



# Cambridge Junction

## Level Up – Project Brief

Cambridge City Council  
April 2019

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# 1 Introduction

## Background

Cambridge Junction was built by Cambridge City Council, in response to what was perceived to be inadequate arts infrastructure in Cambridge, and first opened in 1990. The Client for this scheme is an equal partnership Project Board comprising of representatives of Cambridge City Council and Cambridge Junction. The Board formed in January 2017, and meets monthly to provide strategic guidance and an operational link back into the two organisations.

The freehold of the Cambridge Junction building and site are owned by Cambridge City Council; with the venue operated by Junction CDC, a charity which has a 25 year lease with the City Council (ending in 2030), under a rental arrangement.

Cambridge Junction is the place where the arts and technology meet life. It is a hub for local people to come together, explore, and be inspired by the arts, entertainment and learning. Each year over 100,000 people attend more than 400 performances across the three performance spaces in the building. It has a diverse and engaged audience, enjoying music, theatre, dance, comedy and club nights of the highest quality. Its programme is inclusive and represents a wide range of art forms, practices and diverse voices and communities.

Cambridge Junction believes anyone should have the opportunity to experience art. It works towards this goal through:

- Apprenticeships: every year at Cambridge Junction its staff team of 21 supports four young people for whom University is not an option to take their first steps into an arts career.
  - Supporting and training local artists: every year its performers' network, *Troop*, offers masterclasses, networking, two annual festivals and over 40 weeks of residencies.
- Cambridge Junction has been extended over time, and now occupies a key position within the Cambridge Leisure Park, a development scheme completed on the former Cattle Market in 2004. The site includes a multi-storey car park, hotel, bowling alley and cinema. Similarly, the city and region from which Cambridge Junction attracts significant audiences is changing, with 40,000 new homes planned over the coming years as well as thousands of new jobs in the biomedicine, technology and innovation sectors.
- Cambridge Junction currently includes:
- J1 (1990) - 850 capacity (standing) venue, used predominantly for music, comedy and clubs
  - J2 (2004) – 220 capacity (seated) venue used for theatre, dance, music, comedy and work for families
  - J3 (2005) – 100 capacity venue used for performances, rehearsals, and community and creative learning activities
- With its audience is changing and expanding, Cambridge Junction is ready for an ambitious programme of transformation looking forwards to the next 30 years.

# 1 Introduction

The Project Board has recently commenced work on a project to redevelop the facility to increase its accessibility, usability, sustainability and resilience.

Cambridge Junction has a rich and diverse programme of great music, art and entertainment. It is welcoming to anyone and to all, providing opportunities to connect, learn and experience. It encourages audiences and artists to be confident and curious, and is the place where the arts and technology meet life.

Cambridge Junction's vision for the future is to:

- Strive to be the UK's most inspiring centre for the performing arts
- Grow a risk-taking audience through an engaging programme representing inclusive practices
- Lead the way in supporting artists and their development
- Emphasise work for, by and with young people, co-created with acclaimed artists and companies
- Connect with our communities, communicate with passion and commit to embracing change

The project aims to support this vision by developing both Cambridge Junction and a site-wide masterplan. This aims to realise the space and resources necessary to its delivery and maximising the opportunity the project brings for a range of returns on investment.

Born out of the 1980s riots and in response to Cambridge's illegal rave scene, and a community led campaign. Cambridge

Junction's story is that of the less well-documented 'town' side of Cambridge's 'town and gown'. On Valentine's day in 1990 the venue was opened by John Peel, and in 2020 Cambridge Junction will celebrate its 30<sup>th</sup> anniversary. Over 30 years an octagonal rave warehouse in a disused cattle market has seen a total transformation. This has been matched by a fast-paced and total change in the area surrounding the venue. Cambridge Junction is now a vibrant multi-arts centre which sits amidst a forest of new homes, businesses and science and technology hubs.

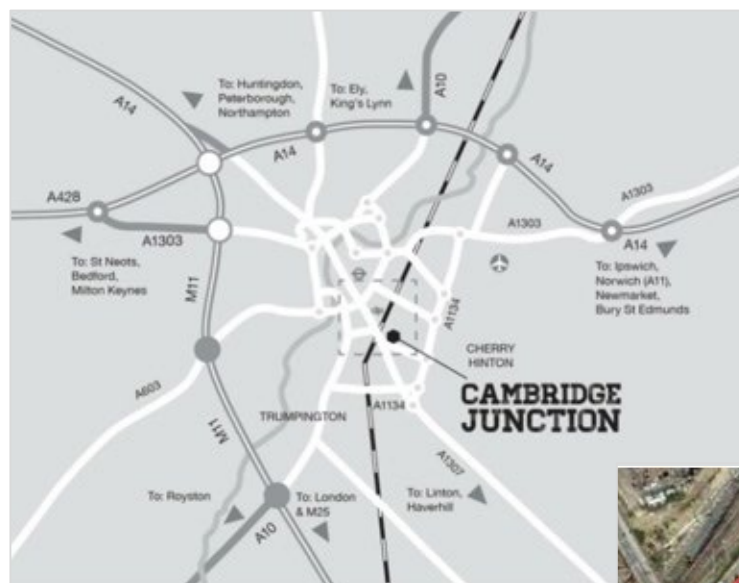
Cambridge is a city characterised by diversity. Amongst historic buildings and academic excellence sit pockets of extreme disadvantage, and increasing deprivation. For the past two years 'Centre for Cities' has ranked Cambridge as the most unequal city in the entire UK. Cambridge is also the UK's fastest growing city and set to expand faster than any other over the next ten years.

This project is rich with the potential to be transformational, not just for Cambridge Junction, but also for arts and cultural provision in the city and region, supporting a core offer essential to the city's quality of life and well-being, delivering to an increasing population. This project will enable Cambridge Junction to be a truly contemporary cultural destination and space for a diversity of audiences and tenants. Cambridge Junction seeks to better understand, question and celebrate the world around us. The local area is one of the fastest changing areas of Cambridge, with a new Cambridge Leisure development surrounding the area, both the landscape of buildings and the community living within this area of Coleridge has changed immeasurably since the Junction opened in 1990.

# 1 Introduction

Cambridge Junction aims to engage the local community on their own terms. This aims to get to the heart of and help build a sense of community and place in an area of the city, which can often feel transitory due to the pace of change and lack of a geographical centre or area identity. Since the 1990s, millions of locals have opened the J1 doors onto the legendary gig and club nights whilst artists, performing art lovers and theatre-goers find a home in the J2 venue. Parents and grandparents now bring children to the venue they themselves first loved in their youth.

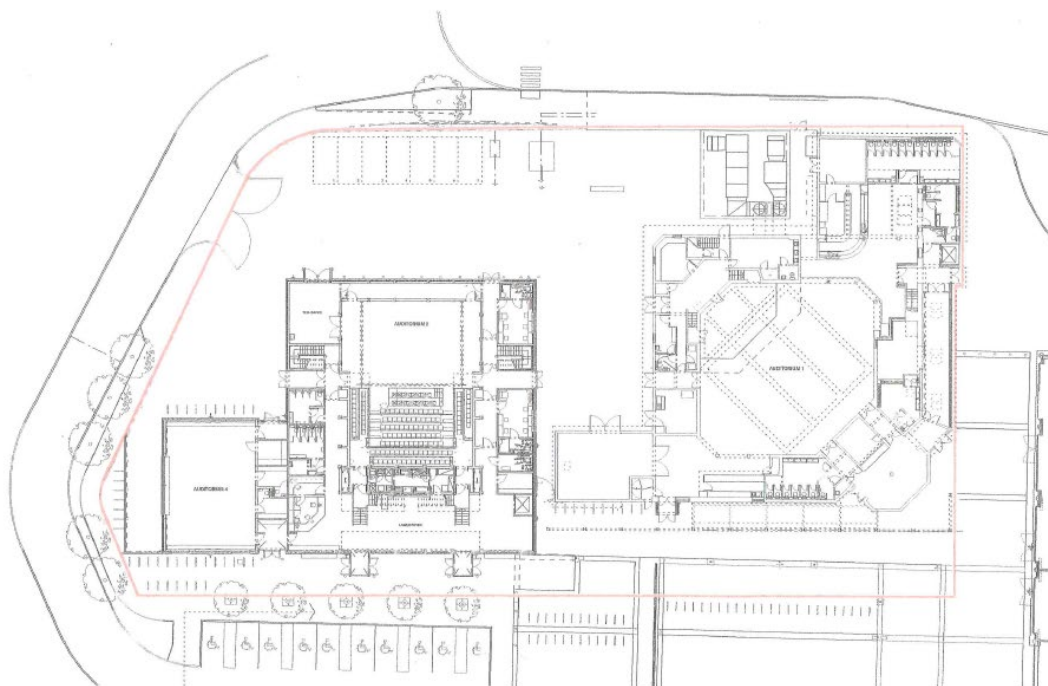
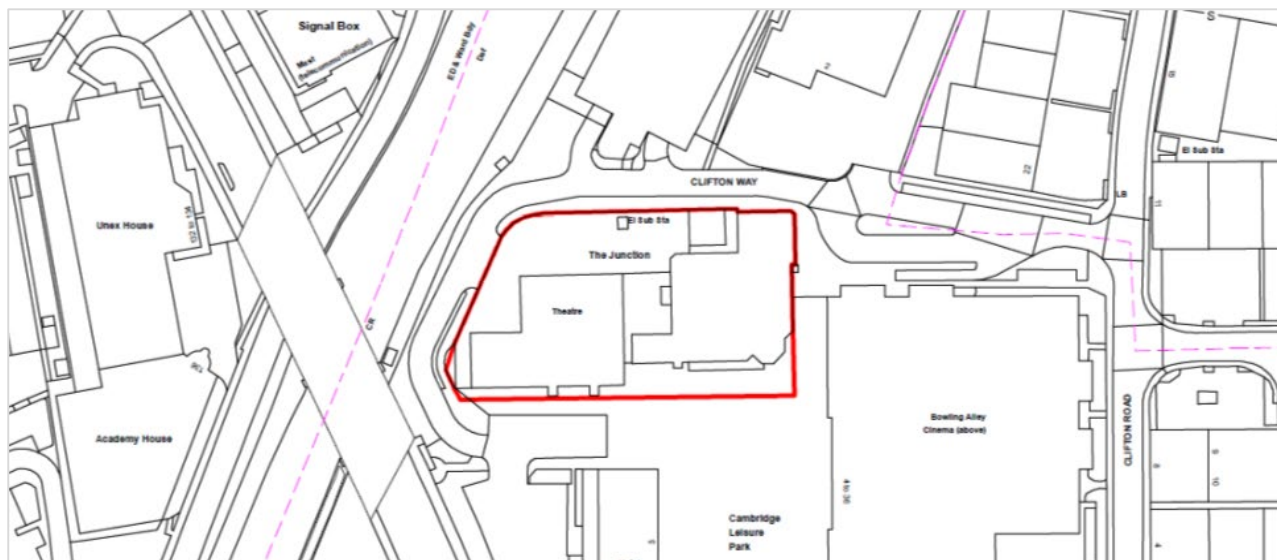
## Site Location



# 1 Introduction

## Site Plan

The plan below shows the red line boundary within which both the redevelopment of Cambridge Junction and the Masterplan will be delivered.



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## 2 Proposed Development

### Client Requirements

The Client requires two pieces of work to be completed which will support the preparation and delivery of an established project brief. These will need to be developed simultaneously and realised at the start of the design process.

#### Part 1 – Cambridge Junction Redevelopment

Delivery of a RIBA Stage 1 design report for the redevelopment of Cambridge Junction. The new building should include as a minimum the reprovision of the existing J1, with new studios and work spaces above it. The redevelopment will also provide a new foyer and alterations to the façade with expansion of the venue spaces. The delivery of the RIBA Stage 1 design report will be used as part of an application to Arts Council England for Capital Funding in line with the attached project programme.

#### Part 2 – Development of a Site Masterplan

Delivery of a RIBA Stage 1 site Masterplan and report, which includes the redevelopment of the Cambridge Junction, is to be developed to identify commercial opportunities to increase the development. These should include, but not be limited to commercial enterprise and office spaces around the new venue building.

In August 2015 Cambridge Junction, with input from Cambridge City Council, commissioned an early study by 5<sup>th</sup> Studio to prepare a report in partnership with Gardiner and Theobald. This report was then supported in 2017 by a Phase 2 Options Appraisal by BOP Consulting which identified a preferred option. These reports have been used to provide early core requirements for the project and relevant details are provided within this document.

## 2 Proposed Development

The core requirements and brief for these two pieces of work are highlighted below:

### Part 1 – The Cambridge Junction redevelopment is to provide:

- A vision for the redevelopment project.
- Outline capital costs of the development.
- A detailed RIBA Stage 1 design report, including drawings, visuals and schedule of areas, aiming to deliver the below core requirements;
  - Reprovision of J1 to increase its usability and accessibility whilst retaining the value and performer/audience relationship.
  - Development of new offices and workspaces above J1.
  - Maximise the number of venue spaces to address latent demands, and to include the rebuilding of the J3 side of the building to provide three new studios.
  - Finding an architectural synergy between J1 and J2 wings of the building, there is currently a 3m gap between these buildings.
  - Increase the building's accessibility, flexibility and usability.
  - Reduce the building and organisation's environmental impact and carbon footprint.

### Part 2 – The development of a site masterplan is required to provide:

- A vision for maximising the re-development potential of the Cambridge Junction site.
- An assessment of the opportunities and viability for commercial developments on the site.
- A site development drawing which highlights the opportunities with a schedule of areas.
- Proposals for phasing works to provide the most advantageous approach from:
  - A construction perspective (e.g. to address lifecycle issues and sequencing of work).
  - The venues perspective and how the impact of development on the operation of the venue could be minimised.
- Outline capital costs of development.
- A detailed design report, looking at a site wide masterplan to explore the wider and commercial development of the site (focussing on office and workspace) to support and be complementary to Cambridge Junction's redevelopment.

## 2 Proposed Development

The client has identified two key areas for consideration when developing the designs.

### Business Case Development Drivers

- The Client wishes to develop new revenue streams, increasing Cambridge Junction's organisational resilience and financial sustainability.
- The BOP Consulting Options Appraisal identified the need for additional multi-use venues, production, rehearsal and education spaces.
- There is an opportunity to explore whether the Cambridge Junction site could deliver more; through the co-location of other creative industries, community creative learning projects and a new food and beverage offer. The vision to reimagine and the expansion of Cambridge Junction's spaces would work towards this goal.
- In addition, the Client believes it will be important to attract additional commercial investment to the site for which the full masterplan aims to review the opportunities. The Design Team will refer back to business planning and review work already completed by Cambridge Junction and Bop Consulting.

### Innovation

- Cambridge Junction is the place where the arts and technology meet life; and to enable the organisation to work with a wider range of technology, community and HEI partners, new spaces will provide an opportunity to develop and to house new creative collaborations.
- The site has potential due to its location, and there is the opportunity to build on the city's global reputation for technological innovation. There is an opportunity to develop a creative industries hub, providing a gateway for young people both into the arts and into creative technology sectors, such as gaming.
- The project should maximise the potential of Cambridge Junction to help fully achieve and realise its cultural, educational and social impact and value.
- The project should aim to support the increase in Cambridge Junction audiences and participants, along with improving the financial resilience and sustainability of Cambridge Junction.
- Cambridge Junction and the Council aims to attract new partner and tenant organisations to co-locate on the site and the project should review the opportunities and innovative solutions to help support this.

### 3 Project Budget

The project budget is outlined below;

<b>Part 1 – Cambridge Junction Redevelopment</b>	<b>Sub total</b>
Est. Construction Total (excl. contingency, fees and surveys)	£15,400,000
Professional Fees, Statutory Fees and Surveys	£2,200,000
Project Contingency	£1,800,000
<b>Project Budget</b>	<b>£19,400,000</b>

<b>Part 2 – Development of a Site Masterplan</b>	<b>Sub total</b>
The total project budget for all works, including Part 1, will be up to circa £30m	£30,000,000
	<b>£30,000,000</b>

## 4 Programme

The below key project milestones are indicative and are subject to change.

### Phase 1 – Project Brief

Design Team Procurement

- April 2019 – October 2019

RIBA Stage 1 – Project Brief

- November 2019 – March 2020

ARTs Council Funding Application and Award (Stage 1)

- March 2020 – December 2020

### Phase 2 - Design

RIBA Stage 2 – Concept Design

- December 2020 – May 2021

RIBA Stage 3 – Developed Design

- May 2021 – September 2021

Planning Application and Decision

- October 2021 – January 2022

ARTs Council Funding Application and Award (Stage 2)

- January 2022 – July 2022

### Phase 3 - Development

Contractor Procurement

- July 2022 – January 2023

RIBA Stage 5 – Construction

- February 2023 – September 2024

RIBA Stage 6 & 7 – In Use

- October 2024

### Programme Assumptions

- The programme does not allow for any abnormal extremities occurring as part of the process.
- The programme assumes that all approvals have been met internally from the Council and externally.
- The programme assumes that a full planning period will be required as part of the application.
- The programme includes for a two stage funding application for Capital Funding.
- The programme identifies that planning permission will be required when applying for Arts Council England Capital Funding.

# 4 Programme

Line	Name	Start	Duration	Finish
2	<b>PHASE 1 - PROJECT BRIEF</b>	14 Jan 19	59w 3d	25 Mar 20
3	Kick off and engagement meeting	14 Jan 19		14 Jan 19
4	<b>DESIGN TEAM PROCUREMENT (OJEU CPM)</b>	14 Jan 19	40w 3d	31 Oct 19
5	Develop procurement strategy	14 Jan 19	3w	01 Feb 19
6	Develop project brief	14 Jan 19	3w	04 Feb 19
7	Presentation to project board for approval	04 Feb 19	9w	05 Apr 19
8	Upload tender documents to portal	08 Apr 19	2w 3d	26 Apr 19
9	Stage 1 - Issue SO	29 Apr 19	4w	28 May 19
10	Stage 1 - SO Period (30 days min)	29 Apr 19	2w	11 Jun 19
11	Stage 1 - SO Deadline	29 May 19	1w	18 Jun 19
12	Stage 1 - Evaluation and clarification period	12 Jun 19	1w	19 Jun 19
13	Stage 2 - Issue invitation to Submit Initial Tender	19 Jun 19	1w	25 Jun 19
14	Stage 2 - Initial negotiation meeting	19 Jun 19	4w	17 Jul 19
15	Stage 2 - ITT Period (30 days min)	17 Jul 19	2w	30 Jul 19
16	Stage 2 - Initial evaluation and clarification period	31 Jul 19	1w	06 Aug 19
17	Stage 2 - Shortlisting (if appropriate)	31 Jul 19	4w	28 Aug 19
18	Stage 3 - Negotiation / Clarification Meetings	29 Aug 19	1w 2d	06 Sep 19
19	Stage 4 - Final Tenders Received	29 Aug 19	2w	11 Jul 19
20	Stage 4 - Evaluate and finalise tenders	29 Aug 19	1w	05 Jul 19
21	<b>OAG (Quality Assurance Group)</b>	28 Jun 19	1w	05 Jul 19
22	Finalise report for OAG (Quality Assurance Group)	05 Jul 19	1w	11 Jul 19
23	Issue OAG report	05 Jul 19	1w	11 Jul 19
24	OAG Review	05 Jul 19	8w 231d	30 Aug 19
25	Business Transformation Board	02 Jul 19	1w	08 Jul 19
26	Finalise papers for Business Transformation Board	09 Jul 19	1w	15 Jul 19
27	Issue Business Transformation Board documents	09 Jul 19	4w	30 Aug 19
28	Business Transformation Board Lead In	16 Jul 19	3w	19 Sep 19
29	Business Transformation Board	01 Aug 19	1w	04 Sep 19
30	Business Transformation Board Lead In	01 Aug 19	4w	19 Sep 19
31	Submit capital bid - August 2019	29 Aug 19	1w	05 Sep 19
32	<b>SLT (Senior Leadership Team)</b>	05 Sep 19	2w	19 Sep 19
33	Finalise Senior Leadership Team (SLT) Papers	05 Sep 19	4w	07 Oct 19
34	SLT Final Report issued	19 Sep 19	1w 4d	20 Sep 19
35	SLT Lead In	19 Sep 19	2w 1d	04 Oct 19
36	SLT Approval	07 Oct 19	3w 3d	31 Oct 19
37	Strategy and Resources Committee	07 Oct 19	1w 3d	16 Oct 19
38	Finalise Strategy and Resources Committee Papers	07 Oct 19	1w	17 Oct 19
39	Strategy and Resources Committee Final Report issued	17 Oct 19	2w	30 Oct 19
40	Strategy and Resources Committee Lead In	17 Oct 19	2w	31 Oct 19
41	Strategy and Resources Committee Meeting	17 Oct 19	1w	17 Oct 19
42	Full Council and Contract Award	07 Oct 19	19w	25 Mar 20
43	Issue Full Council Report	07 Oct 19	2w	13 Nov 19
44	Full Council Lead In	07 Oct 19	6w	08 Jan 20
45	Full Council Approval	17 Oct 19	2w	22 Jan 20
46	Notify bidders of award	17 Oct 19	2w	05 Feb 20
47	Standstill Period (10 days min)	17 Oct 19	2w	06 Feb 20
48	Award Contract	31 Oct 19	2w	19 Feb 20
49	<b>RIBA STAGE 1 - PROJECT BRIEF</b>	31 Oct 19	19w	20 Feb 20
50	Design team engagement and mobilisation	31 Oct 19	2w	13 Nov 19
51	Finalise project brief and site options	14 Nov 19	6w	08 Jan 20
52	Review project budget and project brief	09 Jan 20	2w	23 Jan 20
53	Finalise RIBA Stage 1 report	09 Jan 20	2w	05 Feb 20
54	Issue RIBA Stage 1 report	06 Feb 20	2w	19 Feb 20
55	RIBA Stage 1 report sign off	06 Feb 20	2w	20 Feb 20
56	Issue report to Council	20 Feb 20		

# 4 Programme

