 4-4 - Showing disused railway tracks during 1960's (DigiMap 2023)

Ground Testing Includes installing and monitor Landfill Gas standpipes as part of the Site Investigation and unless agreed with the Local Authority, a minimum of three gas monitoring

A desk top study into a UXO survey shows the intended site is deemed as medium risk and this is due to the nearby area of Swansea and World War II having strong links in relation to the blitz. Due to the risk of encountering an unexploded ordinance (UXO) while conducting groundworks it is strongly recommended as well as being in line with CIRCA C681, CDM 2015 and the 'Health and safety at work act 1974'. A recommendation would be to receive a full comprehensive report on the site findings, if findings of an UXO are found, a external company would need to be instructed to carry out works and the client should expect a delay of 15 days to have this UXO destroyed, and a new survey carried out. (CIRIA, 2023)

4.5. Ground Levels Survey – JL

Following a site visit on the 15th November 2023, a visual inspection determined that the ground levels site of the site is relatively flat with no significant elevation changes. Towards the Northern end of the site towards the existing church, there is a minor area of elevated land – separated from the car park by a brick retaining wall, no greater than a meter in height. Despite another brick wall surrounding the car park and separating it from the access road, there is no change in elevation or topography on either side. This retaining wall borders the East, South and West perimeters of the proposed site and development.



Figure 4.5.1 – Site Visit Photo, Car Park

...

Description into topology around Church (Northern End of Site)

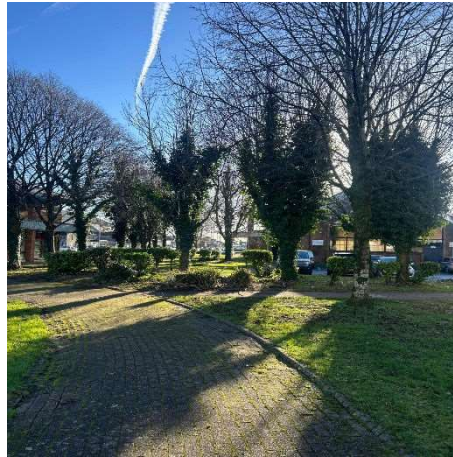


Figure 4.5.2 – Site Visit Photo, Existing Building & Surrounding Topology

Upon conclusion of Blueprint Construction’s site visit, the team have determined that the site would require a comprehensive survey to gather further geological and topographical, thus demonstrating the next steps to mitigate further risk and utilize identified opportunities.

4.6. Location of Existing Statutory Services - MC

A high-level clash analysis of existing utilities located within and affected by the route has been undertaken. This is based on the C2 searches undertaken by Blueprint Construction in October 2023, with no other utility enquiries made at this stage. The C2 search plans are provided in Appendix A.

A Check within the coal authority was also undertaken to check whether the area fell within risk area and whether the need for a Coal Mining Risk assessment was needed it was deemed that this wasn’t needed either and the map is also found in Appendix A.

It has been assumed that where existing underground utilities are shown to be within the proposal extents, they will be affected, and utility diversions are therefore required. More comprehensive utility enquiries are required to determine the situation. At this stage, utilities visible on the utility plans but located outside of the proposal are assumed to be unaffected. A list of utilities which C2 searches have been acquired for and their status on the proposal are outlined within the table 1.1 below:

6.7. Customer supplied equipment/ furniture - AW

Client to advise on required or specific furniture. See above for advisory on suitable furniture.

6.8. Additional Access Requirements - AW

There is high importance to ensure both welcoming and safe access for all persons who wish to use this facility.

Access and use of facilities must be in accordance with document M of building regulations especially for disabled persons, visually and hearing-impaired users/elderly persons/young persons. The Approved document M should be used in accordance with Document K (Protection from falling, collision and impact). (Welsh Government, 2023)

Some general guidance for Disabled person should be considered but not limited to:

- Level access from car park to boundary
- Durable nonslip materials
- Lift access to all levels
- Braille facilities for those who may require additional support and guidance within the boundary of the building
- Ramp access to levels higher than ground floor where lifts cannot be placed.

Additional Guidance can be sourced from the workplace regulations 1992 and the Equality and disability act 2010 (HSE,2013)

6.9. Security - JL

As a construction company committed to safety and security, our anticipated approach to site security in the Port Talbot region focuses on tailored measures that align with the neighbourhood context. To ensure the safety of both the construction site and the surrounding community, several key security provisions will be implemented. By implementing the below site-specific security measures, we aim to create a secure environment while respecting the surrounding setting and ensuring minimal disruption to the neighbourhood.

Firstly, we prioritise perimeter security by installing robust Hoarded Heras fencing set-up around the whole site perimeter. Clear signage, will furnish the fencing, displaying safety protocols - notifying residents and passersby of potential hazards and the restricted and monitored access.

Security protocols, such as CCTV installations and qualified security personnel, will reinforce on-site vigilance, particularly during non-working hours. Thus, ensuring the integrity of the site's security measures. Monitored surveillance cameras will be strategically positioned to cover key areas, enhancing overall site monitoring.

Access control measures, including restricted entry gates and checkpoints, will manage and limit unauthorised access effectively. Adequate lighting throughout the site will ensure visibility during darker hours, enhancing safety and deterring potential security threats.

Moreover, to foster positive community relations, our team will actively engage with local residents, providing updates on the project's progress and safety measures being implemented.

6.10. Flexibility of Use - SH

The building will accommodate accessibility use for elderly and disabled persons. It will include:

- Ramps and lifts
- Disable parking spaces.
- Wheelchair accessible bathrooms
- Automatic doors/ lighter weight doors to be able to be pushed easily.

It will also consider adaptable lighting that creates different suitable atmospheres.

Spaces and rooms that can be used for various purposes.

More spacious and open floor plans that would be easier for renovations in the future.

7.7. Energy efficiency, BREEAM, EPC requirements, sustainability measures - SH

Although the construction of the steel museum does not primarily cater for zero carbon efficiency, it would utilise sustainability measures to reduce carbon footprint. It will aim to ensure that developments are energy resource- efficient and sustainable as much as possible.

It would take into consideration the use of environmentally friendly materials where necessary renewable energy such as solar for the heating and cooling of the structure and reducing carbon footprint of the building.

7.8. Maintenance - SH

Maintenance is necessary for the long term operational and upkeep of the building.

It would include:

Routine maintenance - there would be inspections for any faults that may need to be fixed, regular cleaning and repairs to any damages

The servicing and upkeep of elements like plumbing works, electricals, elevators, air conditioning units etc.

Different materials and elements have different expected life span. Therefore, these items would be replaced when needed according to its life expectancy.

There would be budgeted money allocated for these maintenance services of the building. It will include materials, labour costs, upgrades and replacements.

7.9. Health & Safety: CDM Regulations, risk assessments throughout design process - JL

Outlined within the Construction (Design and Management) Regulations 2015 (CDM 2015) are specific duty holders, each with their own distinct core roles and responsibilities. This ensures the effective management of health and safety throughout the development of a construction projects.

The Client, as the initiator of the project, holds a crucial role. Their duties include appointing competent professionals, ensuring cooperation and communication amongst stakeholders, and providing relevant project information to facilitate risk management through specifications, adapted design and general requirements.

The Principal Designer, appointed by the Client, takes control of health and safety during the design phase of the build. They coordinate with designers and consultants (Architects and Engineers) to identify and eliminate potential hazards, ensuring that the resulting design is safe and compliant to health and safety regulations and standards. Similarly, Designers contribute to this process by integrating safety measures into their designs and communicating potential risks to the Principal Designer.

Moving onto the construction phase, the Principal Contractor assumes a key role. They manage health and safety on-site, implementing the plan, initially developed by the Principal Designer. The Principal Contractor is responsible for coordinating and monitoring the work of Contractors, ensuring it aligns with health and safety requirements.

Contractors, on the other hand, execute the construction work following health and safety guidelines. Their duties include cooperating with the Principal Contractor, reporting hazards, and ensuring the welfare of their workforce.

Overall, this collaborative framework of duty holders under CDM 2015 ensures a systematic approach to health and safety, creating a secure working environment with minimal risks throughout the construction project's lifecycle. Each duty holder's specific responsibilities contribute to the overarching goal of creating and maintaining a safe and healthy construction site.

7.10. Accessibility issues - AW

Delivering the project with accessibility issues coincide with 4.2 in relation to rights of way and easements.

As per 4.2 the accessibility issues will be in relation to:

- Two plots of privately owned land, the current use of plot Riverside Church is a church building in which we propose to be demolished and Fully Purchase of the land
- There is also another plot which is currently being used a car park facility, which will also need a small section purchased under and built over for our proposal and the remainder of the land will also be purchased in which our site setup and demolition plan can utilise without having to borrow any land for Construction phase.
- An area of easement that may be needed to be acquired to accommodate the site compound for Phase 2 of works, this land is then proposed to be used as car parking for the site and will be fully reinstated and acquired.

8. Estimates

8.1. Capital costs - land acquisition, demolitions, building purchase, infrastructure costs. - JL

We have omitted the cost for land acquisition in this proposal as per ACE Capital Project Ltd.'s confirmed comments regarding the successful acquisition of the required land for the project prior to our involvement. As a result, the land procurement expenses are not included in our assessment, aligning with the information provided by the client. Please refer to the table below for a summarised view of the demolition costs and expenses to prepare the site.

Demolition		Quantity		Cost	Total Cost
	Breaking up Existing Road	520	m ²	£80.00	£41,600.00
	Existing (Northern) Church	120	m ²	£110.00	£13,200.00
	Existing (Southern) Church	200	m ²	£110.00	£22,000.00
	Bethany Centre Existing Buildings	620	m ²	£120.00	£74,400.00
	Levelling and Compaction of Existing Car Park	1660	m ²	£65.00	£107,900.00
				Total:	£259,100.00

Figure 8-1.1 – Cost of Demolition

We would like to highlight that no building purchases are necessitated for this project. The client has successfully acquired the designated land, inclusive of the existing structures on the premises. As a result, our proposal/plan does not encompass any provisions or expenses related to the procurement of additional buildings. Our focus remains on optimising the utilisation of the existing structures to align with the project's objectives and requirements.

The table below provides a summarised overview of the estimated costs associated with implemented the new road structure and layout, and additional service requirements for the increased demand envisaged by the Cultural Quarter proposed developments.

Infrastructure		Quantity		Cost	Total Cost
	New Road and Infrastructure Layout	520	m ²	£65.00	£33,800.00
	BWIC with additional/alterations to existing incoming services	4	nr	£5,150.00	£20,600.00
				Total:	£54,400.00

Figure 8-1.2 – Cost of Infrastructure Proposal

8.2. Works to be undertaken by contractor- JL

Consult the tables below for a summary outlining the estimates in-line with the Cultural Quarter Port Talbot Master Plan. Please note, these prices are indicative at this stage of the project and maybe subject to change.

Cultural Quarter Port Talbot Summary		Storeys	GIFA		Cost /m ²	Total Cost
1	A1 Retail Arcade Space	2 Storeys	920	m ²	£1,000.00	£920,000.00
2	A1 & C2 Retail Arcade Space/Residential Units	3 Storeys	1100	m ²	£1,000.00	£1,100,000.00
3	A3 Food & Drink	2 Storeys	525	m ²	£6,200.00	£3,255,000.00
4	C1 Hotel	9 Storeys	850	m ²	£2,800.00	£2,380,000.00
5	D2 & A3 Theatre Unit & Bar	2 Storeys	260	m ²	£3,900.00	£1,014,000.00
6	D2 750 Seat Theatre Concert Hall Space	3 Storeys	1525	m ²	£4,450.00	£6,786,250.00
7	A3 Food & Drink	2 Storeys	325	m ²	£6,200.00	£2,015,000.00
8	A3 Food & Drink	2 Storeys	235	m ²	£6,200.00	£1,457,000.00
9	D1 Multi Faith Centre	3 Storeys	730	m ²	£2,275.00	£1,660,750.00
10	D1 Library Connected to the Culture Building via a 2 Storey Glass Atrium	3 Storeys	400	m ²	£4,400.00	£1,760,000.00
11	D1 Museum of Local History & Culture Building	4 Storeys	950	m ²	£8,500.00	£8,075,000.00
12	Corten Steel Structure		360	m ²	£550.00	£198,000.00
13	Split Level Boardwalk with Integrated Seating		725	m ²	£825.00	£598,125.00
	Hard and Soft Landscaping Works to the above		2730	m ²	£250.00	£682,500.00
					Total:	£31,901,625.00

Figure 8-2.1 – Cost of Works to be Undertaken by Contractor

External Works Summary		GIFA		Cost /m ²	Total Cost
	Hard and Soft Landscaping Works to Phase 1	1070	m ²	£250.00	£267,500.00
	Hard and Soft Landscaping Works to Phase 2	1660	m ²	£250.00	£415,000.00
				Total:	£682,500.00

Figure 8-2.2 – Cost of External Works in-line with Construction Phase Plan

8.3. Fees - JL

Please refer to the table below for a summarised view of the identified Fees and Charges discussed in earlier sections of this report.

Fees		Quantity		Cost	Total Cost
	Contaminated Land	1	nr	£1,900.00	£1,900.00
	Radon & Methane Survey	1	nr	£2,400.00	£2,400.00
	Borehole Survey	1	nr	£12,500.00	£12,500.00
	UXO Survey	1	nr	£1,500.00	£1,500.00
	Principal Inspection Report	1	nr	£3,750.00	£3,750.00
	Traffic Management Sub-Contractor Appointment	1	nr	£5,500.00	£5,500.00
				Total:	£27,550.00

Figure 8-5.1 – Fees & Charges

8.4. VAT excluded - JL

It is important to note that all prices outlined in this Construction Project Feasibility Study are exclusive of Value Added Tax (VAT). The prices detailed throughout this study do not encompass VAT, which will be accounted for separately at the prevailing tax rate in accordance with pertinent regulations. Stakeholders and decision-makers are advised to consider this exclusion when evaluating the total projected costs associated with this project.

8.5. Notes and exclusions – JL

In the interest of transparency and clarity, this Feasibility Study document outlines a set of notable exclusions. These exclusions have been identified to provide a comprehensive understanding of the scope and limitations of this initial proposal.

The following list highlights specific elements or services that are excluded from the scope of this Feasibility Study Estimate. Careful consideration of these exclusions is advised when formulating proposals or bids.

- Land acquisition fees (*as outlined above*)
- Existing building purchases (*as outlined above*)
- Architect and design consultant fees and charges – directed and appointed by ACE Capital Project Ltd

Please note that these prices at this stage are estimates and are subject to change with the climate of the present day construction industry.