Cambridge Civic Quarter
RIBA Stage 2 Concept Design Report

November 2024

CCQ-CPA-ZZ-ZZ-RP-A-9000
Revision: P4.0



CAMBRIDGE CITY COUNCIL

CARTWRIGHT PICKARD

Document history

Revision	Reason for Issue	Date	Prepared by	Checked by
P1.0	Stage 2 DRAFT issue for comment	30/09/24	CP	DR
P2.0	Stage 2 Second Draft issue for comment	16/09/24	CP	DR
P3.0	Stage 2 Issue	01/11/24	CP	DR
P4.0	Stage 2 Issue	06/11/24	CP	DR

Contents

Executive Summary

1.0

Project Introduction **14**

1.1 Project introduction + Vision 15
1.2 Project Team 16
1.3 Scope of RIBA Stage 2 Report and Timeline 17
1.4 The Brief 18
1.5 Development of the Brief 19
1.6 Project Programme 21
1.7 Critical Design Issues 22
1.8 Global Risk Register 23
1.9 Surveys and Site Assessments 28
1.10 Approach to Building Regulations 29
1.11 Accessbility 30

2.0

Engagement **31**

2.1 Importance of Engagement 32
2.2 Engagement Programme 33
2.3 Engagement Responses 34
2.4 Other Engagement Activities 36

3.0

Guildhall **37**

3.1 Introduction 38
3.2 Guildhall Brief 39
3.3 Existing building assessment 40
3.4 Heritage Assets and Strategy 49
3.5 Design Development 50
3.6 Design Outline 53
3.7 Guildhall Brief Development 62
3.8 Management Agreement Office Layout Options 69
3.9 The Museum of Cambridge 73
3.10 Committee and Members Rooms Flexibility 76
3.11 Sessions Court 78
3.12 Management Agreement Model 80
3.13 Sustainability 81
3.14 Supporting Information 84
3.15 Sub-Consultant Reports 88
3.16 Conclusions 89

4.0

Corn Exchange **90**

4.1 Approach to Brief 91
4.2 Cambridge Cultural Offer 92
4.3 Building History 96
4.4 Existing Building Assessment 97
4.5 Building Constraints and Opportunities 100
4.6 Key Interventions 103
4.7 Initial Sketch Proposals 104
4.8 Design Development 105
4.9 Design Outline 114
4.10 Sustainability 119
4.11 Supporting Information 121
4.12 Sub-Consultant Reports 122
4.13 Conclusions 123

5.0

Market Square and Public Realm **124**

6.0

Appendices

Appendix 1 - Architectural Drawings Proposed
Appendix 2 - Architectural Drawings Superseded
Appendix 3 - Historic Architectural Drawings
Appendix 4 - Marick Commercial & Cost Plan
Appendix 5 - Max Fordham MEP & Sustainability
Appendix 6 - LDA Market & Public Realm
Appendix 7 - Conisbee Structural & Civil Engineering
Appendix 8 - KMC Transport Planning
Appendix 9 - Carter Jonas Planning Consultant
Appendix 10 - Turley Heritage
Appendix 11 - ARUP Fire Strategy
Appendix 12 - Theatre Plan - Theatre Consultant
Appendix 13 - ECF Communications Consultant
Appendix 14 - BWS Principal Designer

Confidentiality and third party responsibility

This document is confidential to the party to whom it is addressed and their professional advisers for the specific purpose to which it refers. No responsibility is accepted to any third parties, and neither the whole, nor any part, nor reference thereto may be published or disclosed. No responsibility is accepted for the advice of the Client's independent consultants which may be reflected in our own reports. © Cartwright Pickard Architects Ltd.

Executive Summary
Guildhall

The Guildhall

The proposals below show a combination of the Council offices, Civic Functions and a serviced office, let on a Management Agreement basis. This option gives the Council a good degree of flexibility allowing for future adaptations.

To operate efficiently and allow the Council to deliver services effectively, we are proposing a transformed workspace to maximise flexibility and accommodate agile and hybrid working styles that are the bedrock of modern collaborative working methods.

The building will be upgraded to accommodate modern requirements for refuse and recycling storage, internal cycle storage, changing and shower facilities, modern WC provision, accessible lifts to make the building fully inclusive, fabric improvements to improve thermal comfort and dramatically reduce energy consumption.

Inclusivity is key to the proposals. The provision of several accessible entrances, new and improved lifts and the provision of Changing Places, Prayers Room and Breast Feeding room, will open the Guildhall to all the residents of Cambridge.

The design consortium believes that ,subject to completion of the RIBA Stage 3 design, the Guildhall's energy use can be reduced by 68%, and that the Council's aspiration of Net Zero carbon in operation, is achievable without carbon offsetting. Please refer to the summary page on Sustainability at the end of this document.

Key spaces requested

- Flexible meeting spaces
- Staff only 1:1 meeting spaces
- Staff only larger meeting spaces
- Breakout space
- Cycle storage
- Staff WCs
- Staff showers
- Staff changing rooms
- Flexible office space



The 'Heart Space'
A publicly accessible vibrant centre of the Guildhall offering a cafe bar and soft seating

Meeting Rooms

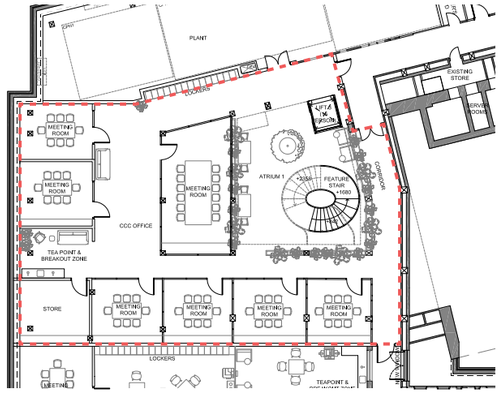
Currently Mandela House provides 12no. meeting spaces.

Proposals

Meetings rooms are spread across the Council floor space with a range of sizes provided. At basement level a large meeting room is proposed plus 6 individual smaller rooms.

Existing heritage spaces, such as the Committee rooms, are proposed to be used with greater flexibility and offer high quality meeting spaces, this provides 4no. spaces at Level 1.

A range of additional informal spaces are also provided close to work settings and the 'Heart' space can be used for informal conversations. We are confident that these proposals will meet the needs of the Council.



Basement meeting room suite

Executive Summary
Guildhall

Council Office

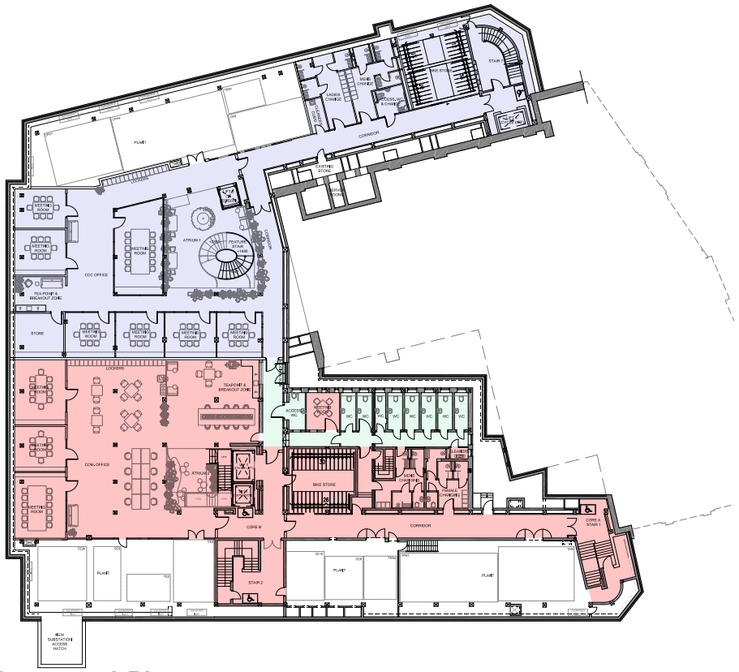
Customer Service Centre

Commercial Office - Management Agreement

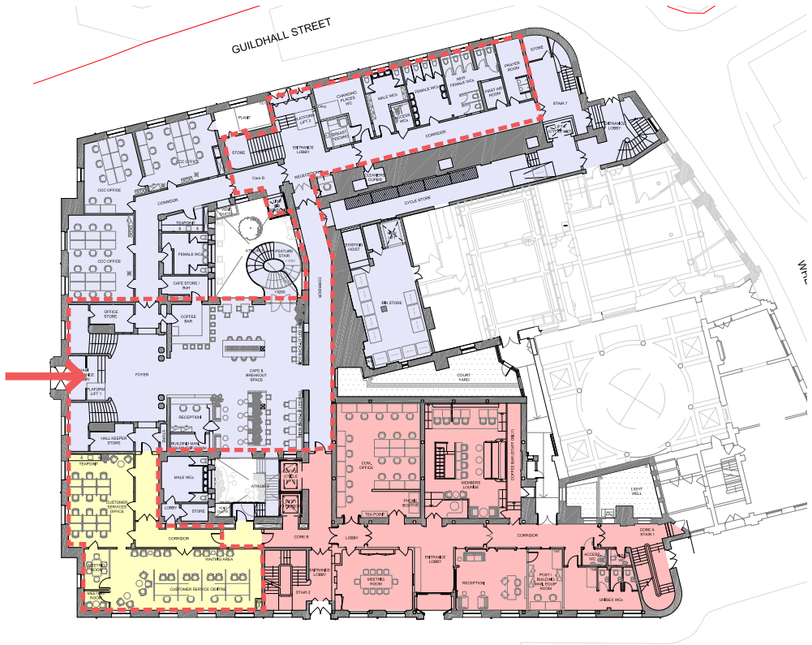
Civic Spaces - Publicly accessible

Publicly accessible space

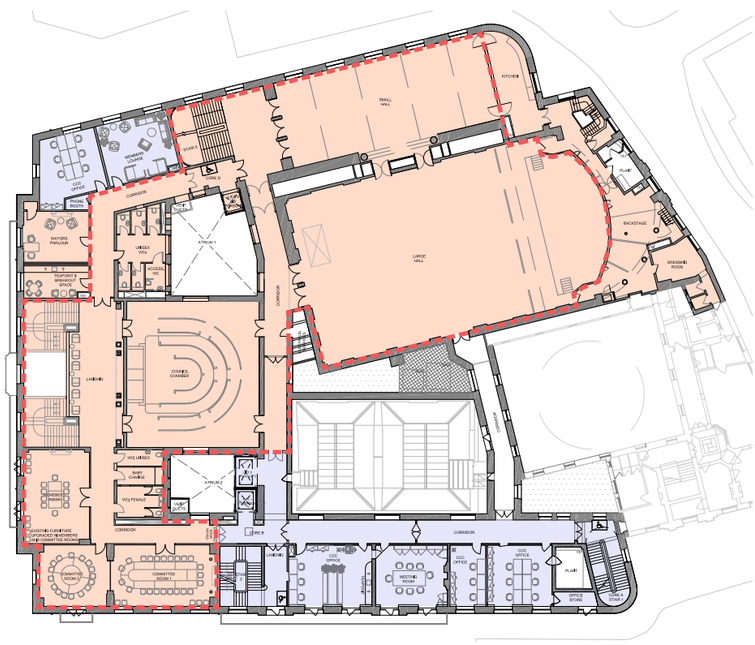
Shared WCs



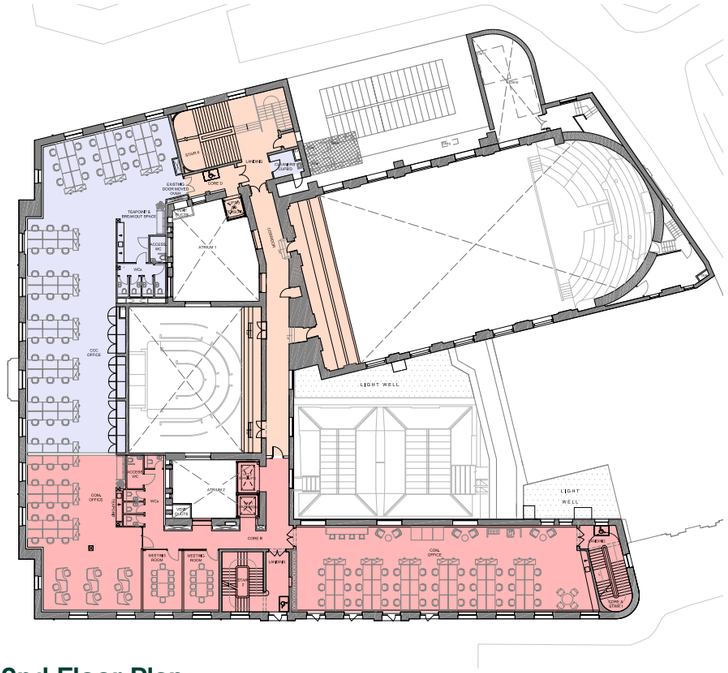
Basement Plan



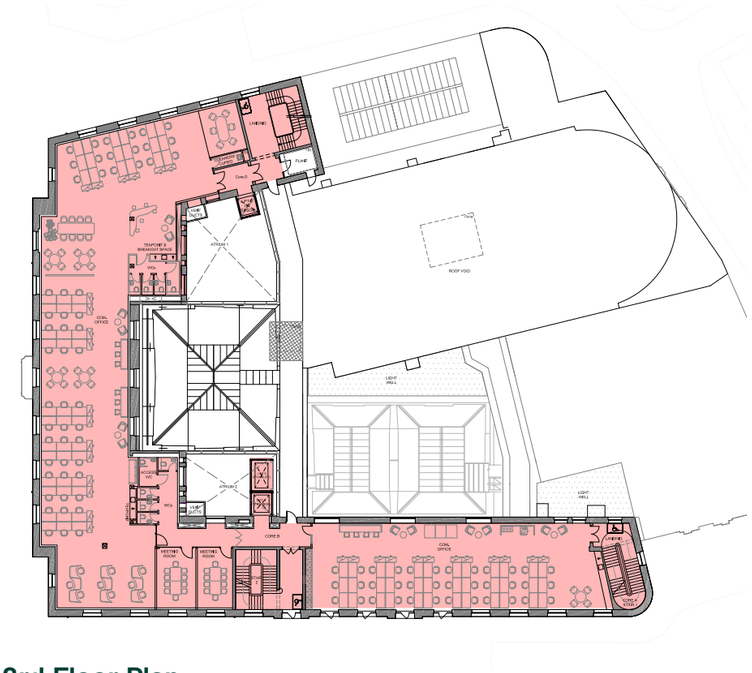
Ground Floor Plan



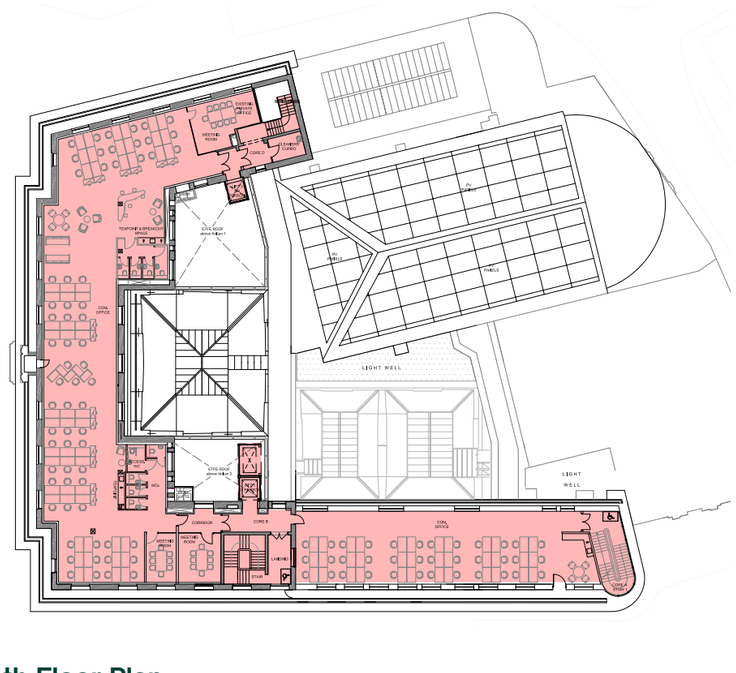
1st Floor Plan



2nd Floor Plan



3rd Floor Plan



4th Floor Plan

Executive Summary
Guildhall



Office WCs

Currently the Guildhall has a total of 39 WCs.

The proposals include 72 WCs, bringing the Guildhall inline with modern requirements.

Gender neutral 'Super Loos' are provided within the office and basement to make the most efficient use of available space.

Changing Places

A Changing Places facility has been located within the Guildhall Street wing at Ground floor.

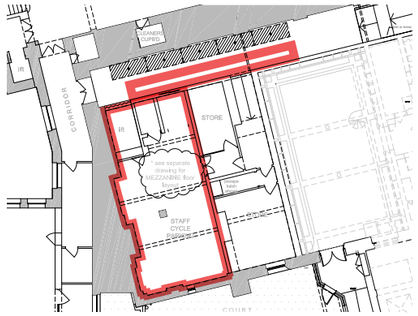
Large and Small Halls

Additional WC's have been provided in order to reduce queuing at intervals of larger events.

Provision for Cycles

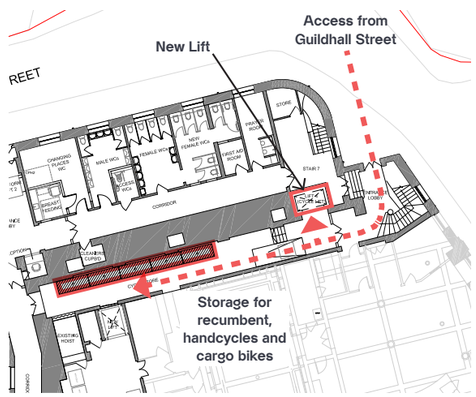
Current cycle storage provision in the Guildhall is very poor. Primarily located within a corridor and space below the Large Hall.



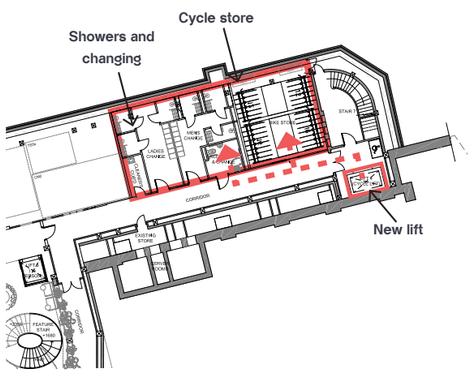


Proposals for Cycles

Space for 112 bikes is provided. This would allow approximately 24% of the workforce to cycle to work - far exceeding BREEAM requirements and exceeding Cambridge City Council Cycle Requirements.



Ground floor



Basement level

Museum of Cambridge or other Cultural Attraction

The sketch shows a potential route to The Museum of Cambridge or another Cultural Attraction.

The plan shows the area allocated to this use (red dashed line with green fill), which is circa 500sqm. Access at ground floor level would be provided via the 'Heart' space and facilities such as toilets and cafe would be shared.



Executive Summary
Corn Exchange

The Corn Exchange is a much-loved institution providing valuable cultural and entertainment events which make an important contribution to enriching the cultural life of the city. Like the Guildhall, the Corn Exchange is an intrinsically well-built building with high architectural and historical merit. However, it also no longer meets modern standards expected today. Through stakeholder engagement with the Council's operational staff, the shortcomings of the existing building have become clear. Its potential revenue generation is limited by fire regulations, poor movement and circulation of the audience prior to performances during performance breaks. As a result, food and drink sales are lower than expected for a performance venue of the scale.

The Internal design changes proposed will help to transform food and drink sales by improving internal circulation and movement by introducing a second entrance and addressing the audience congestion at the main entrance in front of the current bar area. WC provision is approximately half what it should be, so this is addressed by the proposals. Parsons Court is currently used for on-street refuse bin storage, which blights the experience of the Corn Exchange for the audience. The proposals transform Parsons Court into an attractive, welcoming and, pedestrianised breakout space without refuse bins. The proposals include the complete renewal of all building services, additional lifts to make the building fully accessible, expanded back of house facilities and green rooms, which will transform the variety and diversity of events and performances that can be held in the building. New plug-and-play AV systems will allow a quicker turnaround of events, which will allow more daytime use for conferences, which is currently underutilised. This could be a valuable source of additional revenue.

New mechanical ventilation systems are proposed to improve the experience for audiences during performances. Improvements to the fabric of the building are also proposed that will dramatically reduce energy consumption and maintenance costs. Solar PV panels are proposed on both sides of the large roof which will help generate significant renewable energy.

Fire Capacity Increase

Current Fire Capacity: 1550*

*limited by Fire Brigade

Max. Fire Capacity: 2090*

*Fire exit capacity can accommodate this number of occupants.

Improved Food & Beverage Offer

2 Current

Bar snacks available, St. John's bar currently under utilised

4 Proposed

Improved food and drink offer proposed

Improved Sustainability

Gas fired inefficient heating system

Limited Insulation

All electric ASHP heating system

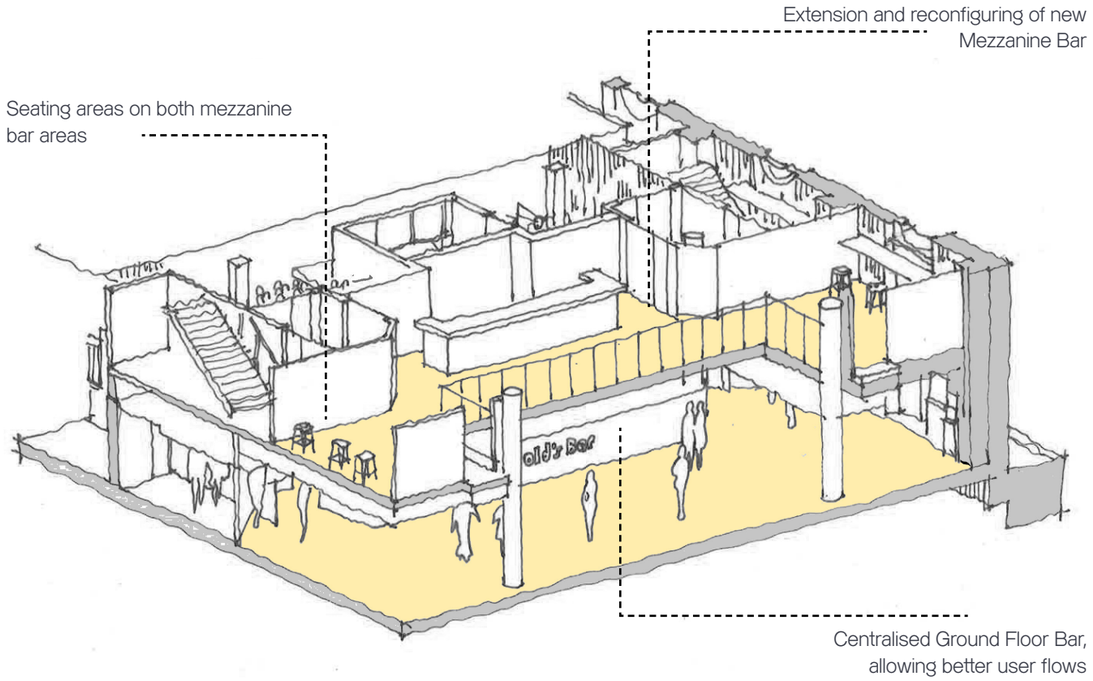
Highly insulated roof

PV panels generating electricity

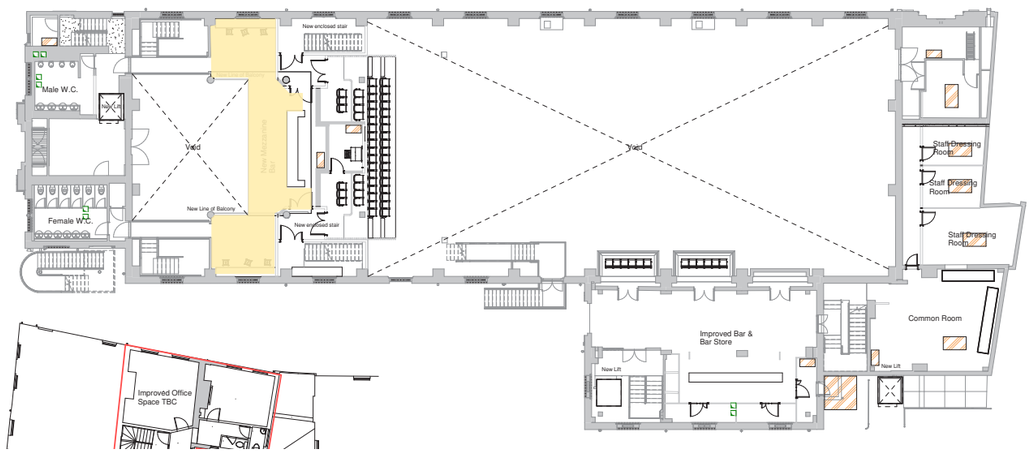
Potential 65% reduction in energy use

Executive Summary
Corn Exchange

New ground floor and mezzanine level bars will dramatically transform this underutilised and inefficient space within the Corn Exchange, increasing visitor numbers, along with boosting bar and ticket sales.



Proposed ground and mezzanine level bars providing food and beverages



Proposed ground and mezzanine level bars providing food and beverages



Upgraded Ground Floor Bar Area

Transformation of the space

The configuration of the current Corn Exchange ground floor and mezzanine zones, knocking through the current blockwork walls, will reveal the beautiful, listed brickwork behind. It will create a much more spacious and open feel to transform the arrival experience for visitors to the Corn Exchange. The underutilised space of the mezzanine level will be transformed, creating a new destination for customers to enjoy the space and performance.

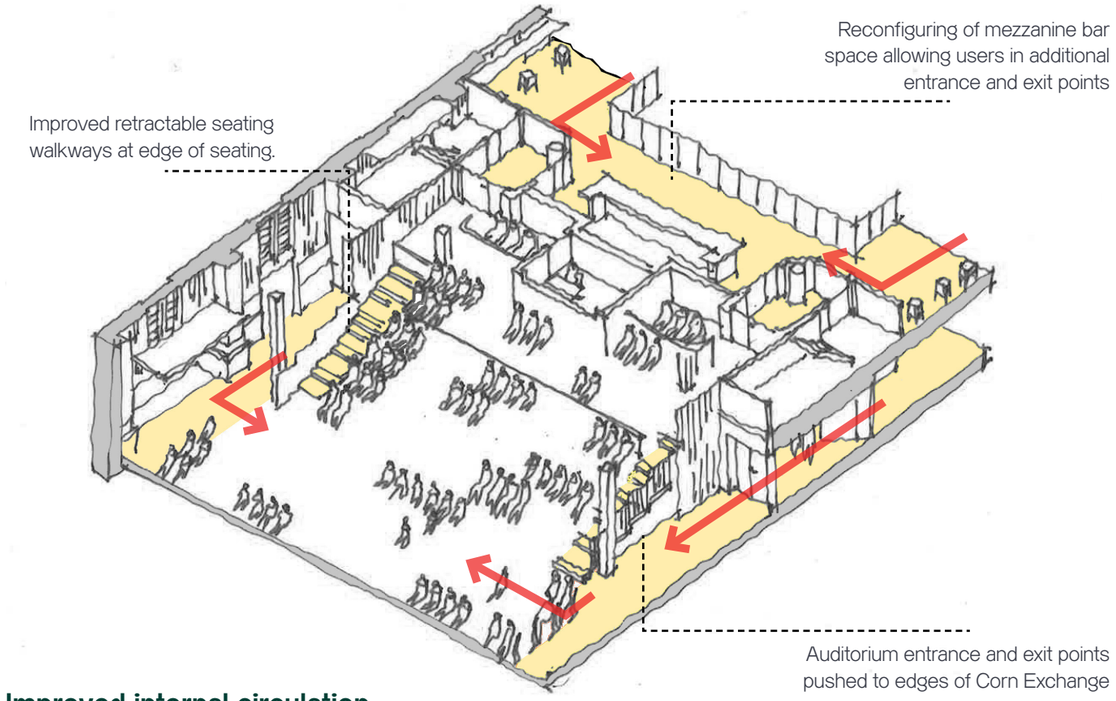
W.C. Calculations

The Corn Exchange currently has WCs which require updating and improving facilities for those less able/ wheelchar users. Only 1 accessible WC is currently provided.

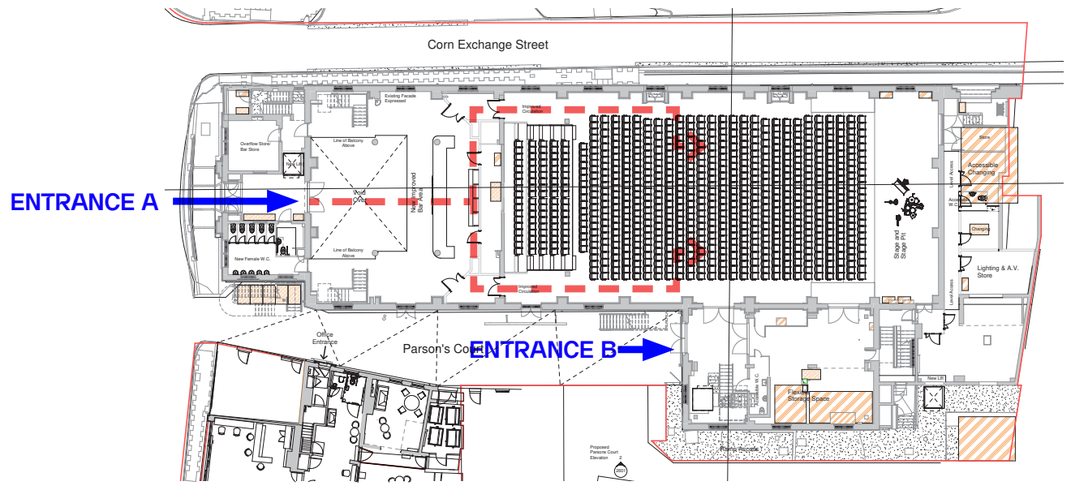
To improve the access to WCs the proposals show 40 WCs and 4no. of these are accessible. The same overall provision as existing will be provided.

Executive Summary
Corn Exchange

Re-arranged seating configuration allows for improved circulation through the Corn Exchange, with disabled access to Mezzanine Bar. Additional Entrance B, in Parsons Court to reduce amount of people moving through main building.



Improved internal circulation



Ground floor circulation



A reimagined Parsons Court creating a vibrant place for Corn Exchange visitors to use

Executive Summary
Market Square and Public Realm

Market Square and Public Realm

The Market Square has been in existence in some form possibly for more than 1000 years. It has clearly gone through many changes in that time, resulting in the space we see today.

The design consortium has carried out extensive stakeholder engagement and consultation, in particular with market traders, adjacent University colleges, members of the public and the council officers responsible for planning, conservation and transport.

When compared with some of the beautiful and vibrant market squares in other European cities, this Market Square falls a long way short of being an attractive and inclusive destination and a place that people will want to visit. To secure the long-term future of the market a significant refurbishment and visionary transformation is required.

The extensive consultation carried out has uncovered many deep-rooted problems with the existing Market Square and the wider public realm that surrounds the Guildhall and Corn Exchange. These problems include: antisocial behaviour, uncontrolled vehicular movement, lack of seating, excessive on street cycle storage, unsightly on street refuse bins, broken and uneven paving, the listed granite sets to the market square itself are very uneven, in a poor state of repair, when wet create slip hazards making the market square inaccessible for many. There is a lack of external lighting, limited biodiversity and a lack of trees provides limited shade in summer.

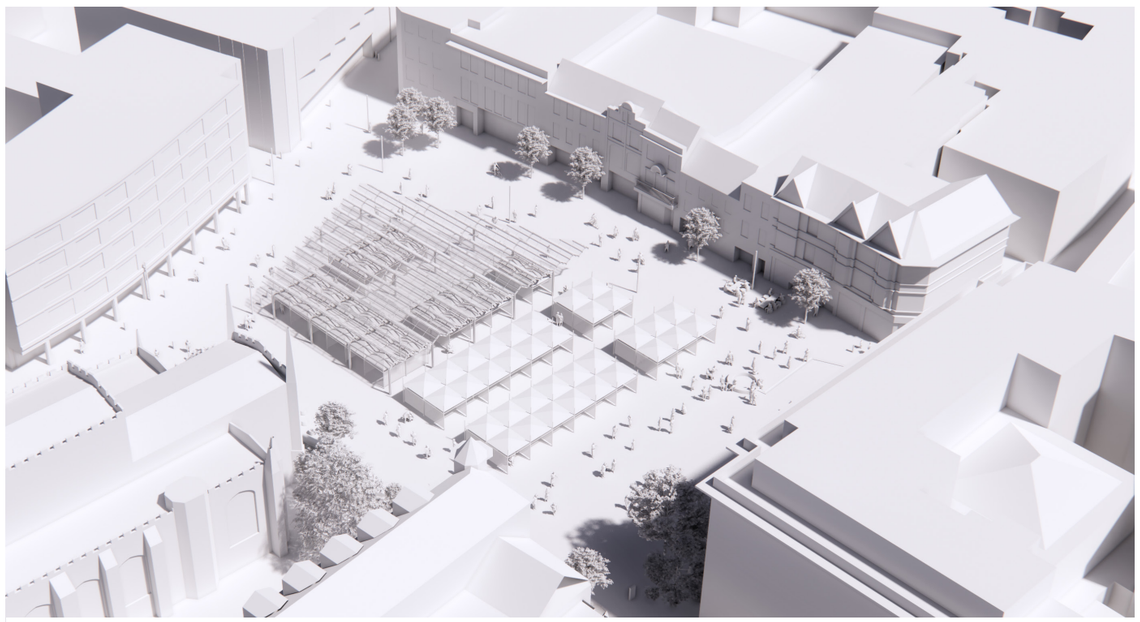
The Council's brief looks for visionary proposals to create a flexible civic space in front of the Guildhall, that will allow a variety of curated cultural and community events to take place throughout the year. These proposals show how this could be done whilst allowing permanent market stalls to be retained and an increase in the number of market stalls to be implemented during peak shopping periods such as weekends.

The proposals include a lightweight permanent canopy in the square, which could address many of the issues set out above. The form of the canopy is only a concept with the detailed design to be resolved at the next design stage following more stakeholder consultation particularly with the Market Traders. At the heart of these proposals is "putting people first". The proposed restriction on vehicle movement around the Guildhall and the Market Square is designed to give pedestrian priority and make this area of public realm safer and more inclusive.

The proposals will help regenerate this part of the city whilst binding the Civic Quarter together. If delivered, it will shape some beautiful spaces for people, connect commercial, civic and University life and create new public space and a market experience that will compare well with the best examples across Europe and that befits this wonderful world class city.



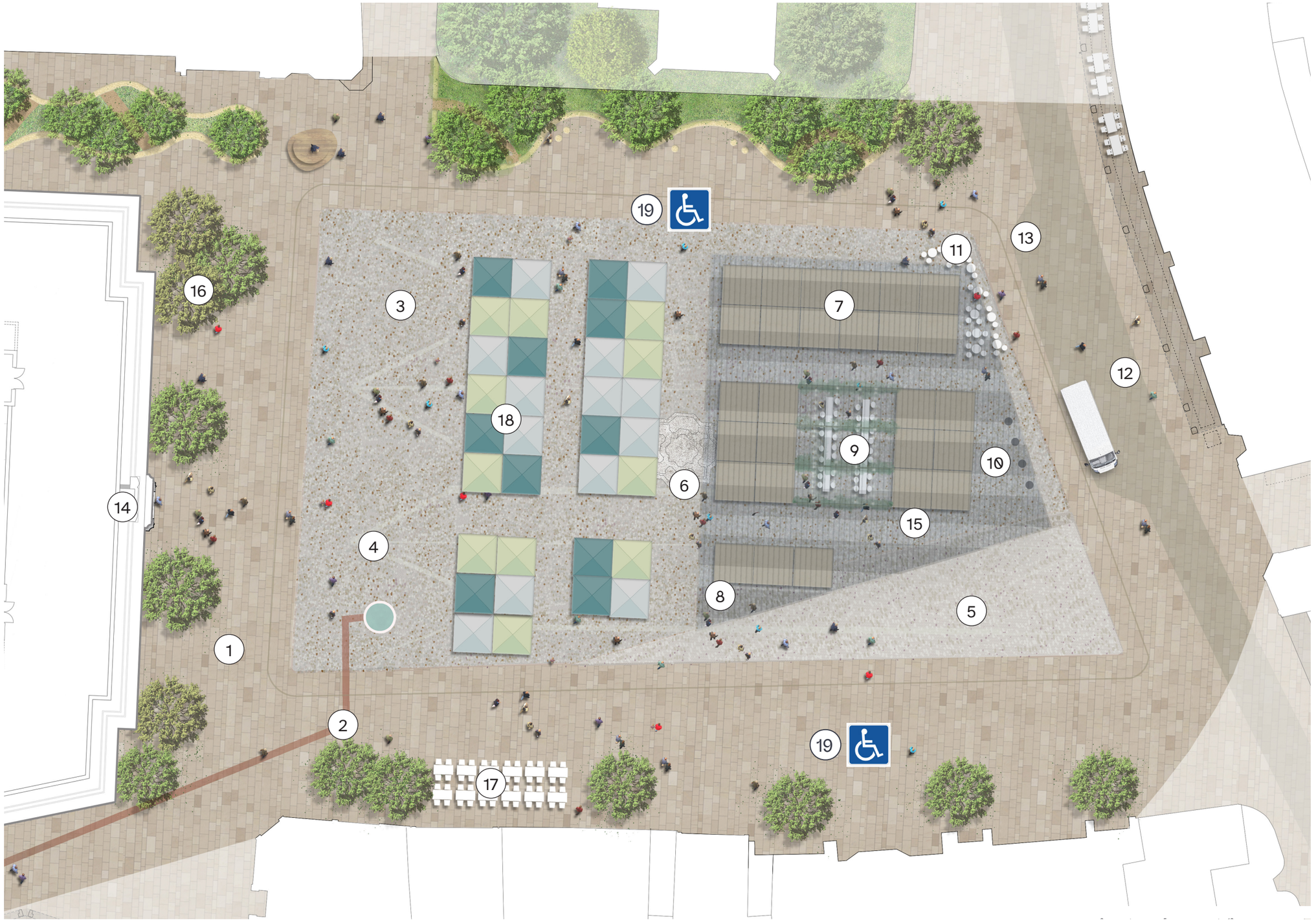
View looking East along St Mary's Street towards the Market Square and new canopy



Massing model showing proposals

Executive Summary

Market Square and Public Realm

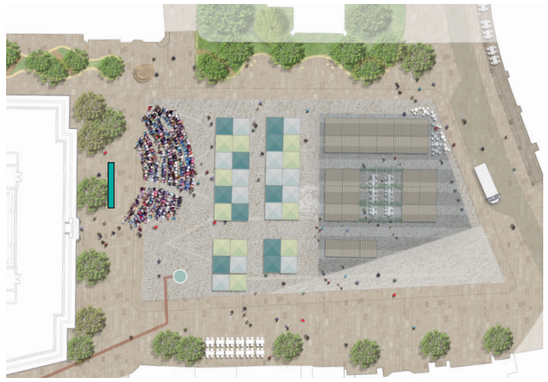


1. Yorkstone Paving
2. Hobsons Conduit
3. Historic Setts
4. Patterns in the setts
5. New granite setts
6. Fountain base
7. Permanent Market Stalls
8. Indicative canopy design
9. Covered Dining Area
10. Underground bins
11. Outdoor cafe seating (e.g. Shelley & Sarah's)
12. Carriageway position
13. Vehicular pull-in point
14. Principal entrance to The Guildhall
15. Route between Market Stalls
16. Street trees
17. Pavement dining
18. Demountable stalls
19. Blue Badge parking (Indicative zones) - no reduction to current provision. Blue Badge holders with a City Centre disabled access permit from the Council can access the Market Square and park for up to three hours.

Executive Summary
Market Square and Public Realm

A flexible Market Square

A flexible space is proposed and below are examples of how a large market can operate and other events take place around it.



Example cinema layout

24ft/7.32m screen

5m offset/access between screen and audience

Back of house area behind screen

Capacity of audience seated

230m2 of space at 0.6m2 per person (0.5m2 pp plus circulation) = approx. 385 people



Market Stall Precedents

Further engagement with market traders to be undertaken at the next stage



Permanent market stalls under Spitalfields Canopy



3x3m demountable market stalls in Peterborough

Market Stalls

The existing stalls are out-dated, unattractive and do not meet the high-level of design ambition for the Market. They are also smaller than most modern market stalls, and therefore encourage multiple stalls being rented out by individual traders.

Proposed stalls

Typical market stalls across the UK are now 3m x 3m as a standard size. Our proposal is for demountable stalls to be of this standard style, either weighted or locked into ground fixings set within the setts.

Permanent Stalls

27 underneath the canopy

Demountable Stalls

18 along Market Hill Connection

Up to 46 within Market Square

Total demountable = 64

TOTAL MAXIMUM NUMBER OF STALLS = 91

This produces no loss of market stall area compared to current offer

Sustainability

Approach to Net Zero

Defining the brief

Delivering a Net Zero Carbon Civic Quarter is a key aspiration of the Council's brief.

At the outset of the project there was no industry agreed definition of what 'Net Zero Carbon' means. There were many definitions and we therefore undertook early engagement with the Council's Principal Sustainability Officer, at Greater Cambridge Shared Planning Service, to establish an agreed approach for the project.

The application of EnerPHit principles was agreed as the most appropriate approach to the Civic Quarter.

To achieve the Net Zero Carbon aim operational energy demand must be reduced significantly. Energy Use Intensity (EUI) targets are established in the UK and we propose aligning with these.

Renewable energy sources should be maximised to supply energy to the Guildhall, Corn Exchange, and Market Square.

Reducing operational energy demand will require optimised thermal insulation levels, reduced thermal bridges, improved air-tightness, the use of ventilation system with the most efficient heat recovery, and efficient heat generation. The EnerPHit approach stipulates performance targets for these interventions and provides a calculation methodology, governance during design and on site for achieving them.

At the end of RIBA Stage 2 the Pilot Version of the UK Net Zero Carbon Buildings Standard was published. This has helped show that the EnerPHit approach is indeed correct as the Guildhall has been shown to be Net Zero Carbon in operation.

Summary of approach

Working with Max Fordham we have established an approach to fabric upgrades. This is primarily influenced by the heritage significance of the different spaces within the buildings.

The fabric upgrades aim to achieve two main objectives;

- Improved airtightness
- Increased thermal insulation (lower U-value)

Care needs be taken to manage moisture within the historic fabric and detailed moisture modelling will be required at the next stage. There are different ways to manage this and these are presented in more detail by Max Fordham.

Guildhall

Most of the upgrades to walls are proposed internally but we have also highlighted areas where external works could be possible.

Flat roofs will be upgraded externally, whereas pitched roofs will likely be insulated between rafters.

Due to the heritage value and quality of the original window frames these will be retained and secondary glazing introduced internally.

Rooflight glazing, currently all single glazed, will require replacement with a high performance, triple glazed thermally broken system.

Corn Exchange

The same principles are applied but focus at the Corn Exchange is on thermal and airtightness improvals to the roof and secondary glazing. The large roof provides a great opportunity for significant areas of PV panels.

Market Square

The Market Square indicative canopy will provide an opportunity for PV panel and will be designed using recycled steel to reduce embodied carbon.

Water Usage

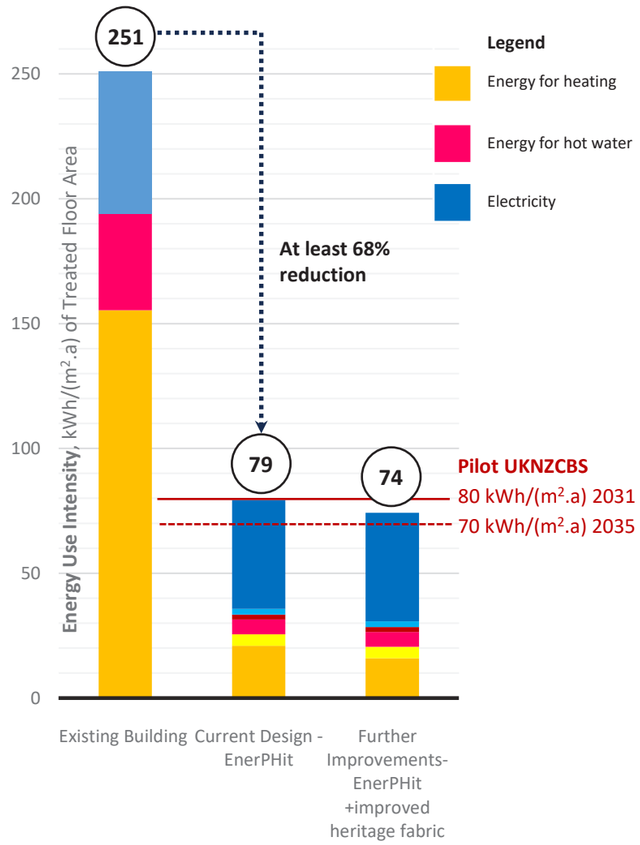
Through the use of modern fittings and collecting both grey and rainwater, water usage across the Civic Quarter will be significantly reduced.

Biodiversity

The proposals include significant new planting and this will improve biodiversity on site.

EnerPHit – High Level Guildhall Outcomes

Through the application of EnerPHit principles it has been shown that it should be possible to reduce the energy consumption of the Guildhall by approximately 68%. Based on the definition contained within the, very recently published, Pilot UK Net Zero Carbon Building Standard, the Guildhall would be defined as a Net Zero Carbon (in operation) building without the need for any Carbon offsetting. Please refer to the Max Fordham Stage 2 Report in Appendix 5 for full details.



Corn Exchange Challenges

The Corn Exchange presents a larger set of challenges than the Guildhall due to the decorative features present on the external walls.

The brickwork walls, forming the external envelope, have decorative features internally and externally. They are constructed from solid masonry. These factors remove our ability to insulate this part of the building.

Our focus is therefore on the roof and the MEP systems. Insulating the roof and making the construction airtight will reduce energy use. Installing modern MEP systems will improve the internal environment and reduce energy use.

Coupling these improvement together we expect up to a 65% reduction in energy use is possible.

Additional Considerations

Future proofing and connection to district heat network should be examined but feasibility should be assessed, and the building could be exempt if proven not beneficial for energy efficiency.

1.0

Project Introduction

1.1 Project introduction + Vision

This is a once in a lifetime opportunity to reconnect the Guildhall, Market Square, Corn Exchange, and the wider public realm, to create an inclusive and attractive destination that will increase visitor numbers and shape a more vibrant and people focused civic heart that this beautiful world-class city deserves.

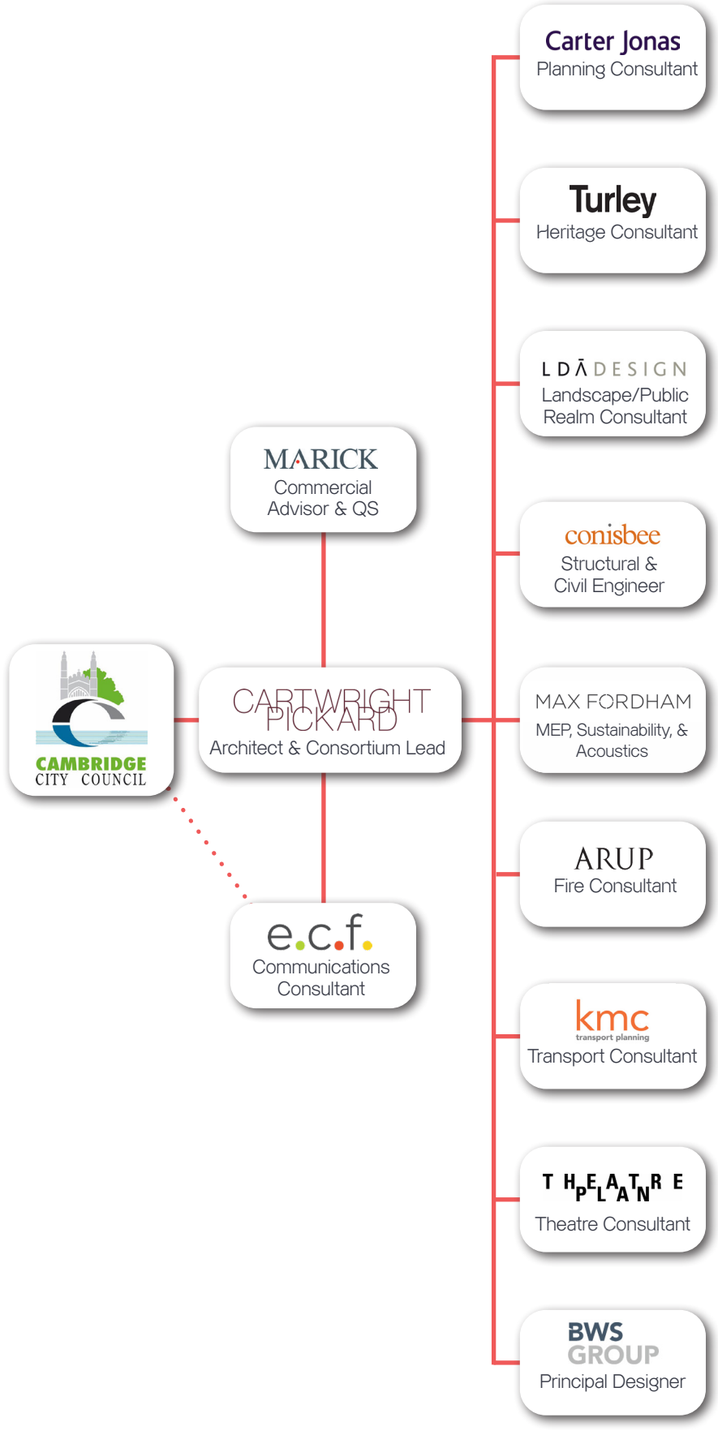
1.1 Background - Bid process

Cambridge City Council (the Council) conducted an open tender for a full multidisciplinary, design services and commercial appraisal to RIBA Stage 2 with fees indicated for Stages 3 to 6 inclusive for proposed refurbishment and improvement of the Civic Quarter, which includes The Guildhall, Market Square and Corn Exchange.

The PQQ and Invitation to Tender was published on 8 February 2024, with Tenders returned on 21 March 2024, and interviews held w/c 8th April 2024. Confirmation was given to the winning bidder on 18 April 2024 and a 10 day stand still period commenced. The Cartwright Pickard led consortium was appointed and then started working with the Council on this project from May 2024.

Cartwright Pickard

Cartwright Pickard is an award-winning Architectural practice with studios across the UK. The practice has a proven and extensive track record of sensitively reinventing historic buildings of cultural prominence, specifically within the Civic sector. Most notably, it led a team including Marick (as project managers), to refurbish and transform Lambeth's listed Town Hall, forming part of a wider Civic Quarter to consolidate the council's estate to generate operational cost savings, reduce its carbon footprint, and to provide revenue generating opportunities. We also led a design team to repurpose the listed Bromley Town Hall, which now boasts 73,000sqft of sustainable co-working space, including bookable meeting rooms, club lounge, restaurant, hotel, and a newly created courtyard. We have a reputation for innovation in low carbon design and are currently delivering two major Net Zero office buildings in the UK. As market leaders in the use of BIM, the practice has developed award-winning software to help our clients predict whole life costs and whole life carbon for 30 years.



1.2 Project Team

Cartwright Pickard Consortium

The Consortium team, led by Cartwright Pickard, primarily consists of consultants based in Cambridge, world class experts in their respective fields.

Commercial Advisor & Cost Consultant: Marick Real Estate Ltd

Marick is a highly experienced company with a proven track record of working across Real Estate disciplines from development, development management, project management and QS services. It has strong relationships with key groups across the development spectrum including office and accommodation operators, Tier 1 contractors, sub-contractors and major equity and debt funders. It is proud of its current Partnership Agreement with Cambridge City Council, delivering the regeneration of the Park Street Quarter, and a significant revenue generating asset into your portfolio.

Communications Consultant: EngageCF

ECF is a leading communications and engagement consultancy, specialising in built environment projects, based between the UK and Australia. ECF leverages decades of experience to deliver bespoke programmes that bring clients and their communities closer together. Its remit for CCQ will span community consultation, stakeholder engagement, facilitation, PR and communications, ensuring all relevant parties are regularly consulted and involved in actualising the project objectives, and redefining an important Civic function. Having recently provided communications and engagement support to LandsecU+I and TOWN, for proposals for 5,600 new homes in North East Cambridge. It has a deep understanding of the local community. ECF also has a successful track record of working with Carter Jonas on Hartree.

Landscape/Public Realm: LDA Design

LDA-Design is a leading landscape design practice with a single purpose: to make great places and shape a better world. It has been entrusted with some of the UK's most important public and civic spaces such as Battersea Power Station. The LDA team in Cambridge has amassed a wealth of skills and experience in the design of delivery of public realm in town and city centres and is currently designing significant new public spaces in the city centre at Devonshire Gardens and the Beehive. It also produced the initial concept design report for the Market Square and have since delivered a new public realm scheme at Peas Hill alongside the council.

Planning Consultant: Carter Jonas

Established in Cambridge in 1855, Carter Jonas is a leading national property consultancy providing commercial, residential and planning advice. Its Eastern planning team, based at One Station Square, Cambridge, is one of the largest in the region and delivers an unrivalled quality and breadth of professional advice. Its Cambridge employees are an integral part of the local community, regularly participating in fundraising initiatives including the annual Land Aid Sleep Out and this year, sponsoring "Standing Tall" for Break. We have been an annual sponsor of Cambridge Pride since its inception and work with local schools to promote apprenticeships and careers in property.

MEP, Sustainability & Acoustics: Max Fordham

Max Fordham is an environmental building services engineering consultancy. For nearly 60 years, it has engineered energy, air, light and sound to bring buildings to life, pioneering low-energy, low-carbon, and sustainable approaches to building design. Its portfolio includes a diverse mix of RIBA Stirling Prize winners, Net Zero carbon firsts, Passivhaus pioneers, and innovative decarbonisation projects. It knows that heritage is all about care, respect, sensitivity, and preservation.

They understand both the technical challenges of fabric care and the importance of preserving character. Max Fordham is known for creating sensitive interfaces between new and old. Its Cambridge office has delivered a wide-ranging portfolio of projects, including Entopia, the exemplar deep green retrofit of the Cambridge Institute for Sustainability Leadership's new headquarters, two Passivhaus graduate residential projects at King's College and would play a key role in the delivery of this project.

Structural & Civil Engineer: Conisbee

Conisbee is an established, highly successful structural and civil engineering consultancy with offices in Cambridge, London, Norwich and Colchester. Its strong local presence and cross-sectoral experience ensures it produces the best engineering solutions for our clients. Conisbee has a long tradition of caring for the historic built environment and public realm, particularly their sympathetic and sustainable adaptation by its dedicated team of conservation-accredited experts.

Heritage Consultant: Turley

Turley are a multi-disciplinary consultancy, specialising in heritage planning. The Eastern Region office, based in Cambridge, has extensive local knowledge and will provide specialist advice on heritage issues which are fundamental to this project.

Transport Consultant: KMC

KMC is a transport planning and infrastructure design consultancy deeply rooted in Cambridge. Our intimate knowledge of the city's streets, spaces, and places drives our passion to enhance them for Cambridge's benefit.

Theatre Consultant: Theatreplan

Theatreplan is a specialist technical theatre design consultancy, helping create amazing spaces for performance around the world for over 35 years. Its growing and ever-evolving team brings their expert skills prioritising sustainability and innovative design to both new theatres and refurbishment projects reimagining historic theatres like the Grand Hall at Battersea Arts Centre.

Fire Consultant: Arup

Arup is the largest fire consultant practice in the UK with over 120 fire engineers across eleven offices, and extensive technical experience and specialist engineers.

Principal Designer: BWS

BWS Group specialises in independent construction health and safety services under the Construction (Design and Management) Regulations 2015 and handover services, including CDM Principal Designer services and the production of bespoke construction handover documentation. BWS also acts as Competent Advisors to companies under The Management of Health & Safety at Work Regulations 1999.

Since 2002, BWS has continually built and maintained long term relationships with a large number of national developers, contractors and consultants by providing a common sense proactive approach focussed on sharing its experience within construction teams to coordinate the design and delivery of a wide range of schemes.

BWS worked closely with both Cartwright Pickard and Marick to deliver Lambeth Town Hall, for the London Borough of Lambeth.

1.3 Scope of RIBA Stage 2 Report and Timeline

Scope of Report and Timeline

RIBA Stage 2 is defined as "Concept Design" and the conclusion of this phase of design should include the following core tasks and outputs:

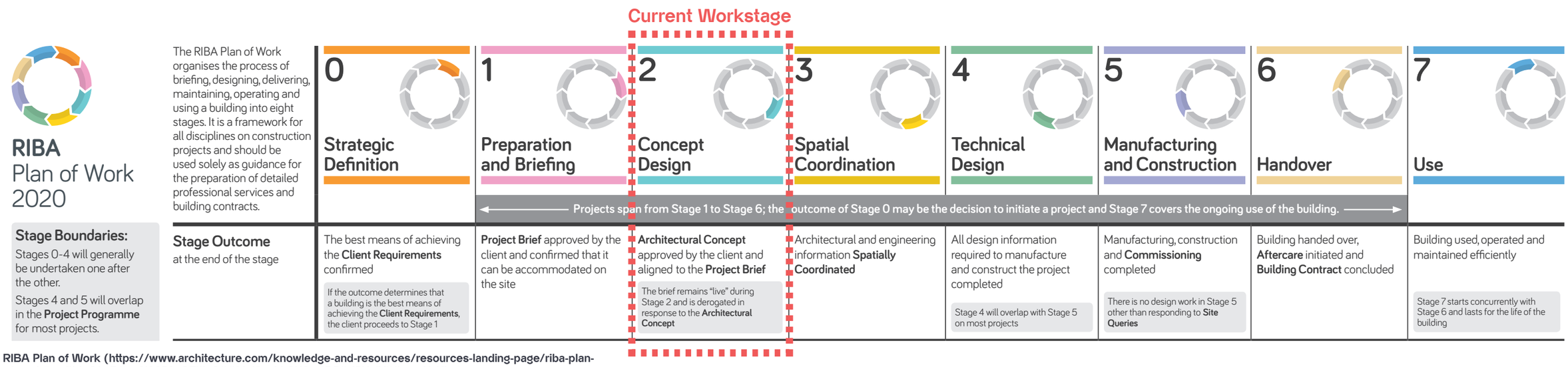
- Concept designs, including outline proposals for architectural, structural design, building services systems,
- Preliminary cost information
- Relevant project strategies
- Consultation with third party consultees as required.
- Pre-application discussions with the Local Planning Authority
- Assist the client to finalise the project development brief as part of the information exchange
- Advise the client on key outstanding surveys and other technical advisory if required

This report summaries the proposed concept at the conclusion of RIBA Stage 2 and is to be read in conjunction with the Stage 2 reports from all the other members of the consortium team, which are located within the appendices.

Timeline

RIBA Stage 2 has run from 28 April 2024 through to the publication of this report, ahead of the Strategy and Resources Committee on 21 November 2024. During this period there have been numerous key meetings, with the Council, other stakeholders, the general public and the planning department. A brief summary is shown below;

- 3 weekly Project Team Meetings
- Weekly Civic Quarter team updates
- Fortnightly Consortium Design Team Meetings
- Project Board briefing sessions
- Council briefing sessions
- Senior Leadership Team briefing sessions
- Executive Councillor briefing sessions
- Pre-Application meetings with the Greater Cambridge Shared Planning Services officers



RIBA Plan of Work (https://www.architecture.com/knowledge-and-resources/resources-landing-page/riba-plan-of-work?srsltid=AfmBOoqN8652gAEjtjxACOLhJ8avLLAU8w0D5Od5HalYC1irvueXyKhu)

1.4 The Brief

Initial Briefing

The brief for the Civic Quarter was outlined within the PPQ. Its key points have been extracted below;

The Civic Quarter

The development consultancy consortium is expected to develop proposals for Civic Quarter that includes:

- Options appraisals and viability
- Project funding, investment structure, income, expenditure and capital
- Design proposals to RIBA 2
- To maximise valuable commercial use including office and Civic functions (Guildhall), music venue (Corn Exchange) and the Market. To include for a review of long-term operating costs as part of the evaluation and options appraisal
- Core Council requirements as outlined below

The Guildhall

In October 2022, the Future Office Accommodation Strategy was presented to Cambridge City Council's Strategy and Resources Committee. The Committee approved the recommendation to undertake more detailed investigations on a proposal that would retain The Guildhall as the main civic and office space for the Council. The City Council now wish to appoint a development consultancy consortium to progress the options appraisal and design to RIBA Stage 2 which demonstrates the capability of the Guildhall to meet the office and civic requirements of the council, while continuing to provide a commercial revenue stream for the Council. The Guildhall is a Grade II listed building and heritage constraints were considered while developing proposals for all four elements of the brief requirements.

The proposals need to address the following four areas:

- Sustainability – the Council will require the Guildhall to be an exemplar project with a Net Zero Carbon aspiration.
- Office – the proposals should demonstrate that the Guildhall is capable of providing sufficient modern office desk space to accommodate current and future needs of the Council.
- Civic function – the proposals should demonstrate how the core civic functions will continue to be met. In addition, the building should accommodate a Customer Service function for the public. This is currently provided at Mandela House.
- Commercial use – the Guildhall currently provides a range of commercial income generating uses. Opportunity should be taken to maximise commercial use including office, conferencing and civic functions.

Market Square

In March 2022 a report to the Environment and Community Scrutiny Committee approved the updated vision for the Market Square: "An inspiring, strategic public realm heart to the city centre, the market square will be welcoming to all to work, visit and spend time here. A 21st century international and local multi-generational and multi-cultural space, celebrating Cambridge's history and heritage, it integrates a thriving, sustainable, accessible, safe and open environment, connecting the surrounding streets with spaces to shop, wander, stop and socialise. A bustling 7-day market, space for seating and eating, additional business and social opportunities and engaging and inclusive cultural events will add to the richness of the area, making this an active day and evening hub in the city centre for local businesses, residents, and the wider community."

This work will continue to consider the placemaking of the Civic Quarter to ensure that quality of design brings more people to the market by improving the Market Square and reinstating the historic importance of the Guildhall in the public life of the city. Initial concept design work was undertaken in 2021 in response to stakeholder workshops that were held in 2020 that identified a number of areas that limit the potential of the current market square. These areas included a lack of seating and space to gather or eat outside, limited accessibility due to uneven surface and the surrounding highway uses, and lack of an evening offer.

These concept designs, together with a proposed vision statement, formed the basis of a 2021 public consultation, which attracted over 1000 responses reflecting the importance of the market square at the heart of the city.

The winning development consultancy consortium will be asked to provide decanting options that maintain current levels of trade which, if there is future approval, will be part of the planning submission for refurbishment.

The next steps are to progress the current designs on the agreed vision as part of the overall Civic Quarter development and design proposals.

Corn Exchange

The Corn Exchange is one of the largest venues for concerts outside London and within East Anglia. It is a much loved arts, entertainment and conference venue with 133,000 visitors per annum. Average bar spend per head is £8 per head for stand-up concerts and £5 for sit down concerts.

However, the Corn Exchange has significant operating costs per annum (excluding staff costs) and the 10 year projection of capital costs required for the listed building based on a 2021 condition report is in the region of £5.5m This includes some carbon reduction measures.

The turnover for the Corn Exchange exceeds £2m and significantly contributes to the City's economy. In addition to this there is the turnover of the interdependent businesses alongside the venue including the Arts Theatre, pubs, restaurants and traders. The Guildhall also has an interdependency with the Corn Exchange particularly in the commercial conferencing market.

By including the Corn Exchange into the Civic Quarter project, there is an opportunity for the development consultancy consortium to review: Improving the acoustics of the Hall; improving the spend per head by offering a more attractive destination; generating more income for the council; reducing annual operational costs and improving energy efficiencies; the synergies with an improved market square and Guildhall as part of a Civic Quarter destination and contribute to the outdoor events pro-gramme in the overall area as part of the overall Civic Quarter development and design proposals.

1.5 Development of the Brief

Brief Development

The council asked the development consultancy consortium to develop two design proposals for the Guildhall. This included a hotel option and a leased office space solution. This was on the basis of early analysis showing the different uses that would suit the Guildhall. Within all options the Civic Functions and Council office space is required.

Following presentations and feedback, the Council instructed the development consultancy consultant to drop the hotel option and focus only on incorporating leased workspace in the upper floors of the Guildhall that were not required by the Council for its own occupation.

The Consortium was also asked to consider the incorporation of the Museum of Cambridge into the basement and first floor of the Guildhall. This instruction was made in early September, there was therefore no requirement to incorporate this option into the Stage 2 report in detail.

Civic Quarter Brief Development

Further clarity was added to the project brief by the Council on 21 May 2024.

The January 2024 Strategy and Resources committee set out the primary objectives for the Civic Quarter project:

- Creating a more attractive central Cambridge destination for residents that would increase visitor numbers for the market, the Corn Exchange and businesses in the area.
- Making essential, long-term savings and enhancing revenue to ensure we can preserve services that our residents need and value most.
- Helping the council to meet its net zero carbon by 2030 target.

These three objectives are key and the Council will need to report on outcomes with the November 2024 Strategy and Resources Report. The consortium needs to present proposals which respond to these item.

Input to November S&R Report

Based on current day costs, the January Strategy and Resources Committee report indicated a capital expenditure of £35m for the Guildhall alone.

Alternative funding options could include external borrowing, grant funding, income strip and sale of leasehold within the assets. The report will highlight the trade-offs between the various options against commercial returns and overall control of the building but will assume that the council retains the freehold.

The benefits and risks of leasehold options and a Management Agreement solution will be presented within the Commercial Report.

The developed options will be compared to the assumptions made in the January 24 S&R report for the Guildhall and against current income figures for the Corn Exchange and Market Square.

In exploring the range of funding options, designs for all three sites including the public realm, will be progressed so that members in November will be able to consider proceeding with only the Guildhall and some of the public realm in the knowledge that the Market Square, Corn Exchange and the rest of the public realm will be 'shovel-ready' projects with planning approval, to facilitate future funding.

Community Wealth Building and Cultural opportunities will also be considered for the Guildhall, Market Square, Corn Exchange and Public Realm.

Key Brief Requirements

An Exemplar Sustainable Quarter

Targeting Operational Net Zero, water neutrality and Net Gain in Biodiversity of 20% across the Civic Quarter

The Guildhall: council offices, service centre, civic space and commercial uses

The proposal to be tested will consider half the building to be council offices, civic functions, a welcoming, inclusive environment for council staff, visitors and service centre users and half to be for Hotel and Conferencing.

Work will develop Hotel and Office options, and the November report will include a comparison of financial return against each.

The concept vision for the Market Square

- This offers an opportunity to include permanent single storey structures providing options for food and beverage, practical storage for market stalls, public toilets and ancillary space for bins.
- The report will include a decant strategy for the Market Square to ensure continuity of market trading should approval be given to proceed to the next stage.

An enhanced Corn Exchange including Parsons Court and Box Office premises

- This will provide opportunities to increase capacity, using all available space including use of first floor area to enhance the venue offering including food and beverage, enhanced acoustics and performance space.
- The council would like to explore opportunities for a food and beverage or commercial lease in any of the space of the enhanced Corn Exchange area.
- The target of net zero and water neutrality must not reduce capacity of the venue.

Public realm that connects the Civic Quarter more cohesively and support the enhanced destination.

While the options above will be put forward for the initial engagement, work will continue on the other options, and the planning pre-application process will progress concurrently.

At the end of the engagement period, the consortium will have the benefit of internal and external stakeholder feedback, a series of pre-application meetings, further commercial research and the benefit of additional surveys and design progression.

This will allow the design to be further developed to respond to the wide and varied stakeholders who have provided feedback.

1.5 Development of the Brief

Council Presentation

On 16th July the Consortium presented the work in progress designs to the Council. This presentation included high level cost and revenue information. A key aim of the session was to obtain a decision from the Council on the approach to revenue generation from the Guildhall. No decision was made on 16th July but it was decided that further design options needed to be developed to allow the Council to make a decision.

Design Options

Following the 16th July presentations it was agreed that a further five sub-options were developed to be presented to the Council on 29th August. These options were as follows;

1. Commercial office – leased space
2. Commercial office – management agreement
3. Smaller Commercial office with space for The Museum of Cambridge
4. 64 Bed Aparthotel
5. 55 Bed Aparthotel

As part of this presentation a RAG list was developed in conjunction with the Consortium and the Council. High level cost and revenue data was passed to the Council and annual savings were developed internally with input from the section 151 officer. Following the presentation, the Council decided to progress with Option 3, incorporating The Museum of Cambridge into the Guildhall. This instruction was given to the Consortium on 4 September.

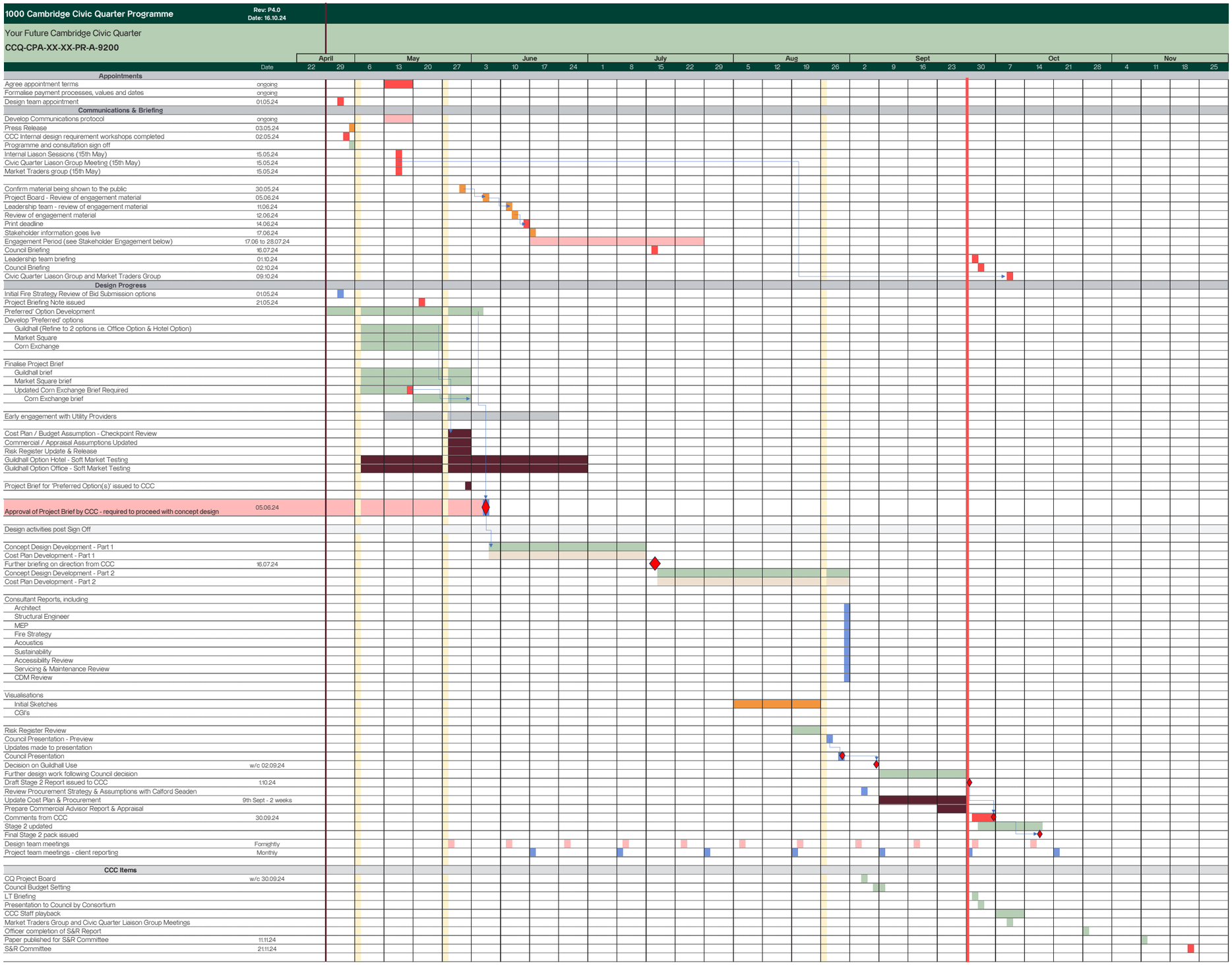
The Museum of Cambridge

Following the Council decision, several meetings were held, and reports shared with The Museum of Cambridge. At these meetings it became clear that a fallback solution also needed to be developed. In order for MoC to occupy the Guildhall additional funding needs to be found by the MoC. This will likely be obtained through applications to grant funding bodies, a process that could take up to 12 months.

For this reason, the primary option presented within the Stage 2 report is Option 2a, a Commercial office occupying space not required by the Council.

Given the late instruction to incorporate the MoC, only high-level analysis of the impacts has been possible. The MoC option is therefore described within this report as a solution that needs to be developed further, and ultimately confirmed as technically viable, at RIBA Stage 3, please see section 3.29.

1.6 Project Programme



Summary of proposed timetable moving forwards into RIBA Stage 3 and beyond

S&R Committee approval to proceed
Nov '24

↓

RIBA Stage 3 to Planning & Listed Building
Dec '24 - Summer '25

↓

Submit planning
Summer '25

↓

Planning awarded
Nov/Dec 25 (20 week allowance)

↓

Judicial Review (6 weeks)
Early '26

↓

Progress RIBA stage 4 (Guildhall only)
Feb '26 – Aug '26

↓

Tender
Aug '26 – Oct '26

↓

Approvals/negotiate/mobilise
Oct '26 – Dec '26

↓

Build (18-24 months)
Jan '27 – Jun/Dec '28

Guildhall Only

*Subject to procurement approach, planning submission strategy, surveys & access.

1.7 Critical Design Issues

Final Project Brief

With the constrained timescales of RIBA Stage 2, and several late changes to scope and particulars, it is imperative that upon commencement of Stage 3 the Project Brief is fixed. This will remove any uncertainty that has developed following several changes to the brief during RIBA Stage 2.

Cost Parameters

The budget for the Guildhall of £40m including fees will be challenging to achieve given the Net Zero aspiration and nature of heritage assets like the Guildhall, but the consortium are working hard to meet these aims. This has been shown through the development of the Stage 2 cost plan. Currently no budget has been agreed/ fixed for the Corn Exchange and Market Square.

Value Engineering

The consortium have highlighted potential Value Engineering options should the current cost forecast need to be reduced at the next workstage.

Heritage Risks

The proposals developed by the Consortium do have risks related to the Heritage assets on site, and the impact on heritage assets around the site. These risks have been reviewed with our Heritage Consultant, Turley, and further details can be found in the Turley Stage 2 Report, see appendix 10

Asbestos

Asbestos within the basement was flagged during RIBA Stage 2 and works to remove it are underway. It is imperative that these works are complete and the space is made safe in order to facilitate full access and other survey works, including intrusive surveys to occur.

Net Zero Carbon

The Council has a clear aspiration to deliver an exemplar Net Zero Carbon project at the Civic Quarter. Early analysis has shown that it should be possible to achieve this without the requirment to offsetting. It will be important to continue these works in detail to confirm this at the next stage.

Fire

The fire consultants' report is in Appendix 11. There are still key aspects relating to means of escape and fire safety measures yet to be fully completed. This will happen at Stage 3.

Surveys

As early as possible, ideally upon commencement of RIBA Stage 3, a series of surveys are required across the whole of the Civic Quarter project.

These surveys were not undertaken at Stage 2 following discussion and agreement with the Council.

The following is a non-exhaustive list of surveys required;

- Asbestos - the Council are working through the removal of asbestos from the Guildhall basement. This will need to be complete prior to further surveys taking place in the basement.
- Intrusive structural surveys
- Intrusive fabric surveys
- Intrusive survey of all M+E services
- Air quality
- Noise impact assessment
- Ecology
- Transport
- Biodiversity net gain
- Arboricultural
- Flood risk
- Desktop archaeological assessment of Market Square
- Heritage assessment
- Statutory utilities

Museum of Cambridge

With the clear desire to incorporate the Museum of Cambridge into the Guildhall, but the lack of certainty when it comes to funding.

The requirements of the MoC will be difficult to incorporate without a reworking of the current design proposals. This will have a subsequent impact on the project commercial analysis.

There is a risk that this will create abortive work and delays during Stage 3, ultimately creating costs which would have to be borne by the Council.

1.8 Global Risk Register

01/11/2024

MARICK
(on behalf of the Project Consortium)

Project Risk Register - Guildhall, Market Square & Corn Exchange V3

Probability		Impact		Risk Rating	Score	Mitigation
1	Low chance	1	Insignificant			
2	Unlikely	2	Minor			
3	As likely as Not	3	Moderate	Low	0-10	(a) - Actions taken to date
4	Likely	4	Major	Mediu	11-15	(b) - Actions intended to be taken (at next stage)
5	Almost Certain	5	Catastrophic	High	16-25	(c) - Controls that are in place

Risk No.	Risk Description	Potential Impact to scheme	Prob	Impact	Score	Mitigation Description	Consortium Team Risk Owner	Risk Register Workshop Notes 01/07/2024
1	Confirmation of Client Brief - Early agreement on Client Brief and vision needed to ensure Consortium develop the RIBA Stage 2 against an agreed vision.	Mis-alignment of brief could cause excessive optioning during RIBA Stage 2 causing prolongation or delays to conclude RIBA Stage 2 design stage and result in programme delays and additional professional fees.	4	4	16	(a) CPA have developed the design programme and agreed with CCC. (a) CCC have clarified project brief as per CCC briefing note dated May 2024.	CPA	Guildhall - CPA / MRE to review and refine Hotel & office options separately to refine 17/07 submission. Risk remains regarding costed options. Base hotel option - 66 beds. Sub hotel option - 61 beds (incl pavilion) Office Market Square - Cost plan workshop to be held next Thursday before the DTM. Proposals to be reviewed at DTM. LDA to issue sketch proposals for consideration COB Friday. CPA to issue sketch option for base permanent structure this afternoon.
2	Procurement Route - It is not clear from the tender whether there is preferred procurement route for works.	Incorrect selection of procurement route could cause delays to the project, cause increased costs and jeopardise the sustainability goals. Careful review of procurement options and phasing of the three projects will be needed to ensure the works are procured efficiently in accordance with CCC objectives and provide best value. We recommend that procurement route options are considered during the next stage as number of building contracts, phasing strategies, tendering route, contract selection etc. will all impact on build cost estimates and professional fees to deliver the works.	4	4	16	(b) Analysis of potential procurement options will be undertaken during RIBA Stage 2 for agreement with the Client prior to the next stage. Professional fees and build costs estimates for subsequent RIBA Stages will need to be aligned with the preferred procurement route at the end of RIBA Stage 2.	MPS (QS)	MPS preparing procurement report for discussion with CCC.
3	Logistics and Phasing of the works including possible welfare areas and loading bays to deliver the works to all three elements.	Potential cost impact depending on strategy	4	4	16	(b) Review possible logistic plans and phasing strategies within RIBA Stage 2 to inform how the three project might be delivered and what welfare and site facilities will be needed. (b) Potential engagement with Local Highways Authorities to discuss construction logistics and phasing principles to inform strategy. (b) Decanting strategy (see separate item)	CPA	Market Square phasing strategy. Further information regarding stall usage has been received by CPA. CPA to share with LDA for review. Needs to consider phasing and logistics for all project components. LDA have outline of where the existing basements are - To be added to SharePoint later today. CPA confirmed further survey will be post Stage 2. LDA confirmed this will carry risk for potential tree positions.
4	Delays and challenges in reaching agreement with market traders on the design brief, decant strategy and delivery strategy. As this is a working environment we anticipate consensus to proposals and delivery strategies among traders may conflict with CCC's overall vision for the square which will require careful management.	could impact design programme, construction programme, construction phasing strategy, professional fees and construction costs	4	4	16	(a) Early engagement with traders and CCC stakeholders (b) broad engagement into the vision and the proposed high level outcomes needed to ensure the market is seen within wider context and aspirations. (b) Work with stall holders to test different ideas including types of stalls, orientation, layout and number. (b) Testing to inform decant option including temporary replacements out of the square where necessary.	CPA / LDA	CPA confirmed further engagement taking place over next few weeks. CPA to circulate feedback from ECF. LDA diagram circulated to ECF for engagement purposes - Not taken forward at this stage of the consultation. LDA require confirmation from CCC and Market Traders on preferred stalls to take forward. CPA confirmed that 3m x 3m demountable system is the preference. LDA collate information gathered previously and confirm
5	Fire Strategy / Fire engineering; assumptions in relation to the construction and fire performance of the existing structure may provide to be incorrect during the construction works.	Could result in construction delays, re-design requirements and allow associated costs	4	4	16	(b) early identification of any surveys and investigations required to the existing structures to confirm assumptions over fire performance and design requirements. (b) consideration to appropriate construction contingencies needed during the construction phase given that this is a historic and existing building.	Arup	Arup to confirm scope of any surveys that may be needed for consideration. Corn exchange capacity - CPA/Arup to chase. Any specific Employer Requirements - To be reviewed once an
6	Risk of adverse pre-application comments from officers, consultees, the public, Design Review Panel which increase the number of amendments as the scheme develops, increases the number of pre-app meetings required, and lengthens the engagement process overall (with cost and timing implications).	Programme delay	3	5	15	(a) Planning strategy developed including engagement strategy. (a) PPA is agreed? (a) Input on planning related costs into appraisal required from Consortium planning consultant. CJ to provide. (a) Heritage Consultant engaged as part of consortium to advise on heritage aspects. (a) Early engagement with stakeholders / consultees recommended by planning consultants	CPA / CJ	Agreed that DRP at next stage. Delayed risk rather than risk removed.

1.8 Global Risk Register

01/11/2024

MARICK
(on behalf of the Project Consortium)

7	Town Planning - Risk of adverse consultee comments once the application is submitted: - Highways - potentially requiring significant amendments to the scheme. Refuse - Potentially requiring significant amendments to the scheme. - Conservation - Potentially requiring significant amendments to the scheme or making an in principle objection to changes in Market Square. Historic England - Could make an in-principle objection to the development of the Guildhall or changes to the setts. Risk of adverse community feedback to any aspect of the scheme.	Delay to programme due to re-design, plus costs impact. High risk of programme prolongation, increased costs and Town Planning approvals risk if scheme in progressed without LPA support. Risk of planning refusal.	3	5	15	(a) Planning strategy developed including engagement strategy. (a) PPA is agreed? (a) Input on planning related costs into appraisal required from Consortium planning consultant. CJ to provide. (a) Heritage Consultant engaged as part of consortium to advise on heritage aspects. (a) Early engagement with stakeholders / consultees recommended by planning consultants and communications consultant.	CPA / CJ	
8	Building of this age often contain hazardous or deleterious materials, be it lead paint, non-safety glass, asbestos. These materials can be hidden and discovery too late in the process can have significant impact.	Delay project programme and additional costs`	5	3	15	(b) Thorough intrusive investigations need to be undertaken at the earliest opportunity to expose as many unknowns as possible. Scope of investigations to be confirmed by project team and surveys undertaken.	CPA	Additional reports for asbestos removal / encapsulation within the basement. CPA to prepare document to outline potential deleterious materials so cost allowance / budget can be included to capture risk.
9	Plant Space / Riser Space / Servicing Solution - Assumptions made at Bid are incorrect.	Impacts areas, scheme design assumptions etc.	4	5	20	(b) Subject to scheme proposals including RIBA stage 1 business case MEP outengineering (to include assessment of space to inform costing of options to establish preferred option) and subsequent MEPH RIBA stage 2 design development.	MF (MEPH)	High risk - CPA / MF to review plant allowances this week.
10	As this is a refurbishment project compliance with contemporary fire safety guidance may prove difficult and may mean moving towards a fully first principles design and increases involvement and engagement needed with approval bodies and third party reviewers.	Could result in programme delays and additional costs if late re-designs are needed	4	4	16	(b) early identification and agreement on fire strategy principles and engagement with Building Control and CFRS.	Arup	Not required at Stage 2. This will be progress at Stage 3.
11	There is a risk that the costs for the market square could exceed CCC's estimated budget given the ambitions for the redevelopment works to the market square.	Potential re-design to align works with budget requirements.	4	4	16	(b) Early engagement with CCC to align brief and cost expectations of the market square proposals.	CPA / LDA	
12	Risk that 20% BNG improvement target will not be achieved within the red line boundary due to underground constraints, heritage etc.	will impact on project's ability to deliver on project aspirations.	4	3	12	(b) Explore opportunities on the existing buildings (b) Prioritise native species and high-value habitats (b) Appointment of Ecologist to carry out surveys to prepare baseline and carry out assessment.	LDA, CPA	Clarity needed on whether ecologist is needed at RIBA Stage 2 for BREEAM. CPA to engage with estates team with regards to ecologist risks concerning roosting bats.
13	Risk that sustainability requirements (BREEAM, Net Zero Carbon, embodied carbon, social value, wellbeing etc.) are not embedded early on because not defined	Cost impact / late design change / delay to programme / reputational damage to Council	4	4	16	(a) Consultant appointed to oversee strategic approach and identify gaps and risks and comment qualitatively (a) early stage BREEAM reviewed and issued to the team. (b) Confirmation and agreement of the project sustainability targets and brief provided by CCC early in RIBA Stage 2 through collaborative workshops and comprehensive input. (b) Follow Enerphit process from the start with appraisal of whether to continue at gateway checks as most cost effective way of embedding benefits without wasting money on hypothetical cost appraisals. (b) Budgets to be advised and included for relevant sustainability roles on project through to later stages and procurement implications discussed. (b) Early review with sustainability consultant to confirm any further surveys/assessments or similar required in order to satisfy BREEAM / Embodied Carbon requirements. (b) Regular sustainability workshops to track performance against requirements.	MF (Sus)	Further discussion with Max Fordham required to de-risk.
14	Risk that fabric upgrade opportunities are not fully understood	Costly changes to design at a later date	5	3	15	(b) Early identification of any surveys that are needed and undertaken to inform the design.	CPA	

1.8 Global Risk Register

01/11/2024

MARICK
(on behalf of the Project Consortium)

15	Traffic & Highway Input	Impact scheme design, areas etc.	3	3	9	(a) KMC Transport Planning Ltd engaged early to advice transport / access issues and assist in stakeholder engagement associated with highway and traffic issues. (a) Early engagement with CCC Highways needed in connection with the scheme.	KMC	
16	Oversailing Licences / Party Wall / Neighbourly Matter - delays in obtaining relevant consents.	Delay project programme and additional costs`	4	4	16	(b) Identification needed of any neighbourly matters during RIBA Stage 2 required (if any), so fee and strategy can be developed to mitigate this risk.	CPA	
17	Substation strategy - Identification of power provision to part of the development, current capacity vs future load requirements to ensure the site has sufficient capacity for developing scheme proposals. There is a risk that there is insufficient load in the existing infrastructure to accommodate the proposed scheme without significant costs. The scale of the risk will be dictate by use (power demands and decarbonisation to achieve NZC) and scope of extensions etc.	Cost Risk - Potential cost impact of local infrastructure and substation(s) upgrade to support emerging scheme. Whilst the expectation to deliver an improved energy use combined with NZC against CCC brief the implications of this risk can not be overlooked. Potential risk that a new substation needs to be integrated into the scheme which will have significant cost implications, heritage /planning implications and viability	5	5	25	(b) Initial load assessment prepared by MEPH/Utilities consultant to inform UKPN quotation. (b) Early engagement with UKPN if required to secure quotations for any required upgrades so that likely cost position can be established. (b) Subject to load assessment and utility requirements CCC may wish to consider early placement of non-contestable quotation to secure power needs for the future project. (b) MF to consider if new substation is needed and how this can be integrated into the scheme.	MF (MEPH)	
18	Risk of collapse through demolition process. Historic buildings are known to have transferred loads to unforeseen areas through time.	Damage to existing building, programme delay, cost	2	5	10	(b) Conisbee to undertake thorough analysis of existing building structure and later changes. Method statement to consider construction methods. RAMs	CSB	CSB to book in survey to progress.
19	Refuse / Waste Management and Building Management input. Assumptions on size of FM room, refuse rooms etc. currently included.	Impact scheme design and areas if assumptions are incorrect.	4	2	8	(a) Assumptions included based upon experience and calculations using BS5906:2005 (b) Engagement with Building Management and Asset team teams at CCC to confirm assumptions for inclusion in design as it develops.	CPA	CPA concerned about moving bins from Parsons Court to Guildhall - CPA reviewing whether there is sufficient capacity. KMC to review associated vichel movements with KMC thereafter. Underground waste management - potential clashes with underground services etc. No full underground survey information available. LDA to plot locations of where bins would work, but will be risk that they clash with below ground services. High cost risk if service diversions needed.
20	Building Control - Failure to Comply	Delay in building control approval / cost implications resulting from design changes	2	4	8	(b) Early appointment of Approved Inspector to input on design as it develops. (a) Early appointment of fire engineer to input on design and initial fire strategy (on initial scheme proposals) provided. (b) further engagement with Building Control and Fire Engineer required as scheme proposals	CPA	
21	Survey Information - Insufficient survey information to inform design of the proposed scheme	Redesign costs, delay	3	4	12	(a) Survey/Investigation requirements reviewed with consultants and appropriate budgets included for RIBA Stage 2. (b) Additional survey requirements to be identified during RIBA Stage 2 so appropriate budgets	CPA	List to be issued to BWS for review.
22	Stakeholder engagement; Lack of stakeholder engagement results is delays to submit planning application and reduced support for the scheme. Communication Consultants engaged to advise on stakeholder engagement strategy.	Programme risk / Town Planning Approvals risk	2	4	8	(a) Communication consultant appointed to develop stakeholder engagement strategy.	Comms Consultant	
23	Listed Building Consent - non-approval of Listed Building Consent for the works proposed to the Guildhall, Market Square or Corn Exchange.	Redesign costs, delay	2	4	8	(a) Early engagement with Historic England, Heritage Officer and local stakeholders required.	CPA / Turley	Early engagement ongoing.
24	Damage to existing basement waterproofing caused by new penetrations through the existing structure, for example new lifts required for Part M compliance and enlargement of lift pits	Delay, costs to rectify	3	4	12	(b) Conisbee to undertake thorough analysis of existing building structure and waterproofing strategy. Sensitive opening up works undertaken. Existing structure to be left undisturbed wherever possible.	CSB	Design assumption required for Stage 2 to form basis of cost plan.
~~25~~	~~May elections - leads to change in personnel within the political side of the administration which results in new priorities or change of direction.~~	~~Delay, costs impacts~~	~~2~~	~~4~~	~~8~~	~~(b) To be monitored during design process.~~	~~Comms Consultant~~	May election has taken place without delays and cost impacts caused
26	Thermal upgrades to existing heritage buildings need to be undertaken with great care to ensure the existing fabric is not damaged by the formation of interstitial condensation	Damage to existing building, future rectification required	3	4	12	(b) WUFI analysis to be undertaken, installation to be closely monitored and recorded, testing to be carried out prior to closing up.	CPA	CPA progressing with MF.
27	Risk that demolition contractor removes materials that have reuse potential	Embodied carbon and resource use targets are not met	4	3	12	(b) Undertake a pre-refurbishment audit and produce a material re-use tracker. That Max Fordham Sustainability will use to guide and track material re-use throughout project	MF (Sus)	Stage 3 action. Retain on register for now.
28	Net Zero Carbon - Definition is currently being redefined by UKGBC which could impact the project.	1. The cost of 'targeting' NZC and potential impact on viability. 2. A potential difference in expectation starting to surface between the brief and the general press and comms referring to the Guildhall as a NZC building. 3. The expectation of Cambridge Planning.	4	3	12	(b) Design process to analyse the regulated carbon emissions and produce costed and coordinated design options that reduce these and can be considered in relation to heritage/planning/viability/value for money etc. to allow CCC to make an informed decision. This fits well with NZC being an aspiration and should also provide suitable justification to the planners, particularly as we will be taking them along the journey with us.	MF (Sus) & MF (MEPH) & CPA	

1.8 Global Risk Register

01/11/2024

MARICK
(on behalf of the Project Consortium)

29	District Heating - Is this required by CCC.	Should planning insist on ensuring we are suitable to connect to a future network this will influence the design and related carbon emissions. Potential impact on space allowances and provisions to future proof would impact on design and cost.	4	4	16	(b) MF looking to meet with the designers and better understand their proposals. Meeting then required with the planning energy officer to discuss how to address this. (b) A technical review / benefits analysis needed from MF on incorporation and integration of district heating into the scheme so client can make an informed decision on brief. Would suggest this also would be useful for planning.	MF (MEPH)	CCC have confirmed that the scheme must be district heating enabled. Definition of what 'enabled' means. MF to prepare paper of how district heating might be retro-fitted.
30	Water Neutrality - Can this be achieved.	Whether this can be achieved may require CCC allowing us to incorporate savings made elsewhere. Risk associated with potential change in use (if hotel and related F&B is incorporated) and a potentially 'under used' existing building resulting in a low current consumption of water.	4	4	16	(a) Request from CCC baseline water consumption for the site (b) MF to ascertain current water consumption and estimate future consumption, including allowance for water efficient and water reduction design measures. To then be discussed with Cambridge Planning. (b) Request information from the council on opportunities for reduction elsewhere on the estate.	MF (MEPH) & MF (Sus)	MF to make an assumption on existing usage.
31	Fit-out of sessions court rooms and conversion to F&B space	Heritage / Planning approval risk	4	4	16	(b) CPA/Turley engaging with Conservation Officer to agree design strategy and philosophy.	CPA / Turley	Presenting tomorrow with the conservation officer. Feedback to be provided in due course. Walkaround to be arranged in due course.
32	Capacity issues with Small & Large Hall due to fire strategy limitations which restricts uses	Fire Strategy / Capacity risk.	4	3	12	(b) Arup reviewing outline fire strategy to confirm early assumptions on capacity limitations for these spaces so it can be reviewed with CCC.	Arup / MF (MPEH)	CPA to include on RFI schedule.
33	Fire suppression required to office and hotel areas	Spatial design risk (requires more plant space) cost risk - cost more viability risk - reduces number of hotel rooms that can be accommodated Sustainability risk - requires more energy to run	3	4	12	(b) To be designed out if possible. (b) Arup reviewing fire strategy to consider if requirement for the fire suppression system (mist or sprinkler) can be mitigated. Arup to consider implications of aparthotel scheme vs hotel scheme.	Arup / MF (MEPH)	Designing the fire strategy on the basis it is not required at the moment.
34	Basement smoke extract system	Spatial design risk (requires more plant space) cost risk - cost more viability risk - reduces number of hotel rooms that can be accommodated Sustainability risk - requires more energy to run	3	4	12	(b) To be designed out if possible. (b) Arup reviewing fire strategy to consider if requirement for smoke extract is needed and can be removed through careful design considerations utilising the atria.	Arup / MF (MEPH)	Arup seeking to do a site familiarisation survey of the Guildhall to understand existing smoke extract to basement.
35	Underground bins, permanent structures, new services and proposed trees will clash with existing underground services.	Commercial risk - if redesign needed at later stage, or if diversion of services is required or if late changes on site. Programme risk - as above. Design risk - as above. Legal risk - That proposed underground bins conflict with existing agreements.	4	4	16	(b) Existing below ground information available to be provided and reviewed by team to confirm if sufficiently detailed for this design stage. (b) Design team to consider proposals against existing information. (b) Scope of underground bins, trees installations, required services diversions and excavations to be clarified for cost review to ensure adequate allowances are provisioned. (b) LDA have requested survey information of basements for following properties including Guildhall, 5 Market Hill, 16 to 20 Market Street, 4 & 5 Peas Hill and the Crypt under the Church of St Edward King and Martyr. (b) LDA have requested tree surveys for existing trees including trees within Great St Mary's Church grounds whose Root Protection Areas could fall within the redline boundary.	Various	
36	Archaeology risk - is there a need for any archaeology works	Cost risk Programme risk	3	4	12	(b) Early archaeological advice sought to consider the risk associated with the site and the likely scheme of instigations needed if necessary to ensure associated costs are captured.	CPA	Desk top survey to be procured at Stage 2. CPA to progress.
37	Permanent Structure in Market Square	The timing of the decision on whether there will be a permanent structure in the Market Square or not, it's size and who will be responsible for designing it and potential	4	4	16	(b) Confirmation of when a decision will be made to factor into the programme. (b) Appointment of a designer for the structure should it be going ahead.	CPA / LDA	CPA confirmed that a further appointment would be needed for permanent structure if it progresses.
38	Market Stall Type	Delay in reaching an agreement on the type of market stall that will be adopted with market traders and CCC. This could also impact on layout of the Market Square if the size	4	4	16	testing options and engaging with operators and market traders, visiting other markets and talking to operators and market traders, shortlisting options, appointing a market expert to the team (Quarter bridge were appointed to this role during LDA design's previous work).	CPA / LDA	
39	Surface Water Management	Changes to existing conditions requiring extensive on site attenuation.	4	4	16	(b) Early engagement with LFA to understand requirements / constraints. (b) Early outline attenuation scheme needed for each project component so scope can be understood.	CSB	Currently outside of CSB Stage 2 scope. To be included?
40	Current methods of operation	Current management methods limiting future opportunities for public realm such as locations of existing taxi ranks, bicycle parking etc.	4	2	8	(b) LDA to prepare briefing note / site analysis of how Market Square and public realm is operating to feed into stage 2 report	LDA#	LDA to progress.
41	Listed Setts	Risk of damage to setts when lifted, either by removal method, existing bedding or quality once removed	3	4	12	(b) LDA recommending that small test area is completed before agreeing approach.	LDA / CPA	LDA to set out methodology for small test area post Stage 2.
42	Guildhall Proposed extension above the Session Courts - Initial structural analysis suggests that extensive strengthen works will be required to the existing super and sub structure to the support the additional storeys. Partial or full removal of the existing courtroom roof will be required to accommodate the 2nd floor structure.	Heritage / Planning approval risk Cost risk Unknown ground conditions Basement waterproofing Hotel option viability based on minimum room sizes	5	5	25	(a) Conisbee to discuss cost viability with Marick. (a) Conisbee to undertake a detailed visual inspection of the roof (a) Conisbee to scope intrusive investigation works to determine the super & sub structure capacity to support the additional loading. (b) Undertake intrusive investigation works to confirm viability and extent of strengthening works.	CSB/MAR	CPA reviewing alternative solution to include plant on pavilion roof in lieu of extension to reduce load.
43	Guildhall Ground floor slab removal to form new light wells into the basement – Currently design is based on the archived drawings. Potential issues with unforeseen structure, services, rerouting of existing services & drainage.	Cost risk	3	4	12	(a) Conisbee to undertake a detailed visual inspection of the ground floor slabs to be removed (a) MEP to undertake visual survey to understand existing/proposed service routes. (b) Conisbee to scope intrusive investigation works to validate archived drawings (b) Undertake intrusive investigation works to confirm viability and extent of strengthening works.	CSB & MF (MEPH)	

1.8 Global Risk Register

01/11/2024

MARICK
(on behalf of the Project Consortium)

44	Corn Exchange roof structure - Capacity of the existing roof structure to support additional insultation, lighting, audio equipment and gantry	Cost risk Sustainability risk - requires more energy to run	3	4	12	(a) Conisbee to undertake a detailed visual inspection of the existing roof structure (a) Conisbee to undertake full load assessment of proposed vs existing loading requirements to gauge loading increase. (b) Conisbee to arrange a full detailed survey of the roof structure to enable a structural back analysis of the existing roof to support any additional loading.	CSB	
45	Corn Exchange structure to support additional mezzanine loadings (new Bar Area & Extension to the mezzanine floor)	Cost risk	4	3	12	(a) Conisbee to undertake a detailed visual inspection of the existing mezzanine floor structure (a) Conisbee to undertake full load assessment of proposed vs existing loading requirements to gauge loading increase. (a) Conisbee to scope intrusive investigation works to expose and record existing structure (b) Undertake intrusive investigation works to confirm viability and extent of strengthening works.	CSB	
46	Guildhall existing concrete ceilings supported on partitions walls. Additional structural support required to reconfigure existing layout.	Cost Risk Spatial design risk (down stand beams)	2	3	6	(a) Conisbee to undertake a detailed visual inspection of the roof (if accessible) (a) Conisbee to scope intrusive investigation works (b) Undertake intrusive investigation works to confirm if existing walls are load bearing	CSB	
47	Guildhall roof extension – Justify existing roof capacity to support proposed terrace/hotel rooms. Potential strengthening works required to existing floor beams and slabs.	Cost Risk Spatial design risk (down stand beams)	2	3	6	(a) Conisbee to undertake a detailed visual inspection of the roof/underside of 4th floor (if accessible) (a) Conisbee to scope intrusive investigation works (b) Undertake intrusive investigation works to confirm existing structural arrangement for capacity assessment	CSB	
48	Structural condition survey	Cost risk, redesign risk	3	4	12	(b) CCC to confirm access to basement can be accommodated for survey. (b) CSB to undertake structural condition survey to inform design. CSB to make reasonable assumption in absence of survey information.	CSB	
49	Necessary upgrades for items covered under Health & Safety At Work Act.	Cost Risk, Health & Safety Risk	3	3	9	(b) Allowance to be included for potential additional interventions.	CPA	
50	Equality Act - Upgrades need to comply with Act	Cost Risk	3	3	9	(b) To be reviewed and access audit needed by Specialist at Stage 3.	CPA	
51	Telecoms Mast	Cost risk, programme risk, legal risk, VP risk	4	4	16	(b) CCC to advice on rights to relocate / remove telecoms mast and clarify constraints to CTM for incorporation into the design.	CPA / CCC	
52	Giggling Squid & Sticks & Sushi Plant 4th Floor Rooftop Plant	Cost risk, programme risk, legal risk, VP risk	4	4	16	(b) CCC to advice on rights to relocate / remove plant and clarify constraints to CTM for incorporation into the design.	CPA / CCC	

1.9 Surveys and Site Assessments

Existing surveys and assessments

There have been several surveys and assessments undertaken by the Council on the site and shared with the Consortium. A number of these are current, however some are historical documents acquired from previous works undertaken by/for the Council.

These surveys include;

- Asbestos surveys
- Market occupancy
- Meeting room occupancy analysis

Point Cloud Survey

To better understand the Civic Quarter assets, and help deliver a BIM model, a Point Cloud Survey and production of Revit models has been procured by the consortium.

What is a Point Cloud Survey?

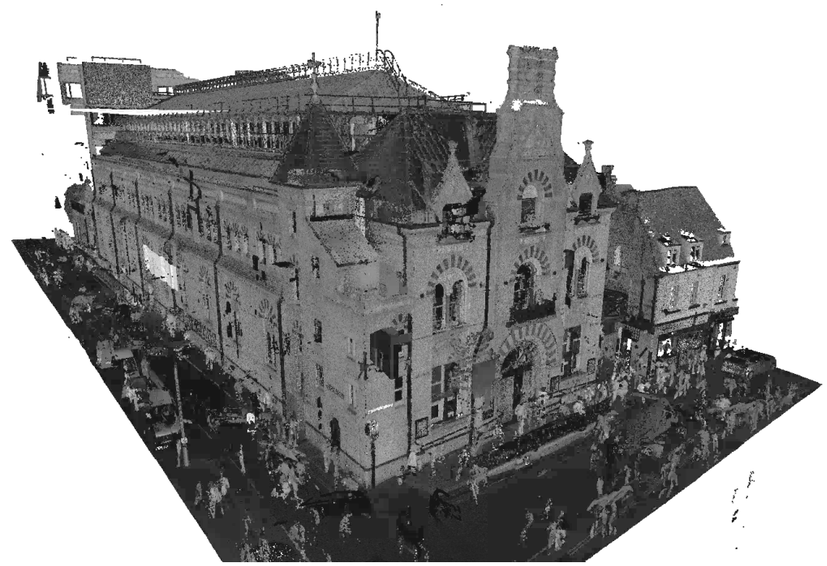
Point cloud surveys, sometimes known as a Laser scan, are a quick and easy way to collect extremely accurate data about on-site conditions. The laser scanner works by rotating a pulsed laser light at high speed and measuring reflected pulses with a sensor. The scanner automatically rotates around its vertical axis and an oscillating mirror moves the beam up and down. The result is a sweeping of the beam over the scan area. As the laser light hits objects or materials the scanner makes a note of their position in relation to the scanner based on the time it takes for each pulse of light to be bounced back. Given that light moves at a constant and known speed the scanner can easily calculate the distance between the scanner and an object.

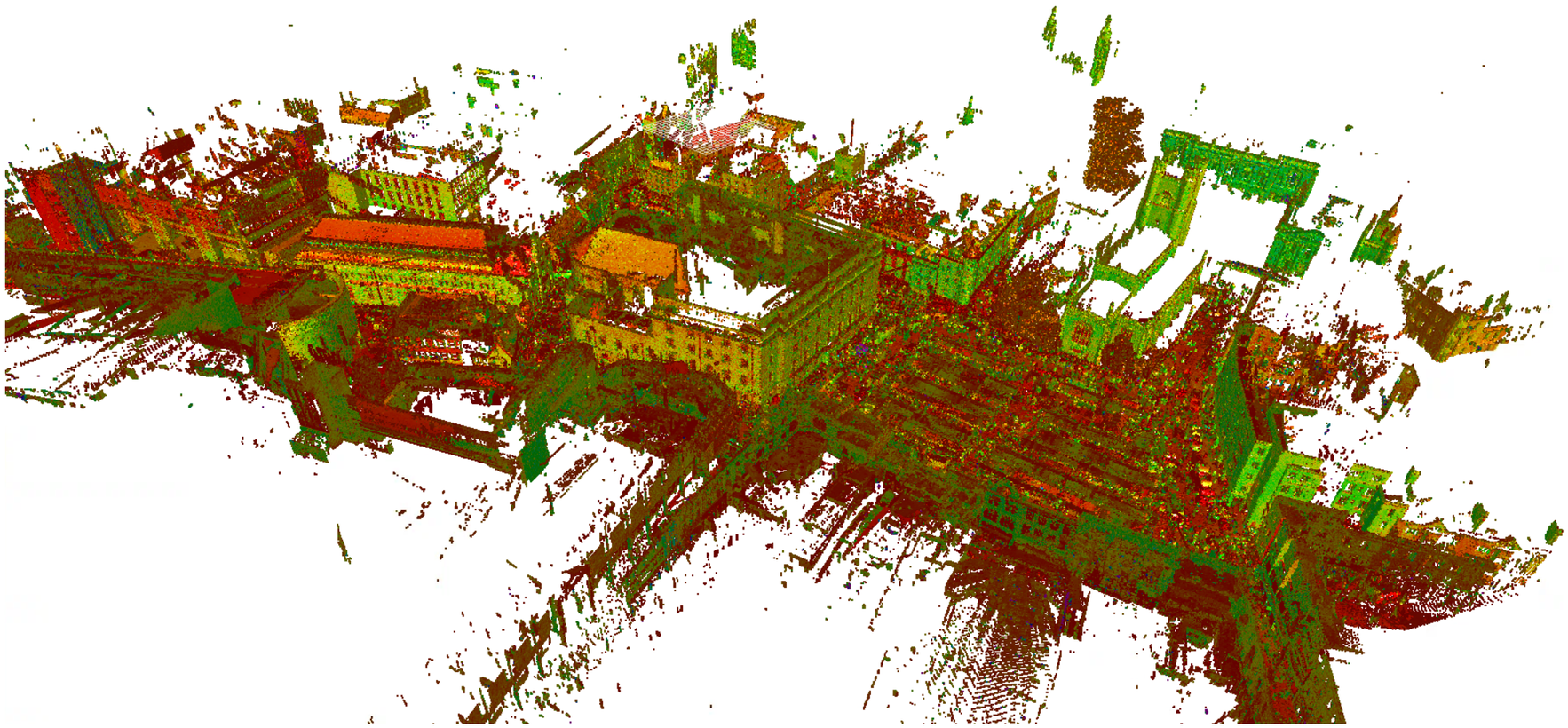
These points are combined to create a Point Cloud, which is a collection of data points in space. This survey allows the site and buildings to be viewed in 3D.

The 3D set of points is then used to build a Revit model or produce 2D survey drawings. Points can be imported into Revit, a BIM authoring tool, and then accurate models built based on these points.

At RIBA Stage 3 the Revit model will allow all consultants to work in 3D, aiding coordination (further reducing risks). It will also aid presentations to members and the key stakeholder groups, allowing for 3D 'walk-throughs' which helps communicate with lay people, who are not familiar with how to read architectural plans. This will be especially useful during the more detail engagement to take place during RIBA Stage 3.

The model will then be used throughout the future RIBA work stages and could allow the production of an Asset Information Model. This could be used by the Council to manage and maintain its built assets into the future.





1.10 Approach to Building Regulations

Building Regulations

In refurbishing Listed buildings/assets, our approach to building regulations is both sensitive and strategic, ensuring that modifications respect the historic and architectural significance of the building/ space while complying with current standards. We will prioritise close collaboration with local conservation officers, heritage consultants, and building control to balance preservation with functionality. This includes careful attention to structural improvements, energy efficiency, and safety requirements, all while maintaining the building's original character and complying with statutory regulations for Listed buildings. This approach ensures a harmonious integration of modern amenities within a historically significant framework.



The Building Safety Act 2022

The Building Safety Act introduces a robust framework aimed at enhancing safety and accountability in the construction and refurbishment of buildings. While its most stringent provisions apply to Higher Risk Buildings, which the Guildhall, Corn Exchange and Market Square are not, its general principles are relevant to all types of properties. For buildings outside the Higher Risk category, the Act emphasises increased responsibility for ensuring that construction works meet safety standards, encouraging greater oversight and compliance at every stage of the project, from design to completion. This ensures a safer built environment for all occupants.

Upon commencement of RIBA Stage 3 we would advise that the appointment of a Building Regulations Advisor and Building Regulations Principal Designer is discussed with the Council and the Consortium. There is no legal requirement to appoint a Building Regulations Principal Designer, on non-High Risk Buildings until construction commences, but it is advisable.



1.11 Accessbility

Accessibility

Accessibility and inclusivity have been highlighted as of the utmost importance to the redevelopment of Cambridge Civic Quarter and its success. We too believe this is key to creating a more attractive central Cambridge destination for residents and visitors of the City.

We must improve accessibility of the whole Civic Quarter to improve Civic facilities within the Guildhall, the cultural offer of the Corn Exchange and the experience of the Market Square.

The Council's accessibility officer has been consulted during RIBA Stage 2 and his recommendations are being incorporated.

Notes from the consortium's meeting with the Council's Accessibility Officer (AO)

The accessibility officer was concerned about the evacuation strategy for several disabled people from the large hall and small halls in the event of fire, as there could be several people in wheelchairs or people unable to use the stairs.

Cartwright Pickard (CP) replied saying that Evac chairs would be provided but a strategy will be developed to create a safe holding corridor, so the fire brigade can help remove people from a safe holding position. CP stated that the Fire Consultant ARUP, will be heavily involved in developing the escape strategy for everyone using both buildings including disabled people. The AO suggested that he would like to have a walk around the building with CP to point out any more of his concerns. CP agreed this was a good idea and it could happen at the start of RIBA stage 3.

The AO was concerned that the proposed platform lift at the main entrance must be controlled by the individual in the wheelchair using the lift and what if that platform lift was not working. CP responded by explaining that there would be another platform lift at the side entrance on Guildhall Street to provide wheelchair uses access into the large hall, so there would always be an alternative platform in action, if the other one was out of action.

The AO's preference would be to continue using the Peas Hill entrance as this provides level access without the need for a platform lift.

The access officer asked if temporary removable ramps could be installed in the council chamber during events to give wheelchair users access into parts of the Council Chamber. CP explained that new Part M compliant lifts are proposed that would provide full, access for wheelchair users to every part of the Guildhall, including Council Chamber gallery, and more parts of the Corn Exchange.

The AO asked if the depth of the boxes in the Corn Exchange could be increased slightly to improve the depth to allow wheelchair use to be better than it is. CP said it would investigate this.

The AO focused on the uneven surface of the market square and suggested that made accessibility of the market square impossible for many older and disabled people. The AO suggested this could be completely covered over with new level paving. The heritage value of the granite setts would be covered but protected in perpetuity. He said the current situation was totally unacceptable and he felt the Council would be contravention of the Equalities Act if it didn't take this very seriously when the Market Square is to be renovated.

The AO also pointed out that around the market square and Peas Hill, cyclists, electric bikes and delivery scooters are mis-using pedestrian areas. The Peas Hill entrance is blind and landscape should be used to prevent electric bikes, scooters and pushbikes from potentially hitting pedestrians entering the Guildhall entrance on Peas Hill. The AO asked for blue badge parking spaces and a drop-off point for the dial ride minibus to be created near the Guildhall and in or near the Market Square. CP stated that it would ask the traffic consultant to consider all those points.

CP said they would investigate all of the points raised by the AO, and these would be taken forward in RIBA stage 3. CP said it looked forward to meeting the AO again on site to walk around the Market Square, the Corn Exchange and the Guildhall to better understand his concerns and to enable the consortium to propose solutions to address them.

Next Steps

As designs progress it is imperative that Accessibility is at the forefront of the proposals and the consortium will continue to liaise with the Accessibility Officer and other stakeholders.

The key areas which need further developed are;

- Guildhall accessible entrance proposals and impact on wider design
- Improving accessibility within the Council Chamber
- Finding a solution for the Listed setts within the Market Square and testing this with accessibility groups

2.0

Engagement

2.1 Importance of Engagement

Why is engagement so key?

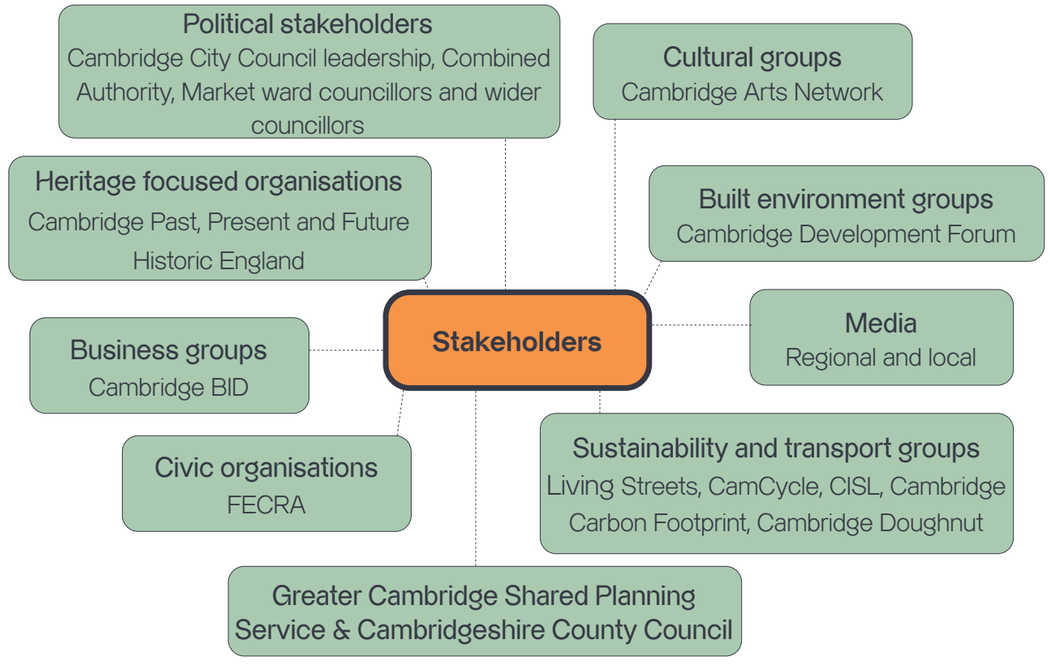
Within the Project Brief it specifically highlights that stakeholder (direct and indirect) communication is vital. ECF is an experienced communications consultant, forming part of the Consortium team, leading on the stakeholder engagement and working closely with the Council's communications team. This collaboration has been integral to the success of the engagement approach and Stage 2.

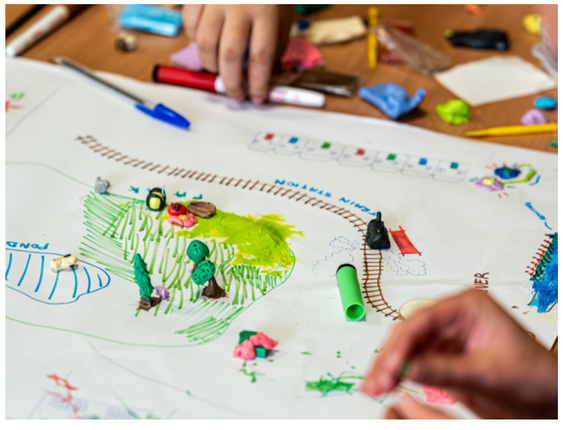
We believe every person in the local community, no matter their background, should have the ability and the right to create positive change and influence the decisions that impact their lives. That means engaging beyond the usual suspects and providing the opportunity for harder to reach groups to get involved and shape the future of their Civic Quarter.

Cambridge has a unique and complex stakeholder environment. High profile individuals, and organisations, take a keen interest in the development of the built environment, and the politically sensitive nature of this project means it will attract more attention than most schemes that come forward in the city. The project moves forward in the context of a previous round of engagement with the community and stakeholders, and the recent scrutiny in the local press when this tender was published. That demonstrates the need for an extremely well-planned and well-managed community engagement process.

ECF are fulfilling the communications consultant role, bringing strong institutional knowledge of the Cambridge stakeholder environment to the project team. Our approach has been based on the following:

- Strong collaboration with key internal stakeholders within Cambridge City Council, and particularly the council's communications team, to deliver a best practice, and award-winning engagement plan.
- Front loading engagement in the process to ensure the feedback is properly used by the project team to shape the proposal, and communicating changes back to those who participate.
- A focus on ensuring harder to reach groups, including young people, and those with disabilities, are heard throughout the engagement process.
- A commitment to open, transparent, and regular communication to help close the feedback loop.
- A robust, hybrid approach through website updates, social media campaigns, mailshots and webinars.
- The use of a mixture of tools including 1-2-1 meetings, co-design workshops and CitizensLab to derive feedback from as wide a range of people as possible







2.2 Engagement Programme

Outline Engagement Sessions

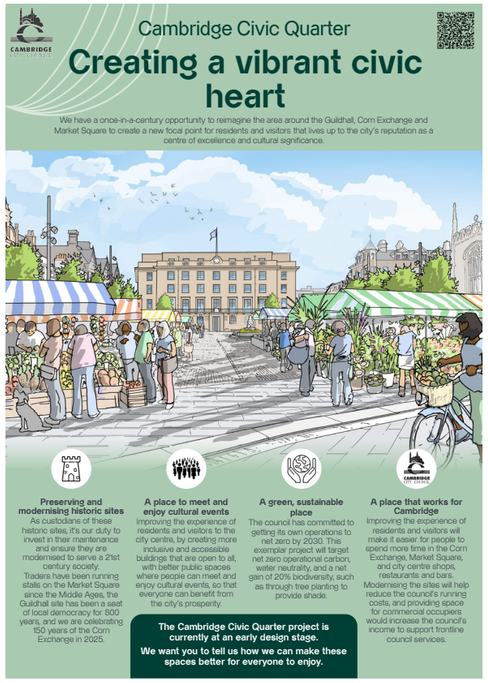
As part of our tender return ECF developed a high-level list of key stakeholders in Cambridge. Following appointment and prior to the engagement launch, ECF worked with the Council to undertake detailed stakeholder mapping and design a robust engagement strategy that aligned with relevant guidance. In addition, ECF held meetings with high-priority stakeholder groups to understand their aspirations around the forthcoming engagement, and how they could help build awareness and encourage involvement.

The engagement period began on 17 June and concluded on 28 July 2024. A detailed programme showing the different events and when they took place can be found in the full ECF report.

Awareness was raised and the engagement programme was promoted through media relations, social media (organic and paid), posters and postcards, e-newsletters and more.

The diagram below, produced by ECF, visually explains the ways the engagement programme has been promoted.

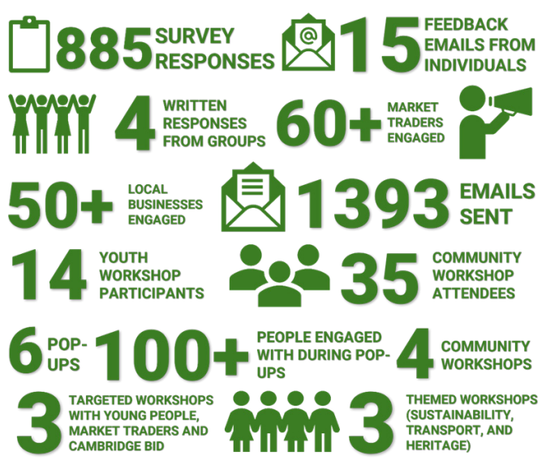


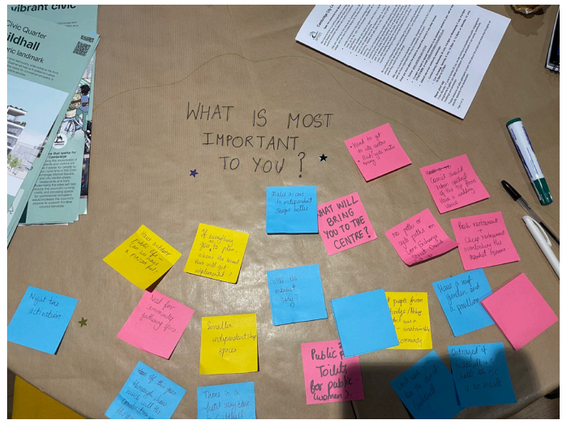




Key figures and activities undertaken

- Highest (885) number of survey responses received on the Council's new online consultation platform, despite part of engagement period falling during summer holiday.
- 863 survey responses from individuals and 22 responses from representatives of organisations.
- 15 feedback emails received from individuals.
- 4 formal written responses from groups.
- 60+ market traders engaged through a roadshow, dedicated workshop, webinar, surveying and online engagement.
- 6 pop-ups organised across Cambridge, and 100+ people engaged.
- 1 youth workshop organised, and 14 young people engaged.
- 1 BID workshop organised.
- 4 community workshops.
- 3 themed workshops organised (Sustainability, Transport and Heritage).









2.3 Engagement Responses

Overview of the engagement findings

The following information is extracted from the ECF Consultation Report, the full version of the document can be found in Appendix 13.

Market Square Feedback

The survey contained one quantitative question and one qualitative question regarding the Market Square. In addition to this, targeted market trader surveying, leafletting, and a market traders' workshop and webinar were conducted. Feedback from all these activities is summarised below:

SECURITY AND ANTI-SOCIAL BEHAVIOUR

Security is a significant concern, particularly at night. Suggestions include:

- CCTV installation
- Increased lighting
- Addressing the issues of anti-social behaviour and drug dealing in the area.

BIODIVERSITY AND SUSTAINABILITY

More trees and biodiversity was the top choice to improve public spaces. Suggestions to make the project more sustainable included:

- Incorporation of moss roofs
- Solar panels
- Green spaces to sit and eat
- Greenery and trees to provide shade
- Other sustainable design elements that align with the Council's net zero goals.

IMPACT ON TRADERS DURING WORKS

Concerns have been expressed over the potential impacts of the implementation phase. These include:

- Time period for implementation
- Potential for a phased approach
- Relocation of traders
- Worries over losing customers due to temporary closure of the market during the works.

Feedback points towards traders wanting to stay close to the current Market Square and ideally maintain a critical mass of traders in the same location.

ACCESSIBILITY CHALLENGES

Accessibility remains a critical issue, for disabled people, pedestrians and traders. Concerns include:

- Cobbled surface is slippy when wet and uneven in places. It is problematic for wheelchair and other older users, with better paving required for all
- Improvements are needed to make the area more accessible, but consideration would need to be given to the historical character of the area
- Traders highlighted challenges with vehicular access when loading/unloading their stalls
- Lighting can be improved to help the visually impaired

PERMANENT STRUCTURE AND DEMOUNTABLE STALLS

- While some participants could see benefit in permanent structure for accessible toilets, storage and bins, some are against as it could create street clutter
- A need for the structure to fit in with heritage has also been expressed
- There have been mixed reactions to demountable stalls, but benefit could be seen to give more flexibility for use of the Square given they are the right design to withstand weather conditions
- The need for permanent stalls and 7-day week market emphasised with consideration given to the different needs of different traders i.e., food and non-food.

Guildhall Feedback

The survey consisted of four qualitative questions about the Guildhall. Additionally, this topic was discussed across other activities.

SPACE UTILISATION

- Feedback highlights that the Guildhall needs to be a more welcoming, less municipal and open-plan with better visibility from the outside, less formal interiors and more comfortable seating.
- Other suggestions include amenities like a café, restaurant, and children's play area.
- The use of modern and sustainable features such as solar panels has been a recurring theme.
- Council staff expressed concerns about working in the basement due to lack of natural light.
- Council staff mentioned the office space gets very cold in winter and too hot in the summer.

COMMUNITY USE

There were several suggestions to encourage community use such as:

- Libraries and cafes/community run cafes.
- Toilets and baby-changing facilities
- Free seating areas.
- Flexible and multi-use spaces.
- Availability of affordable, accessible hireable spaces for non-profit and community groups

HOTEL PROPOSAL

Mixed feedback regarding the hotel proposal has been received (260 comments in support; 232 comments against; 48 indifferent).

75 comments supported aspects such as a rooftop pavilion, especially if it was open to all and not just hotel guests.

Concerns included:

- It not being for locals
- Impacts on traffic
- Existing presence of hotels in the centre

Other suggestions included:

- Residential accommodation
- Food court
- Community space etc
- Co-working space/business centre

Cambridge BID suggested that a hotel could potentially do well but are worried that it would negatively impact occupancy rates and profitability for other hotels, and that locally based businesses could lose trade due to noise complaints.

2.3 Engagement Responses

Corn Exchange Feedback

One qualitative question about the Corn Exchange was asked as part of the survey. Additionally, the Corn Exchange was discussed in all workshops. The findings have been summarised from all the feedback collected.

ACOUSTICS

Need for better acoustics for speaking and music events as the venue requires top sound quality. There is a perception that acts are deterred from performing due to acoustics and venue size.

Council staff complained that noisy events in the Market Square can disturb their ability to work due to existing windows being ineffective.

ACCESSIBILITY

Criticism of inaccessible and uncomfortable seating, and request for ground-floor toilets and better access for those with a disability. Overall, the venue needs to be revamped to be more user-friendly.

Council staff complained that the building is not fully accessible to all, particularly the main entrance and side entrance to the large hall.

ATMOSPHERE AND ENTRANCE

The entrance has been described as dark and unwelcoming. There have been suggestions of a more transparent entrance design to make it feel more inviting. There is a sentiment to modernise but retain character.

Public Realm

The survey consisted of one qualitative question about the public realm and one question about travel and transport. Additionally, it was discussed across other engagement activities.

TRAFFIC & PARKING REDUCTION

Feedback identified a desire for an overarching transport strategy and a consolidated approach manage deliveries and access for commercial vehicles. Pedestrianisation is desired with strictly limited vehicular access in public areas, including control of bicycles and delivery mopeds.

CYCLING

Most of the survey respondents' cycle into the Civic Quarter area. There were suggestions that the cycle route around the Corn Exchange be improved. Other suggestions include cycling infrastructure such as bike parking, a new cycle hub, improved roads, and restrictions on mopeds were mentioned.

Conclusions

Key themes that emerged from feedback on the Market Square included improved security and deterring anti-social behaviour, enhanced biodiversity and sustainability provision of seating and shade, and responding to accessibility challenges. The addition of a permanent structure and demountable stalls received mixed reactions.

Conflicting interests were clear from the feedback gathered on the Market Square. For example, heritage groups and some market traders preferred to retain the setts, however wheelchair users and older people highlighted the accessibility issues created by setts in the market, and some market traders highlighted issues with cleaning and maintaining the setts.

Regarding the Corn Exchange, the key themes included improving acoustics, accessibility, the atmosphere and the entrance.

Key themes that emerged regarding the Guildhall included making it an open and inviting space and the inclusion of community uses as part of its programme.

The proposal for a hotel in the Guildhall received mixed feedback, with a lot of support but also a lot of opposition.

2.4 Other Engagement Activities

Other stakeholder engagement that has been undertaken by the Consortium, including but not limited to the below;

Visit to the Museum of Cambridge

Following an offer made at the 15 May Civic Quarter Liaison Group, Cartwright Pickard visited The Museum of Cambridge on 17 July to further our understanding of their current space and learn more about the history of Cambridge. We were shown around the building, trying to understand their exhibitions housed within the listed building.

The consortium also spoke to staff to understand what they currently have, what isn't working and what their requirements for a future space would be. (See below for desired requirements from Museum staff.)

At this point, the Council's brief did not include The Museum of Cambridge.

It was explained that for the Guildhall space, they think an education room specifically for young people to learn about the historical records would be useful. Additionally, an immersive VR room to take people through the records over the duration of the Cambridge history, would be a useful space to better the audiences understanding.

Ideally, they would prefer around 20 workstations, split with a combination of agile desks and workplace settings. These could be shared office space, with the lettable areas in the Guildhall, as not all the desks would be always required.

They explained that their current business model needs addressing to think about capacity numbers and visibility to displays. The listed building they are currently in is incredibly compromised, so a new, purpose-built space would be a huge improvement and help people further understand the complex and interesting history of the City.







Cycle Parking Survey

In order to gain a better understanding of cycle parking within the Civic Quarter, KMC Transport undertook a Cycle Parking Survey. The aim was to better understand how the existing cycle parking is used. Full details can be found in Appendix....

In summary,

- Cycles parked in the Civic Quarter were tagged at 9am on 26 June 2024.
- There are circa 200 cycle parking spaces within the red line boundary
- Including spaces within the immediate vicinity there are 332 space.
- There is adhoc cycle parking along the fence line of Great St. Mary's Church

Key observations

The following key observations have been made,

- All cycle parking surveyed exceeded 75% capacity at 1pm
- Several locations exceeded 100% at points throughout the day due to double parking/adhoc parking perpendicular to stands
- The majority of cycle parking locations surveyed had at least 33% spaces being utilised as 'long stay' cycle parking by 3pm (i.e. the same bikes were parked since 9am the same day.)
- Approximately 20% of spaces were still in use by the same bikes at 7am the following morning.
- Discussions with businesses indicated that lots of staff utilise cycle parking around Market Square rather than in the Grand Arcade cycle park.

This surveying clearly shows that in order to unlock the design of the market square, cycle parking needs to be reviewed and alternative proposals made.

The proposed approach to cycle parking for the Civic Quarter is to

- Provide cycle parking for Guildhall employees within basement, along with shower and changing facilities.
- Provide cycle parking for Guildhall Assembly Rooms and Corn Exchange within public realm
- Consider potential to provide long stay cycle parking for businesses.

Servicing and Deliveries

KMC Transport have also carried out surveys looking at servicing of businesses in and around the Civic Quarter. Surveys of the businesses on Bene't Street, Peas Hill, Wheeler Street and Corn Exchange Street took place and included questions on deliveries, servicing and, previously discussed, cycle parking.

Separate conversations with the Arts Theatre and Corn Exchange have been undertaken.

Key themes

- No time restrictions for servicing
- Conflict with servicing vehicles, pedestrians and cyclists
- Damage to footways
- Rigid HGV drinks deliveries are typically 1/week in early AM peak
- Most food units receive 1 x food delivery per day
- Most deliveries park adhoc on street
- Lack of cohesion in bin collection strategy, e.g. Zizzi bins on street
- HGV deliveries typically take 60-90 minutes at a time but some of these are overnight.
- LGV deliveries take a matter of minutes to unload
- Some deliveries are shared between businesses

Proposals for how these key themes can be incorporated and improved upon are held within the KMC Transport Stage 2 Report, please refer to appendix 8.

3.0

Guildhall

3.1 Introduction

Project Introduction

In October 2022, the Future Office Accommodation Strategy was presented to Cambridge City Council's Strategy and Resources Committee. The Committee approved the recommendation to undertake more detailed investigations on a proposal that would retain The Guildhall as the main civic and office space for the Council.

This early work has formed the basis of the brief for the Guildhall, which the Consortium have been asked to develop.

Design options will be developed during RIBA Stage 2 to demonstrate the capability of the Guildhall to meet the office and civic requirements of the council, while continuing to provide a commercial revenue stream for the Council.



3.2 Guildhall Brief

Key Drivers

The proposals need to address the following four areas:

1. **Sustainability** – the Council will require the Guildhall to be an exemplar project with a Net Zero Carbon aspiration.
2. **Office** – the proposals should demonstrate that the Guildhall is capable of providing sufficient modern office desk space to accommodate current and future needs of the Council.
3. **Civic function** – the proposals should demonstrate how the core civic functions will continue to be met. In addition, the building should accommodate a Customer Service function for the public. This is currently provided at Mandela House.
4. **Commercial use** – the Guildhall currently provides a range of commercial income generating uses. Opportunity should be taken to maximise commercial use including office, conferencing and civic functions.

Further clarity was added to the project brief following discussions with the Council on 21 May 2024.

Workspace Requirements

The Council workspace requirements can be summarised as follows;

- 150 worksettings required for Council staff
- Meeting rooms - a range of sizes
- Breakout spaces and tea points
- Support accommodation such as cycle storage, showers, changing rooms, refuse storage and plant space.

The fit out and furniture should be modern and appropriate for the way in which the council operates. Given the hybrid working arrangements in place at the Council, collaboration space will be very important, along with work settings to enable those that need to focus or touch down for short periods. Existing furniture will be reused where possible, in line with the Council's Use of Space principles

Customer Service Centre Requirements

The Customer Service Centre (CSC), currently provided at Mandela House, is to be located in the Guildhall and provide the following facilities;

- Space for 15 CSC staff
- Waiting seating for visitors (within the CSC demise)
- Access to WC's
- Customer service desks
- Private, acoustically sensitive, meeting rooms for confidential conversations

Dialogue with the team operating the CSC has made it clear that the entrance to the CSC can be shared with others. It can also be beneficial to have users of the CSC visit the same reception as other users.

Staff working in the CSC should have easy access to welfare facilities as they have short, structured breaks throughout the day.

Civic Function Requirements

Access to the existing civic functions within the Guildhall is to be maintained and improved. The civic functions make use of the Council Chamber, Small Hall and Large Hall. Committee meeting rooms and members spaces are also used by members and officers and access to these should be maintained and improved.

Accessibility within the Council Chamber should be improved.

More radical changes to the Council Chamber should also be considered.

- Council chamber desking is not fit for purpose
- Power and data at seats within the Council chamber is required
- Changes to the historic furniture could be beneficial but will come with heritage challenges

Large and Small Halls

The large and small halls are in need of an upgrade. Given the heritage nature of these spaces the works will be sensitively done, including;

- New MEP (ventilation, cooling, lighting, AV, power and data) systems within the halls
- Re-decoration and repair as required
- New kitchen facilities provided behind the small hall are required to cater for more events
- New improved bar facilities
- Improved accessibility and access to spaces within the Guildhall that could be used for conference break out spaces.
- Improved WC provision

Commercial Revenue Generation

The remaining spaces within the Guildhall are available for commercial income to be generated for the Council. Opportunity should be taken to maximise commercial use including letting office space, conferencing, corporate events, exhibitions, weddings and other such events. Later in this report the options explored are explained in detail.



Historic Photograph of the Council Chamber - remaining mostly untouched since the 1930s
Source: https://capturingcambridge.org/museum-of-cambridge/museum-exhibit-stories/guildhall/



Historic Photograph of the Large Hall
Source: https://capturingcambridge.org/museum-of-cambridge/museum-exhibit-stories/guildhall/

3.3 Existing building assessment

Site and building history

The island site is a collection of historic buildings culminating in the current arrangement forming what is collectively referred to as Guildhall.

In the 1930's, the whole of the island site was redeveloped. In 1933, a design by Charles Cowles-Voysey with assistants, Robert Ashton and John Brandon Jones, was chosen. In order to reduce costs, the existing 1862 Assembly Hall with the Peck & Stevens-designed Reference Library beneath, was retained and integrated into the new Guildhall arrangement.

George McDonnel's 1884 Reading Room extension to Peck & Stevens' library with its conical roof was retained and is currently a restaurant. This does not form part of the Guildhall.

The site also retains the two-storey building to the junction of Wheeler Street and Peas Hill, possibly by W.M. Fawcett, that was built in 1915-16 to replace the corn merchants gutted by fire in 1904. The building is of creamy buff Cambridge gault brick and Portland stone, with round-headed and roundel windows, first floor balcony on chamfered corner. The building is currently a restaurant and does not form part of the Guildhall.

For the council to continue operations during construction, the building was built in two contiguous phases, the range along Peas Hill being completed first. Phase 1 took place between 1936-37 and Phase 2 in 1946-48. The construction joint is visible in the brickwork to the right hand side of the northern elevation entrance to Market Square.

Description of the 1939 building from the Guildhall Conservation Plan May 2003:

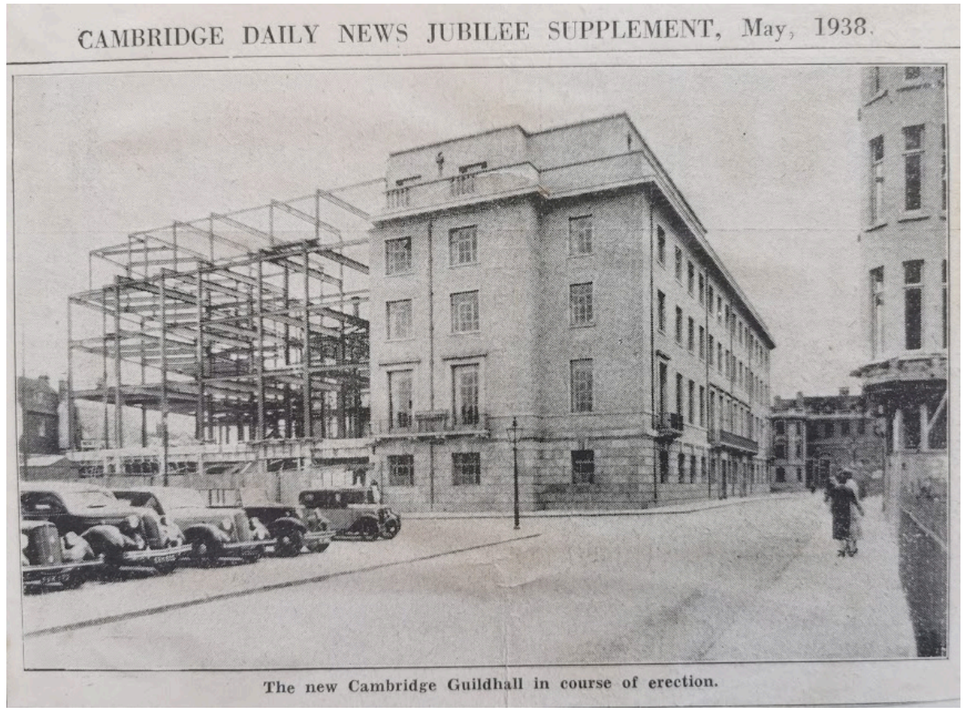
"The new Guildhall is built largely of Williamson Cliff brown-grey bricks from Stamford, setting a precedent for a large proportion of the modern buildings in the City centre. Clipsham stone is used for the rusticated ground floor storey, set on a low granite plinth, and Clipsham is also used for the surrounds to the bronze-framed windows. The fine panelling in the committee rooms is English walnut while Ancaster stone was used to line the Entrance Hall. Maquettes for the bronze reliefs and sculptures were modelled by Lawrence Bradshaw and John Brandon Jones. The Council Chamber is lined with pale leather panelling with joinery in Australian Oak. Oak was also used in the court rooms and the Small Hall. Floors are generally of teak block with those in secondary staircases and lavatories in terrazzo. Furniture was designed by the architects and made by Messrs White of Bedford.

The building is steel framed with floors, roof and stairs formed in reinforced concrete. The basement is tanked with asphalt.

The structure, under-floor heating and ventilation system were designed by Oscar Fabers, the engineers who had just-completed the new Bank of England. The large amount of ground water encountered during the excavations for the basement hampered progress but eventually, in the summer of 1939, the building was completed. The official opening was planned for October 9th 1939 but this had to be cancelled due to the outbreak of World War II.

Since 1939 the building has remained largely unchanged. The Library moved to the Lion Yard development in the 1970s and the vacated space converted to a Tourist Information Office. The reception area opposite the main Market Hill entrance has been remodelled and a few other minor alterations to offices on the upper floors carried out, but essentially the 1862 to 1939 buildings, both externally and internally, are preserved in their original form."

The Guildhall is Grade II-Listed.


CAMBRIDGE DAILY NEWS JUBILEE SUPPLEMENT, May, 1938.

The new Cambridge Guildhall in course of erection.

The Guildhall under construction
Source: https://capturingcambridge.org/museum-of-cambridge/museum-exhibit-stories/guildhall/



Fig 7. The first phase complete in 1936

The first phase completed in 1936
Source: THE GUILDHALL, CAMBRIDGE – CONSERVATION PLAN, FREELAND REES ROBERTS ARCHITECTS (2003)

3.3 Existing building assessment

Site and building history

Assessing the Guildhall's potential for change needs to be undertaken within the context of the Listed Building status. Justification for change will be assessed against the significance of each chnage and its impact on the heritage value of the space.

Assessing Significance

Significance, in terms of heritage-related planning policy, is defined in the Glossary of the National Planning Policy Framework as "the value of a heritage asset to this and future generations because of its heritage interest".

Significance derives not only from a heritage asset's physical presence, but also from its setting.

The National Planning Policy Framework definition further states that in the planning context, heritage interest may be archaeological, architectural/ artistic or historic. This can be interpreted as follows:

Archaeological interest

As defined in the Glossary to the National Planning Policy Framework, there will be archaeological interest in a heritage asset if it holds, or potentially holds, evidence of past human activity worthy of expert investigation at some point.

Architectural and artistic interest

These are interests in the design and general aesthetics of a place. They can arise from conscious design or fortuitously from the way the heritage asset has evolved. More specifically, architectural interest is an interest in the art or science of the design, construction, craftsmanship and decoration of buildings and structures of all types. Artistic interest is an interest in other human creative skill, like sculpture and ornament.

Historic interest

An interest in past lives and events. Heritage assets can illustrate or be associated with them. Heritage assets with historic interest not only provide a material record of our nation's history, but can also provide meaning for communities derived from their collective experience of a place and can symbolise wider values such as faith and cultural identity.

Historic and social significance

"In 1224, Henry III gave permission for the burgesses of Cambridge to use a house next to the market place as a town gaol. Soon after they began using an adjacent building to collect tolls from the surrounding market stalls and this began a municipal use of the site that has continued unbroken for well over 700 years.

To begin with the Guildhall site was not at the true centre of Cambridge - that was on Castle Hill - but, as the University began to dominate in the 14th and 15th Centuries, Market Hill became the heart of the city and the significance of the area as an administrative hub grew. The Municipality nearly lost the gaol to the University in 1601 but, having had their ownership confirmed, they went on to steadily develop and expand their site, building a larger Town Hall, designed by James Essex, in 1782 and taking over the county-owned Shire House in 1842.

In the late 1800s, they were able to add to these by building an Assembly Hall, Library and additional office space on the south side of the site.

By the 1930s, the Corporation owned all the buildings on the "island site" bounded by Market hill, Guildhall Street, Wheeler Street and Peas Hill. In 1936 this enabled them to build the substantial building, designed by Charles Cowles-Voysey, that now dominates the Market Square...

The 1930s Guildhall is a fairly rare example of a Listed Building of this period and most of the interiors remain as they were originally conceived, the principal rooms being fitted out to an extremely high standard."

— Extract from the Guildhall, Cambridge Conservation Plan, Freeland, Rees, Roberts Architects, 2003.

The greatest significance of the site is its long tenure of continuous municipal use in a very central location. Its use is strongly linked with the market place, which has been in the same area for at least as long. The proposals seek to make the future of the Guildhall sustainable as a civic site, maintaining this historical significance. The regeneration of Market Square would further enhance the setting of the Guildhall and support its strong link with Market Place.

Architectural and artistic interest

The Cowles-Voysey building was built in two phases between 1936 and 1939 and includes a large balcony at the front from which important proclamations could be made.

The Guildhall occupies a prominent presence over the Market Square and illustrates the role of the space as the historic focus of civic administration in Cambridge. The construction is steel frame, concrete floors, low granite base, rusticated clipsham stone ground floor storey, grey-brown Stamfordstone brickwork upper stories, bronze balconies and window frames with Clipsham stone surrounds. Rainwater downpipes are made of lead.

Either side of entrance stand large decorative bronze blocks with aquatic scenes on granite bases. Bronze doors depicting agricultural scenes create an imposing entrance. These elements are considered of high artistic interest.

Street elevations to the Guildhall are considered to be of high architectural significance. The proposals will retain and enhance this significance with the repair and maintenance of the facades and windows.

Internally, primary spaces include the Ancaster Stone entrance foyer, the Council Chamber, Committee Rooms, Members' Room, Mayor's Parlour, Chief Executive's Office, Sessions Court and Peas Hill stair case. These spaces contain largely unaltered ornate interiors with English Walnut panelling and original fittings, such as lighting, bronze toggle switches, fireplaces and clocks. The Peas Hill Stair comprises terrazzo floors and fine brass balustrade.

The Small Hall and Large Halls also are largely unaltered with interiors intact. The 1862 Large Hall/ Assembly Hall by Peck & Stevens' is complete with round-headed windows with heraldic stained glass. The organ was built by William Hill in 1882 and rebuilt by Hill, Norman & Beard with modern electrics in 1925 and remains in situ today.

A 1782 foundation stone, possibly from an early mediaeval synagogue with latin inscription by the antiquary William Cole is set within the first floor stair lobby to Guildhall Street. It commemorates the building of a new town hall in 1782 by James Essex. The stone was rediscovered in the 1936 building work and set behind glass in the current position representing the historical and social significance of the site.

The Guildhall is of high architectural and artistic significance in the interior primary spaces and rooms. The proposals seeks to enhance and rejuvenate these spaces with a light-touch approach to preserve their character while enhancing their use.

Secondary spaces within the Guildhall are currently underutilised as they do not meet modern use demands. These spaces include the typical offices to the upper floors, corridors with original cross-corridor double doorsets complete with original ironmongery and copperlights.

Secondary spaces within the Guildhall are of medium significance. The proposals seek to retain as much architectural character from these secondary spaces as possible while creating modern, flexible spaces that give the building a viable future.

Modern partitions, light fittings, secondary glazing and doors are of no significance and many detract from the Guildhall interiors. The proposals will remove these elements.

Extensive basement areas to 1936-39 building are largely used for plant and storage. There is little architectural character within the basements which are considered of low significance. The proposals seek to maximise the use of the basement as a commercially viable space that releases the full potential of the Guildhall.

Significance has been translated to a set of plans — please see Appendix iii.

Heritage category	Listed, Grade II
List entry #	1268372
Date first listed:	02 October 1996
List entry name:	Guildhall
Statutory address:	Guildhall, Market Place, Cambridgeshire