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Cambridge City Council

PUBLIC TOILETS (LION YARD) WORKING PARTY

To: Working Party Members: Brown (Chair), Bird, Price, Rosenstiel and Swanson

Leader of the Council: Councillor Bick

Date: Friday, 5 April 2013

Time: 2.00 pm

Venue: Committee Room 1 & 2 - Guildhall

Contact: Glenn Burgess

Direct Dial: 01223 457013

AGENDA

1 APOLOGIES

2 DECLARATIONS OF INTEREST

Members are asked to declare at this stage any interests that they may have in an item shown on this agenda. If any member is unsure whether or not they should declare an interest on a particular matter, they should seek advice from the Head of Legal Services before the meeting.

3 MINUTES OF THE LAST MEETING *(Pages 1 - 4)*

To confirm the minutes of the previous meeting.

4 PUBLIC QUESTIONS (SEE INFORMATION BELOW)

5 PUBLIC TOILETS (LION YARD) WORKING GROUP *(Pages 5 - 14)*

Information for the Public

Location The meeting is in the Guildhall on the Market Square (CB2 3QJ).

Between 9 a.m. and 5 p.m. the building is accessible via Peas Hill, Guildhall Street and the Market Square entrances.

After 5 p.m. access is via the Peas Hill entrance.

All the meeting rooms (Committee Room 1, Committee 2 and the Council Chamber) are on the first floor, and are accessible via lifts or stairs.

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- For questions and/or statements regarding items on the published agenda, the deadline is the start of the meeting.
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Fire Alarm

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Facilities for disabled people

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PUBLIC TOILETS (LION YARD) WORKING PARTY

16 May 2012
1.00 - 1.45 pm

Present: Councillors Bird, Brown (Chair), Price, Rosenstiel and Swanson

Other Member present – Cllr Reid (Leader)

Public members – Janet Griffiths, Georgie Deards

FOR THE INFORMATION OF THE COUNCIL

12/32/PTWP Apologies

There were apologies for absence received on behalf of Joyce Richardson (see 12/27/PTWP).

12/33/PTWP Declarations of Interests

Councillor Brown declared a personal interest as a member of the Planning Committee that may be required to determine any application submitted in the future by the developer.

12/34/PTWP Minutes of the previous meeting

The unconfirmed minutes published prior to the meeting had not included the attendance of Georgie Deards, the copy signed by the Chair had been corrected in advance and were signed by the Chair as a correct record.

12/35/PTWP Public Questions

There were none.

12/36/PTWP Lion Yard Toilets - Revised Development Proposals

The Director of Resources introduced the report. In particular the Working Party was advised of the works already approved (commencing in para 4.6 of the report). The Working Party was taken through the issues arising from the redesign, known as phase 2, (commencing para 4.15 of the report) affecting the walkway and external access door to the disabled toilet, including the conclusions and action plan of the new Equalities Impact Assessment. The Working Party noted that the developer would be encouraged to work with the Council on communicating the short-term impact of any works and the improvements proposed for the public toilets. This would help users being reassured that the re-development would result in a re-configured and not closed up walkway, upon completion.

Members made the following points during debate:

- regarding the re-configured walkway, the developer should be encouraged to look at appropriate lighting (which had been raised in the original EqIA and debated by the Working Party when looking at the alternative route from Fisher Square through to the Grand Arcade), to make the finish of the walls appealing (possibly with public art), and that the flooring should be of the same good standard proposed for the shopping arcade and tactile/non-slip where appropriate.
- it was understood that any temporary stopping up of the walkway whilst works were undertaken would be taken in the context of the overall re-design, which was ensuring that there was a permanent walkway from Lion Yard to Fisher Square
- to re-consider and report back on any consultation necessary bearing in mind the re-design proposed that the walkway, albeit re-configured, was retained
- to request that officers continue to advise the Working Party on any developments on this project between meetings (eg. planning applications being submitted)
- there was agreement that the Working Party had contributed to the re-design from the developer and which was much more in line with the Working Party's preferred outcome.

The Working Party agreed to recommend to the Leader:

- a) that the revised design proposed by AAM be approved, and replace the current design (option 2a)
- b) that a report be brought back to a subsequent meeting of the Working Party outlining the requirements relating to consultation in light of the revised scheme.

12/37/PTWP Consultation

The Director of Resources and Members of the Working Party had referred to consultation during discussion on the previous agenda item.

12/38/PTWP Date of the next meeting

The Working Party agreed to cancel the meeting of 28 May and noted officers would be in touch to convene a further meeting once there is greater clarity on the timing of AAM's next steps re planning and highway applications for consideration and approval.

The meeting ended at 1.45 pm

CHAIR

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Cambridge City Council

To: Public Toilet (Lion Yard) Working Party

Report by: Giles Radford, Project Leader

Date: 05/04/2013

1. **Executive summary**

This report seeks to formally close the Public Toilet (Lion Yard) Working Party (PTWP) and continue to develop the existing term of reference into a Public Toilet Project Board (PTPB).

2. **Recommendations**

The Working Party is recommended:

- 2.1 To agree to disband as its business as described in the terms of reference set by the Leader following Strategy and Resources Scrutiny Committee on 10 October 2011 is completed as described in paragraphs 3.4/3.5 below.
- 2.2 Note that a Project Board will oversee the refurbishment, to be known as the Public Toilet (Lion Yard and Silver Street) Project Board with Terms of Reference as set out in Appendix A.

3. **Background**

Lion Yard

- 3.1 The City Council is the freehold owner, and therefore Superior Landlord, of the Lion Yard shopping centre, subject to head lease to Barclays Nominees (George Yard) Limited who are represented by Aberdeen Asset Management (AAM). The Council receives a geared ground rent for the shopping centre, based on 25% of the rent received by the head lessee.
- 3.2 The Council currently operates the Lion Yard public toilets. Although the Council owns the freehold of the Lion Yard shopping centre, the public toilets are included in the lease to Barclays Nominees (George Yard) Limited and then leased back the Council.

3.3 AAM to date have been making various improvements to the shopping centre to increase the retail space, footfall and fundamentally revenue they receive from the shopping centre. One proposal was to close the current pedestrian access between Fisher Square and Lion Yard, change the orientation of the retail units and relocate the toilets to the first floor of the shopping centre. This was discussed in its entirety, taken to Scrutiny in October 2011 and rejected, for background see: <http://democracy.cambridge.gov.uk/documents/s7983/SR%20Report.pdf>

3.4 To ensure this and future proposals were fully considered a working party was commissioned. The terms of reference for the working party were:

- i. To carry out a detailed assessment of the proposed ground floor design approved in principle in 2008, including considering the detailed design elements.
- ii. Explore ways in which the design of option 2a and 2b can be improved, including the scope for direct access from Lion Yard to the public toilets for people with disabilities and those caring for babies and toddlers (nb: for options 2a and 2b see agenda item 7 of the Strategy & Resources Scrutiny Committee held on 10/10/2011 – as attached to this agenda).
- iii. Oversee the Equality Impact Assessment for the scheme.
- iv. Consider appropriate consultation. Advise the leader of the Council with regard to i-iv.
- v. Oversee the development of refurbishment plans for the Lion Yard public toilets and make recommendations to the appropriate Executive Councillor.

3.5 The above points i-iv have subsequently been completed as shown below in *italics*:

- i. Completed following Working Party meetings held on 21/11/11, 12/12/11, 9/1/12, 19/3/12 and 16/5/12.*
- ii. Completed following Working Party meetings held on 21/11/11, 12/12/11, 9/1/12, 19/3/12 and 16/5/12.*

- iii. *Completed following Working Party meetings held on 21/11/11, 12/12/11, 9/1/12, 19/3/12 and 16/5/12.*
 - iv. *Completed following Working Party meetings held on 21/11/11, 12/12/11, 9/1/12, 19/3/12 and 16/5/12. Advising leader ccompleted following Working Party meetings held on 21/11/11, 12/12/11, 9/1/12, 19/3/12 and 16/5/12. Decision taken on 21/5/12.*
 - v. *Not completed. The Working Party received a proposed timeline for refurbishment at its meeting on 19th March 2012.*
- 3.6 Resulting in the toilet facilities remaining a City Council asset, a capital bid of £798,000 to extend the existing Public Conveniences Capital programme was approved at Council on 23rd February 2012, as part of the Budget Setting Report for 2012/13. This funding was approved on the basis it would provide an initial £798,000 budget for the refurbishment of the public toilets in Fisher Square and Silver Street.
- 3.7 To develop this project it is proposed that the current PTWP is formally ended and the outstanding original term of reference (v), is completed by a new project board with specific terms of reference to ensure effective and efficient delivery of the Lion Yard and Silver Street toilet refurbishment projects. This approach is how the council now intends to deliver a range of capital projects, such as the citywide 20mph scheme.
- 3.8 The Project Board will consist of the key stakeholders or stakeholder representatives that have been members of the working party. For full details of the Proposed Project Board and terms of reference, see Appendix A.

Governance/ Decision Making

- 3.12 A project board will be set up, as outlined in the Project Board terms of references, Appendix A. The board will meet bimonthly and be chaired by the Executive Councillor for Environmental and Waste Services, Jean Swanson. Invitees will include the Labour spokesperson for E&WS (Cllr Owers or another Labour nominee, TBC) plus the co-opted members of the Working Party or other nominees who could represent the views of various

stakeholders, such as disabled groups. Board members will provide steer on various project related issues throughout the life of the projects. An example being the design brief to be issued to the design consultant.

- 3.13 Following the first Project Board meeting, it is proposed that the design consultants will be engaged. The Project Board will scrutinize the completed concept designs. The project board will also advise/ approve the Project Manager on the consultation procedure. Although the Project Board is an internal group, during consultation, the projects will be presented at West/ Central Area Committee Meeting. The project appraisal will be reported to Environment Scrutiny Committee prior to the construction stage commencing.

4. Implications

(a) Financial Implications

The Project Board is required to provide efficient decision making to ensure the successful delivery of these projects within a small timeframe. It is representative of the business, user and supplier and is set up to control the project and its deliverables. Without utilising the project board, project delivery is at risk of not completing within the anticipated timeframes.

(b) Staffing Implications

The Project Delivery Team, within the Streets and Open Spaces Service, will undertake the project. However, other resources may be required for specialist services and advice, such as the council web team and architects. Officers from various council departments may be requested to attend Officer Working Group and Project Board meetings as and when required.

(c) Equal Opportunities Implications

During the projects, updated equality impact assessments will be completed.

(d) Environmental Implications

During the projects, updated environmental impact assessments will be completed.

5. Background papers

These background papers were used in the preparation of this report:

- **Previous Public Toilets (Lion Yard) Working Party – Agenda, minutes and Scrutiny reports -**
<http://democracy.cambridge.gov.uk/ieListMeetings.aspx?CommitteeId=333>

6. Appendices

Appendix A: Lion Yard and Silver Street Toilet Refurbishment Project Board Terms of Reference

7. Inspection of papers

To inspect the background papers or if you have a query on the report please contact:

Author's Name: Adam Cobb
Author's Phone Number: 01223 457392
Author's Email: Adam.cobb@cambridge.gov.uk

**Appendix A: Lion Yard and Silver Street Toilet Refurbishment Project
Board Terms of Reference**

Lion Yard and Silver Street Public Toilet Project Board Terms of Reference

1.0 ROLE OF THE PROJECT BOARD

- 1.1 The Project Board has been identified to provide a steer on various project-related issues throughout the lifecycle of the project.
- 1.2 The Project Board has overall control of the project and will allocate tolerances for each management stage to the Project Manager.
- 1.3 The Project Board will review the progress of the project and decide whether to continue with the project; change the project, or to stop the project.
- 1.4 Project Board members have been chosen to represent major stakeholder groups associated with the project. The board has been identified at project inception in order to ensure that the requirements and preferences of the stakeholders are taken into account throughout the project lifecycle. It is intended that in doing so, the Project Board will help to ensure successful delivery of the project.
- 1.5 Particular responsibilities of the Project Board include, but are not restricted, to:
 - 1.5.1 Approve project proposal and associated documentation;
 - 1.5.2 Confirm project-level tolerances with respect to time, cost and quality;
 - 1.5.3 Approve completed design and project appraisals prior to AMG and Executive Cllr at Scrutiny Committee.

2.0 PROJECT BOARD MEMBERSHIP

2.1 The Project Board is made up of three key functions: the **Executive**; **Senior Users**; and **Senior Suppliers**. These three functions are defined below.

2.2 Executive:

2.2.1 The Executive is ultimately responsible for the project, and is supported by the Senior User(s) and the Senior Supplier(s).

2.2.2 It is the Executive's role to ensure that the project is focused throughout its lifecycle in achieving the objectives set out in the project proposal and that the project's delivery achieves the expected benefits.

2.2.3 The Executive is the ultimate decision maker and is supported in the decision-making process by both the Senior User(s) and the Senior Supplier(s)

2.2.4 For this project the Executive is **Cllr Jean Swanson** (Executive Councillor for Environmental and Waste Services)

2.3 Senior Users:

2.3.1 The Senior Users are responsible for looking after the interest of the end users (i.e. residents, shoppers, commuters, cyclists, etc.).

2.3.2 The Senior Users responsibility is to liaise with the project management team to discuss, monitor and ensure that the solutions proposed will meet the users' needs within the existing constraints, with particular respect to quality, functionality and ease of use.

2.3.3 For this project the Senior Users are:

- **Cllr George Owers** (Opposition Spokes) TBC
- **Janet Griffiths** (Cambridge resident) TBC

- **Georgie Deards** (Cambridge resident) TBC

2.4 Senior Suppliers:

2.4.1 The Senior Supplier(s) represent the interests of those designing, procuring and implementing the project.

2.4.2 The Senior Suppliers are accountable for the quality of products delivered by the supplier(s) and are responsible for the technical integrity of the project.

2.4.3 For this project the Senior Suppliers are:

- **Toni Ainley** – Head of Streets & Open Spaces
- **Andrew Preston** – Project Delivery & Environment Manager
- **Giles Radford** – Project Delivery Team Leader
- **Bob Carter** – Operations Manager
- **Adam Cobb** – Lion Yard Toilet Refurbishment Project Manager

3.0 **PROJECT BOARD ACCOUNTABILITY**

3.1 The Project Board is accountable to the Cambridge City Council (CCC) Environment Scrutiny Committee (ESC). Major decisions of the Project Board will be outlined in appraisal reports submitted to the committee prior to implementation of each project phase.

3.2 **Project Board Meeting**

3.2.1 Project Board Meetings will be organised by the Project Manager and will be held bi-monthly. The exact date, time and location will be determined prior to each meeting. The Executive (**Cllr Jean Swanson**) shall chair all meetings.

3.2.2 Agenda and Highlight Report together with any associated documentations will be distributed to all invitees one week prior to each

meetings. This will be undertaken via email. Should any resource be too large for email, it will be distributed via a file transfer protocol (FTP) site.

3.2.3 For every meeting the agenda shall include:

- § Highlight Report;
- § Programme;
- § Project Risk Register;
- § Issues;
- § Change Control;
- § Finance Log.

3.2.4 Specific issues will be covered and, where appropriate, agreed at each meeting in relation to the project stage. Details of specific issues shall be distributed with the agenda prior to each meeting and shall be covered during the Highlight Report and Programme items of the agenda. The final item on the agenda will be to ask all attendees if they have any other business (AOB).

3.2.5 Minutes of each meeting shall be taken by Cambridge City Council Business Support Team and distributed to all invitees one week after the meeting.

3.2.6 Subject to consent, email addresses of all invitees shall be distributed to all board members to facilitate communications.

NOTE: all definitions have been taken from 'Managing Successful Projects with PRINCE2™' and amended to suit the particular requirements of this project.