

Dewsbury Town Deal Board

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Wednesday 29 September 2021

Notice of Meeting

Dear Member

Dewsbury Town Board

The **Dewsbury Town Board** will meet in the **Thrive - Connect Housing** at **5.30 pm** on **Thursday 7 October 2021**.

The items which will be discussed are described in the agenda and there are reports attached which give more details.



Keith Ramsay
Chair

Agenda

Reports or Explanatory Notes Attached

Pages

**1: Membership of Dewsbury Town Deal Board
17:30 - 17:40**

To receive apologies for absence from Board Members who are unable to attend this meeting.

**2: Declaration of Interests
17:40 - 17:50**

Members will be asked to advise if there are any items on the Agenda in which they have a Disclosable Pecuniary Interest, which would prevent them from participating in any discussion on the item of participating in a vote upon the item, or any other interests.

**3: Minutes of Previous Meeting
17:50 - 18:00**

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To approve the minutes of the meeting of the Board held on 2 September 2021.

**4: Chairs Update
18:00 - 18:20**

Keith Ramsay – Chair of Board

**5: Project Update - Fibre
18:20 - 18:30**

7 - 8

Officer – Carl Tinson - Project Manager, Economy and Infrastructure

**6: Dewsbury Bus Station
18:30 - 18:45**

Officer – Armin Alisic - Project Officer, Investment and Regeneration

**7: Communication & Marketing Strategy Update
18:45 - 19:15**

9 - 14

Keith Ramsay – Chair of Board

**8: Teams
19:15 - 19:20**

Contact – Michelle Illingworth, ER Project Officer, Investment and Regeneration Services.

**9: Board Membership Issues
19:20 - 19:25**

Keith Ramsay – Chair of Board

**10: AOB
19:25 - 19:30**

Please notify the Chair of any other business items by Wednesday 6th October 2021.

11: Date of Next Meeting

Thursday 4th November 2021 at 5:30pm
Location: To be advised

For Terms of Reference please visit

www.kirklees.gov.uk/beta/regeneration-and-development/pdf/deswbury-town-board-terms-of-reference-jan-2021.pdf

DEWSBURY TOWN BOARD DEAL

Thursday 2 September 2021

Present:

Keith Ramsay (Chair)
Councillor Shabir Pandor
Mark Eastwood MP
Anthony Moore – Substitute for Paul Burnett
Peter Mason
Martyn Broadest
Bruce Bird
Palvinder Singh
Martin Walsh
Nancy Barrett

Observers:

Joanne Bartholomew – Kirklees Council
Simon Taylor – Kirklees Council
Peter R Thompson – Kirklees Council
David Shepherd – Kirklees Council
Laetitia Lucy - Arup

Apologies:

Heather Waddington
Peter Mason
Martin Hathaway

1 **Membership of Dewsbury Town Deal Board**

Apologies for absence were received from Heather Waddington and Peter Mason.

2 **Declarations of Interests**

No interests were declared. The register of Board Members is reviewed annually by Kirklees Council.

3 **Minutes of Previous Meeting**

The minutes of the meeting of the Board held on the 5 August 2021 were agreed as a correct record subject to the amendment of item 7 – Market Development, which should include that the Board was asked to consider how the scheme would be developed in a way to include carbon neutral and sustainable as much as possible.

4 **Chairs Update**

The Chair advised that the project confirmation had been signed off on behalf of the board alongside the section 151 officer from Kirklees Council. It was noted that the Board would have sight of the business cases for them to consider prior to approval from Cabinet which is referred to in agenda item 6.

The Chair had met with potential leaders of working groups and would feed back further at the October meeting.

A meeting arranged with Kelly Holdaway had been rearranged and the Chair would update at the October meeting.

An update on behalf of Peter Mason was given on the Arcade open day. It was noted that progress had been made in tidying up the Arcade and the event day that took place on 14th August allowed people to see the progress from the entrance, as well as come forward to express an interest in leasing one of the shops.

The Board acknowledged that the Arcade was key to changing expectations of residents and users in Dewsbury and how that will look and feel to them. It was also noted that the council was in negotiations around a legal agreement and would follow the Cabinet process.

5 Project Update

Project Monitoring

The Board received a paper which provided a draft format for discussion for the monitoring of projects.

The format was standard for Kirklees and provided details of the projects progress highlighting any risks, issues, activities completed in the last six months and activities due in the next six months. The Board was advised that there were proformas which included further detail and would be available to view.

The Board was informed that MHCLG monitoring and evaluation was key to the towns fund and the wider objectives of MHCLG. There were a number of indicators that MHCLG require Kirklees to respond on and to avoid duplication of work officers would be directed to the essential indicators.

It was noted that there was a monitor report on creative culture programme which was a series of events led by council officers and further project from union art. One concern was how this was reported on for accountability and progress. It was requested that early decisions were made on how to separate the reporting and expectations, as well as how the business case development and how secure support for that and the two separate programmes was.

Town Park

A presentation was given on the Town Park which included the background, progress to date and next steps.

The aims and objectives of the project was:

- To make the town more attractive
- Create a more liveable town centre
- Address the shortfall in open space withing central Dewsbury
- Improve perceptions of the town

- Provide an additional reason to visit the town centre
- Create an additional USP for Dewsbury Town Centre
- Improve pedestrian/cycle connectivity between south of the ring road and the traditional retail core
- Contribute to improving health, air quality, sustainability and addressing climate change

Stage I & 2 of feasibility had taken place with designs completed and public consultation had taken place in May/June 2021. A substantial response to the consultation was received from a cross section of the public and concerns were raised around future access around car parks, bus access, safety, places to sit and greener and trees. Questions were asked around security. It was noted that good lighting at night, security cameras and an increased police presence would make people feel safer.

The next steps:

- Submit a report to Cabinet in autumn 2021
- Detailed Design
- Town Deal Funding approval 2022
- Public Consultation on design 2022
- Planning application/approvals 2022
- Statutory Procedures 2023
- Constructions to start on site Early 2024
- Open 2025

A discussion took place around rehousing customer services and lack of public toilets. It was noted that customer services would be rehoused in the town centre and public toilets was part of the development plan. A request was put forward for consideration into detail design for arts/cultural events and sporting events.

Issues were raised around the Town Park and road closures particularly in relation to the closure of Long Causeway. It was noted that part of the feasibility work for Town Park had been undertaken to look at the access options to mitigate issues of the road closure. The solutions were to open a one-way road (Crackenedge Lane to Corporation Street) to make it a two-way road and in addition to create a new link from the ring road (Inbound only) which would allow bus access through the town centre.

It was suggested that the Board should attend and speak in favour of all planning applications for key projects that go forward to planning committee and that written support should also be submitted.

RESOLVED –

- That officers liaise with MHCLG regarding the indicators on monitoring and evaluation
- Note the concerns with regards to the reporting on accountability and progress for the creative culture programme and the union arts project
- That the Project Monitoring template be agreed

- That the Board represents planning applications for key projects at committee
- That an update on the Town Plan be added to the agenda for 4th November 2021

6 Project Business Cases

The Board received a paper which outlined how business cases would be presented to the Board and the role of the Board and Kirklees Council.

Avison Young had been appointed and had started working on the business cases. The business cases would be prepared throughout the year and there were 9 in total. Business cases had to be agreed by Government and the Council within a 12-month period. For Dewsbury this meant completing all 9 business cases by June 2022.

Government guidance stated that it was the duty of the council to manage the projects and submit business cases and assurance process. Given the number, diversity and timeframes set, the Council would agree through Cabinet a bespoke process.

Key points about Project Business Cases:

- Business cases are one step in the project development process
- They are expected to follow the Government's five case model, meaning developing, Strategic, Economic, Commercial, Financial and the Management cases
- They will be submitted throughout the year and will unlock project funding
- The level of detail in business cases would vary depending on project complexity – the Council will use the proportionality guidelines issued by MHCLG
- There will be a general format for submission

It was noted that the Board was a stakeholder. The draft business cases would be circulated to the Board for comment and the decisions would be made by Kirklees Council.

The Board discussed the process for business cases and noted that it was a bespoke process with an indicative timetable. A question around TBC date on sustainable transport modes was asked, it was advised that the dates were indicative when Avison Young could complete the works and that the Sustainable Transport Modes was being appraised through the West Yorkshire Combined Authority major transport project assurance process. A significant amount of funding was coming from transforming cities fund and officers were working with colleagues within the transportation team.

The Chair highlighted carbon neutral and sustainability and requested this was considered in all projects. It was advised that the council has a commitment to net zero by 2028 so would be considered in the development process and maintenance.

RESOLVED –

- That the indicative dates be added to Teams
- That the process for considering business cases be agreed
- That carbon neutral and sustainable be considered in all projects

7 Communication and Marketing Strategy

The chair advised that this item would be added to the agenda for 7th October as the paper had not been distributed to Board Members.

RESOLVED –

- That the paper for Communication and Marketing Strategy be added to the agenda for 7th October 2021

8 Board Member Issues

The Chair provided an update on Board Members and referred to the meeting dated 5th August. The Board had asked to be kept up to date on the make-up of the Board and to include diversity, inclusivity and gender balance. The chair was meeting later in the month with 3 candidates, two who were business owners and one from Education and Community that would help address the gender balance of the Board. The Chair had also met with one of Dewsbury's largest employees and hoped to have 3 CV's of potential new Board Members. The Chair advised that he hoped to have the names of 2/3 new Board Members to bring to the October meeting.

RESOLVED –

- Board Membership to be added to the agenda for 7th October 2021.

9 AOB

The Chair requested an action tracker be set up to include all decisions made, actions agreed and any outstanding items.

The Chair requested that the Bus station item to be added to the agenda for 7th October 2021 and for a member of the West Yorkshire Combined Authority to be invited to the meeting.

The Board acknowledged that the DFDP were there to support both the Board and officers who they were in regular contact with.

RESOLVED –

- An action tracker to include all decisions made, actions agreed and outstanding items be created.
- That the Bus Station item be added to the agenda for 7th October 2021 and a member from WYCA be invited to the meeting.

10 Date of Next Meeting

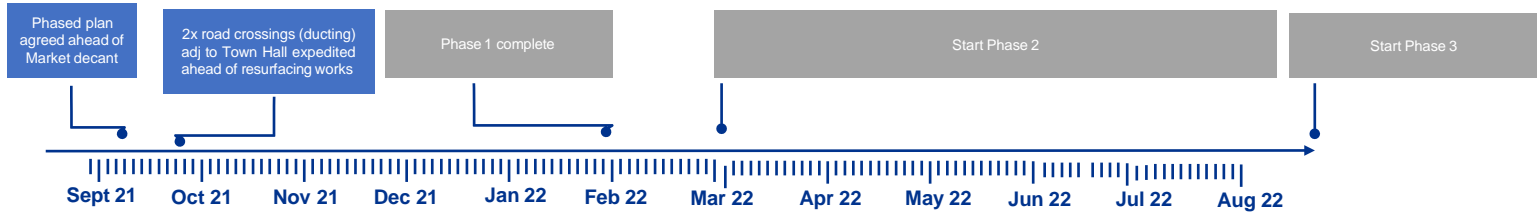
The next meeting will take place on Thursday 7 October 2021 at 5:30pm.

DRAFT

Project update (September 2021) – Dewsbury Fibre Ducting

Overall
RAG
Amber

PROJECT STATUS: DELIVERY



Summary
Provide underground ducting to key locations identified in the Dewsbury Blueprint, thus ensuring fibre infrastructure providers can easily and cheaply service key assets in the town centre when there is currently little interest in providing fibre broadband, but also limit future damage to the planned street improvements

Plus the provision of resilient full fibre digital networks using Council buildings and approved projects as anchors.

Timescale/Programme
Start on site 2021
Completion 2025

Budget/Funding
Total = £0.5m; TF £0.25m and Kirklees Council £0.25

Outputs (MHCLG KPIs)
104 additional enterprises with broadband access of at least 30mbps (15 Arcade + 9 Building Revival + 80 Market Wi Fi)
39 additional residential units with broadband access of at least 30mbps (16 Building Revival + 23 Field House)

Dependencies:

- Dewsbury Town Investment Plan
- Decant of Dewsbury Market

Expected outcomes

- Bring gigabit capability to Dewsbury Town centre, helping to achieve the Government’s ambition to bring full fibre and gigabit capable broadband to every home and business across the UK by 2025
- Increase gigabit broadband competition in the town centre
- Ensure the new neighbourhood of Daisy Hill has access
- Supporting people who work remotely
- Protecting key town centre assets

Key risks and mitigation

- Grant conditions to work with BDUK introduced an unknown risk of additional requirements to the project. *Meeting with BDUK has revealed interest in this project but no additional requirements.*
- There is a risk that other planned works, such as Highways Resurfacing and the Markets decamp might prevent trench digging necessary for fibre duct installation. *Existing good working relationships with Highways, Markets, Towns Team, Digital Programme and ICT mean this project can react swiftly and bring forward work where required.*
- This is a new idea, one that the Dept for Communities Media and Sport have not previously experienced. As with all new approaches there are risks and for this project it is that some of the ducts may not get used. *The mitigation to this risk is that there is ongoing work with fibre providers to make them aware of the regeneration of Dewsbury, the need to build fibre now, and the ducting provision being made available.*

Any issues to report
There are no currently any issues

Activities completed last six months period & underway

- Route planning for fibre ducting
- Route planning for Council dark fibre network
- Urgent delivery of duct road crossings ahead of resurfacing works
- Soft market testing for usage
- Tentative pricing of Phase 1

Activities due next six months

- Stakeholder engagement (Fibre Providers)
- Firm up pricing for Phase 1
- Delivery of ducting ahead of Market decant (Phase 1)
- Agree Phase 2 & 3 route
- Pricing of Phase 2 & 3 route

Item	Last period	Current period	Trend
Programme	Green	Green	↔
Resourcing	Green	Green	↔
Stakeholders	Amber	Amber	↔
Outputs	Amber	Amber	↔
OVERALL	Green	Green	↔

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Dewsbury Town Deal Board

Thursday October 5th 2021

Communications/Marketing Strategy

Background

Board will be aware that earlier this year it considered a draft strategy on the comms/marketing of the Town Deal Board. As there was limited feedback at the time, coupled with the appointment of a substantive Chair and the signing off of the Town Deal by government, it's appropriate that the Board re consider the approach and strategy we wish to take with regards to communications and marketing.

For the purposes of this item, it is hoped that Board will have a lively debate around:

- A template produced for Board earlier this year and reissued tonight
- Considering whether we wish our strategy to align/mirror that of the Growth and Regeneration Directive and its approach with town centres across Kirklees
- Our own aspirations for the Town Deal and whether we should adopt a brand or not

Attached with this short covering note are two papers which I hope members will consider in advance covering the above themes. I am aware that some members will have strong views on this issue which is why it would be helpful if members can give some thought to this issue in advance of tonight's meeting.

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Dewsbury Town Board – Communications Strategy Proposed Structure

1. **Background/Context**
 - What is the board?
 - Why has it been formed?
 - What is the purpose?
2. **Research**
 - Is there any research that be drawn upon to inform the communications approach?
3. **Stakeholders**
 - Identify list of internal and external stakeholders.
4. **Branding and Terminology**
 - There is work to be done around the branding for the board – members should discuss commissioning new branding work.
5. **Objectives**
 - Identify a number of service objectives that can be achieved through the communications strategy. No more than five clear and measurable objectives is preferable. For example:
 - **Increased awareness and understanding:** To increase awareness of the remit of the board and understanding of what that means for Dewsbury.
 - **Stakeholder Engagement:** To increase quality and frequency of engagement stakeholders.
 - **Projects:** To support targeted projects with tailored communications to inform stakeholders of specific projects. Projects should have communications plans that are inline with this overall strategy.
6. **Strategy**
 - This is the section to consider key messages, **channels**, branding, tailoring etc.
 - There should be key messages that run through all communications activity. Three or four key messages is preferable, for example the board could use something like the following:
 - **Dewsbury's businesses and residents are at the heart of our plans**
 - The main thread running through communications activity could be a clear affirmation around the board's purpose and intentions.
 - If people can see and understand that these intentions are sincere, the board will better connect with people.
 - **We have a clear vision for Dewsbury**
 - The board needs to assure people that it is not just another well-intentioned but fundamentally ineffectual body.
 - People like to see action – being open about plans will contribute to confidence in the board.
 - Aligning some of the board's key messages with Kirklees Council will show joined-up working.
 - **Dewsbury is a vibrant and welcoming place to live, work and visit for all**

- Links to the wider works being done across Kirklees – not just Dewsbury will further show joined up working and consideration of the wider context of Dewsbury as a part of Kirklees.
- Focus on how plans will make our town centres more inclusive – family friendly, dementia friendly, accessible. Linking with Kirklees Council’s town centre plans.
- Highlight cultural offering and heritage.

7. Implementation Plan

- To ensure that the strategy is more than just a top line document, an implementation plan with timescales, detail, key metrics, responsibility and progress is recommended.

8. Evaluation

- Measuring the impact of communications on resident behaviour/sentiment is problematic, however it is also important to establish some performance information as good practice.
- It is beneficial to have measurable objectives and obtain baseline figures before starting new communications activity.
- As an example, highways use the following evaluation measures:

Objective	Measure
Increased Awareness and Understanding: To increase awareness of the remit of the board and understanding of what that means for Dewsbury.	Number of retweets, likes and comments on Social Networking sites*. Amount and nature of media coverage*. Number of visits to relevant web pages*.
Stakeholder Engagement: To increase quality and frequency of engagement with internal and external stakeholders.	Stakeholder contact as per identified list to be consistent. Incoming questions/comments from stakeholders.
Projects: To support targeted projects with tailored communications to inform stakeholders of specific projects.	Communications materials and channels all utilised and deployed as per any project communications plans.

Where there is * - baseline figures to be obtained.

Kirklees Council Town Centres Key Messages with reference to Dewsbury

Key messaging will be broken down into the following areas:

- 1. We are committed to investing in you, your family and your business.**
- 2. We have clear, coherent and ambitious plans for Dewsbury**
- 3. We will show real and significant progress in our plans.**
- 4. Dewsbury is a vibrant and welcoming place to live, work and visit for all.**

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