

Name of meeting: Cabinet
Date: 22nd June 2021
Title of report: Cultural Heart, part of the Huddersfield Blueprint – Next Steps

Purpose of report:

The purpose of this report is to seek approval to proceed with the appointment of consultants to help with the next stages of delivery of the Huddersfield Blueprint. The report will provide an update on progress and set out the strategy for making the appointments. The report will also seek use of Council resources, set out the budget for the next steps and request that authority be delegated to the Strategic Director Growth and Regeneration.

Key Decision - Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?	Yes Expenditure >£250,000
Key Decision - Is it in the <u>Council's Forward Plan (key decisions and private reports)?</u>	Yes, published 19/5/21 Public report with private Appendix
The Decision - Is it eligible for call in by Scrutiny?	Yes
Date signed off by <u>Strategic Director</u> & name	David Shepherd – 14/06/2021
Is it also signed off by the Service Director for Finance?	Eamonn Croston – 14/06/2021
Is it also signed off by the Service Director for Legal Governance and Commissioning?	Julie Muscroft – 14/01/2021
Cabinet member portfolio	Cllr Peter McBride Regeneration Portfolio Holder, Cllr Davies – Corporate Portfolio holder

Electoral wards affected: Newsome

Ward councillors consulted: No

Public or private: Public (private Appendix)

This Appendix is in private in accordance with Schedule 12A of the Local Government Act 1972 namely it contains information relating to the financial and business affairs of third parties. It is considered that disclosure of the information would adversely affect those parties and therefore the public interest in maintaining the exemption, which would protect the rights of an individual or the Council, outweighs the public interest in disclosing the information and providing greater openness in the Council's decision making.

Has GDPR been considered? Yes

1. **Summary**

1.1 **Introduction/Context**

Kirklees Council launched its ambitious £250million Huddersfield Blueprint (“blueprint”) regeneration vision in June 2019. The blueprint is a ten-year vision to create a thriving, modern-day town centre that will be busy, family-friendly and stay open longer

The blueprint focuses on regenerating six key areas of Huddersfield Town Centre: Station Gateway, St Peter's, Kingsgate and King Street, New Street, the Civic Quarter and a new Cultural Heart in the Queensgate and Piazza area.

The Council’s vision for a new Cultural Heart, built around the Queensgate Market and the existing library and art gallery building is a significant undertaking that will require an equally significant team to deliver it. From information currently available it has an estimated value of £170-200m and will take five to six year to deliver. It’s dossier of projects (programme) are anticipated to include:

- Events/live music venue and food court
- Museum and art gallery
- Town park,
- New Restaurants and bars
- A new library
- Replacement MSCP
- Links to the University

1.2 **Delivering the Cultural Heart Programme to the Next Stage**

Since the launch of the blueprint there has been some progress on the Cultural Heart, but this has been interrupted by the onset of the coronavirus pandemic. Also, as the Cultural Heart is the most iconic vision within the blueprint there has been a need to reassess how the programme should be taken forward. There are many elements to the Cultural Heart as set out above, but it should be considered as one programme with one team to deliver it.

Of particular importance is how Huddersfield Town Centre adapts and responds positively from the lessons learned and the impact of the ongoing pandemic, particularly the changing needs and aspirations of the town centre’s catchment population. Town centre’s will be different in the future with less retail, more leisure, greater accessibility and more green and open spaces with flexible uses. There is a need for town centres to change and evolve to stay relevant.

To ensure the Cultural Heart is successful a clear vision and mandate need to be established to support the final brief. This will provide clarity on what needs to be delivered, enthuse the entire population of Kirklees, and make the proposition attractive to stakeholders.

Achieving a clear brief with the appropriate objectives is fundamental to establishing the foundations for the development of the master plan and business case. These documents are the first phase of the total programme and will form the baseline for the future control and confidence in the design, procurement, and construction phases.

This report will set out the strategy for developing a robust master plan and Outline Business Case for the Cultural Heart providing Cabinet with the appropriate information to determine the future direction of the programme. The Outline Business Case will follow the Green Book methodology (the Green Book is guidance issued by HM Treasury on how to appraise policies, programmes and projects). The main purpose of this report is to seek approvals to conclude the initial phases of the programme up to Gateway 2 in accordance with the Green Book (see 2.5)

1.3 Securing Appropriate Resources

As the programme is a significant undertaking beyond the normal resources and operation of the Council it will be necessary to appoint a team of external consultants. Following the proposed strategy, the first appointment will be a Strategic Development Partner (“SDP”) who will project manage the programme (“Project Manager”) to provide governance and build the rest of the consultant team (Architects, Engineers, etc) on behalf of the Council to take the programme to Gateway 2. The team will need to be knowledgeable and have the necessary skills and experience of programmes of this scale and complexity. Price alone should not dictate the choices.

This report seeks approval of the strategy that has been developed for the timely and effective execution of the Cultural Heart vision up to Gateway 2. The matters to consider are:

- Follow an accelerated programme
- Use of Public Body frameworks for all appointments to achieve the acceleration
- Appointment of SDP/Project Manager by direct award
- Allocation of Council staff/resources
- Approval of the budget
- Delegation of authority and budget to Strategic Director Growth and Regeneration

2. Information required to take a decision

2.1 Background

The blueprint has been considered by Cabinet a number of times and the links to those reports are set out in section 9 of this report and are referred to when appropriate in this report.

Directly related to the delivery of the Cultural Heart was the purchase of the Piazza Shopping Centre, this was agreed by cabinet on 29th May 2019 and was a precursor to the blueprint launch in June 2019.

2.2 Developing an Outline Delivery Strategy

Having carried out some work to develop early options for the future uses of the Queensgate Market, attention was directed towards ensuring the fastest route to delivery (see 2.4). As such in early 2021 a report (the Report) was commissioned from Turner & Townsend (“T&T”) an experienced service provider for programmes of this scale and complexity, with the purpose of setting out the best strategy for the delivery of the Cultural Heart vision. Later revisions of the Report set out options for accelerating the programme

The Report was called ‘Outline Delivery Strategies’ (Appendix 1, 10th April 2021) and it sets out the programme management approach to give a clear set of actions to set up, assure, manage and deliver the programme. It follows the seven key themes of programme management and included:

- organisation
- design
- justification
- structure
- knowledge
- assurance
- decisions

2.3 Project Team Structure

In developing the team structure, the Report considered resources and it became clear, through research with Council services, that the capacity and experience of similar masterplan scale programmes was not available in house, and that separate external resources would be required to take the programme forward. Options were then considered as to how this resource with the appropriate skills base could be provided:

- an augmented resource model
- a managed service
- a SDP/Project Manager

The augmented model would still require considerable numbers of Council staff to be full time on the programme and taken away from their current duties. It would also take a long time to recruit and appoint additional staff. Also, regarding the managed service, this option, would require a firm brief that doesn't currently exist.

Therefore, it is proposed that the SDP is the most appropriate option as it will allow the necessary skills and resources to be assembled by them (including the extended consultant team) in a timely manner but also allow the Council to maintain control of the programme through the appropriate governance structure. (see 2.10)

The SDP would take the lead and work alongside the Council and the other external consultants to develop the best value solutions, establish governance and provide assurance through recognised processes and procedures.

In considering the ways in which the timescales for the programme could be reduced (the accelerated programme) the Report set out ways in which frameworks (preferred supplier lists), which are in line with national procurement legislation, could be used for the consultant team appointments.

2.4 Building the Consultant Team

All suppliers on Public Sector Frameworks have been determined through a competitive and compliant OJEU tender process and selected for the framework based on their price and quality. Public Sector bodies can call off services as and when required or where there is more than one supplier a mini competition may be held. Suppliers on the frameworks are managed and regularly audited. By selecting from frameworks considerable time can be saved and the programme can be accelerated without compromising price or quality. Value for money cannot be measured on price alone.

With the fastest route to delivery in mind the accelerated programme and the use of frameworks was adopted as the preferred procurement route.

It was recognised that if the Council were to tender for the SDP services as might normally be expected, this itself could take up to six months longer than the proposed accelerated procurement route. In any event the Council would also require external consultant assistance in writing a tender brief and it would also take time to appoint those consultants. Therefore, to minimise the time taken to appoint the SDP and based on the expertise already displayed by T&T and their knowledge of working with the Public Sector the Council entered into a pre-engagement process with SCAPE, Mace and T&T, with a view to appointing Mace/T&T as the SDP.

SCAPE is a Public Sector owned organisation that has in place a number of national procurement frameworks for use by the Public Sector. The SCAPE Place Shaping Framework which is provided by Mace offers a unique and specialist suite of strategic advisory services that help the Public Sector to solve their challenges and create exceptional outcomes.

SCAPE undertook a competitive two stage restricted selection process which complied with OJEU and the Public Contract Regulations 2015. Tenderer's submissions to get onto the framework were evaluated based on the most economically advantageous tender. Mace was appointed as the single supplier for this direct award framework. Turner & Townsend are a sub-consultant to Mace and the necessary contractual arrangements are part of the pre-engagement negotiations.

Following the later revisions of the Report, which set out options for accelerating the programme, it was concluded that a direct award was the only way to meet the accelerated programme. Other procurement routes have not been considered as the need to accelerate is the overriding factor in terms of procurement route selected.

SCAPE is restricted to a single supplier and whilst a lack of competition for selection from the framework may raise concerns around value for money the rates have been benchmarked against other procurement options as part of the pre-engagement process and have been found to be broadly competitive.

We are seeking a lump sum fixed fee from Mace/T&T and whilst there are other options it is normal for this type of appointment to be done this way. It gives greater cost certainty to the Council, usually leads to less conflict and is more easily managed.

In asking for a lump sum and with the lack of competition there is the possibility of an over allocation of resources by the consultant. However, in this type of pricing the consultant is taking on some risk. Any potential overpricing is going to be insignificant when compared to other procurement options which take more time, leading to further delay in Huddersfield benefiting from the positive economic impact of the blueprint vision and exposing the programme to multimillion pound inflationary risks.

It should also be noted that recently T&T had two tenders accepted for Kirklees Framework Agreements for Project Management and Quantity Surveying services. On both occasions T&T were the highest scoring bidder.

The contract award to Mace/T&T for the Gateway 2 commission is anticipated to be in the region of £1.754m and the option to break at Gateway 1 will be included in the appointment.

The remaining appointments for the consultant team will be undertaken through competitive procurement processes via existing national compliant frameworks following the appointment of the SDP. An options appraisal will be undertaken to ensure the best route to market is identified.

The Report, by T&T, concluded that the accelerated programme would have the benefits of:

- Delivering economic benefits quicker to Huddersfield through the regeneration of the town centre
- Reduce the direct cost to the Council associated with procuring, managing and supporting the programme
- Mitigating the impact of inflation where prices are expected to rise from the end of 2021 at a rate of between 2% - 3% per year

It would also help with:

- Tackling the decline in town centre footfall as soon as possible
- Build confidence today in businesses and the public regarding the future of the town centre

So that the programme can proceed in a timely and effective manner this report seeks approval for the accelerated programme and to achieve this:

- Appoint the SDP from the SCAPE Place Shaping Framework.
- Appoint the rest of the consultant team, through competition, from Public Sector Frameworks.

As the SDP will be the driving force behind the required work the sooner the SDP can be appointed the more effective the start will be, and the total programme timeline minimised.

Appointing the SDP from a framework this way should save approximately 26 weeks. It is then possible to save approximately another 26 weeks by utilising the SDP's services and resources to appoint the rest of the consultant team from frameworks. Making a combined saving of up to 12 months across the programme compared to the Council tendering the works in the usual manner.

2.5 Development of the Business Case and Programme Justification Gateway 2

The preparation of the Outline Business Case will take a significant amount of resource from the consultant team and support from Council staff over approximately twelve months. Justification is the transparent process that describes the investment, affordability, and the management of the finances over the programme lifecycle.

Once the Outline Business Case is concluded at Gateway 2 the Cabinet will have the required information to assess and influence the future direction of the programme and ensure that Council resources are committed appropriately.

The Outline Business Case will follow the Green Book in line with HM Treasury guidance on how to appraise and evaluate policies, projects and programmes. It sets out best practice methodology and should be used by those responsible for using public resources in developing proposals to scope, analyse, plan, procure and manage delivery to achieve best value. The use of specialist advisers is encouraged where the necessary capabilities and competencies are in short supply for large, significant and complex programmes.

The Green Book process has five steps to success and each step is referred to as a Gateway. However, before you can start the steps the Strategic Assessment has to be undertaken which the Council has done with the development of the blueprint.

During the development of the Outline Business Case each individual element of the Cultural Heart will be revisited and tested to ensure the most effective outcomes. The events space in Queensgate as a new venture will require particular attention to determine its commercial success with complimentary uses and activities across the full trading day.

2.6 Costs and Funding Availability

The Cultural Heart programme is a significant undertaking with a current estimated value of £170-200m. This report seeks approval for the budget associated with reaching Gateway 2 only. Beyond Gateway 2 the programme will move into the implementation phases of, detailed design, planning and construction.

There will be the need to allocate Council staff resources. Also, in addition to the team of consultants that will be procured by the SDP, there will be some smaller awards required for legal and property agency services that will likely be appointed from existing or future Council frameworks. An allowance has also been made for contingency. These costs are shown under other costs.

- **Cost to Gateway 1**
 - Consultant team, £1.41m
 - Other costs, £580,000
 - Total £1.99m

- **Costs to Gateway 2,**
 - Consultant team, £3.66m
 - Other costs, £900,000
 - Total £ 4.56m

Total £6.55m

This report seeks approval for the programme expenditure of £6.55m up to Gateway 2. This figure includes the fees associated with the SDP.

It should be noted that the existing Council approved multi-year capital plan includes £33.8m for the Huddersfield Cultural Heart, currently unallocated, and against which the Gateway 1 and 2 indicative costs would be drawn down. The capital plan also includes separate capital allocations for other Huddersfield Town Centre projects – this includes for example the George Hotel, New Street public realm, and Estate Buildings. This is supplemented by grants from Heritage Action Zone, Get Building Fund, Transforming Cities and West Yorkshire Transport Fund Plus.

Should the mandate be given for the Cultural Heart programme to proceed beyond Gateway 2, then the overall Council forward revenue and capital plans will need reviewing prior to any decision taken at the Gateway 2 stage, to factor in high level indicative additional capital expenditure and any associated revenue borrowing costs over approximately a four to five year period. This is also set out in section 3.6.1 of this report – financial implications.

2.7 Timescale

Subject to Cabinet approval the anticipated programme is:

- Cabinet 22nd June 2021
- Appoint SDP July 2021 target date
- Gateway 1 Oct/Nov 2021

Cabinet approval is required to proceed beyond Gateway 1

- Gateway 2 June/July 2022

Cabinet approval is required to proceed beyond Gateway 2

2.8 Outcomes

Gateway 1, Strategic Outline Case

- RIBA 0 Strategic brief
- Outline feasibility/viability
- Development appraisal (outline)
- Master development programme
- Market review
- Cost plan, review existing estimates
- Constraints/risk register
- Sustainability strategy
- Consultant team selection

- BIM Execution Plan
- Vision and mandate
- Outline planning strategy
- Heritage assessment

At Gateway 1 the scope and brief for the programme will have been assessed with stakeholders, the case for change reviewed and the range of estimated costs will be better understood than they are now.

Gateway 2, Outline Business Case

- RIBA 2 Masterplan
- Outline Business Case (Green Book) Update of outline feasibility/viability
- Determining Value for Money
- Affordability and funding review
- Update of development appraisal
- Master development programme
- Planning for successful delivery
- Survey and investigation reports
- Market review
- Cost plan
- Constraints/risk register

At Gateway 2 all elements of the programme will have been reassessed and their viability tested and how they sit within the master plan for the Cultural Heart.

2.9 Evaluation

At Gateway 2 the Cabinet will have the required information to assess and influence the future direction of the programme and ensure that resources are committed appropriately. Subject to approval this will allow the project to move forward with a strong mandate and confidence in its viability.

Beyond Gateway 2 the programme will move into the implementation and delivery phase and then onto use and operation (Gateways 3 to 5).

2.10 Governance

Governance will be provided by adopting the best practice of the Managing Successful Programmes principles, following recognised project management procedures and processes, with a clear set of actions to set up, assure and deliver the programme to the Council's objectives. (see Appendix 1, Programme Organisation p8-11 & Programme Assurance p29-31)

Different workstreams will have Council representation at project meetings and all workstreams will report up to the Cultural Heart Project Board. The board will be made up of Council Strategic Directors, Service Directors, Heads of Department, senior Council staff and a representative of the SDP. The chair of the board will be the Strategic Director for Growth and Regeneration.

As the consultant team is procured by the SDP service departments from the Council will be part of the team that evaluates the selection of the different consultants and service providers with advice from the SDP.

The programme will be brought back to Cabinet at Gateway 1 and Gateway 2 to seek approval to proceed to the next stage.

2.11 Risks

The costs, programme and risk will be managed through the proposed programme governance structure and risk management processes set out in the Report. This structure has the advantage that it can flex up and down around a core team throughout the programme lifecycle and specialist support can be onboarded as and when required.

Monitoring risk will be one of the main functions of the SDP through the appointment of a Risk Manager with oversight from the Cultural Heart Project Board. Such an approach improves decision making and enables risks to be mitigated or transferred, enabling a focused approach to the allocation of resources. At the very outset a risk register will be established. This will be a live document as risks are dealt with or new ones arise.

Ownership and responsibility for the Business Case will always stay with the Cultural Heart Project Board.

The Cultural Heart has a number of inherent risks to deal with associated with the current lack of maturity, knowledge and ambiguity at the early stage of the programme and timely decision making will be critical. Management of these risks through the SDP and the Cultural Heart Project Board are key to the success of the programme.

Inflation and lost opportunity for the town centre are two other risks that need to be considered. By using the accelerated procurement option construction could start on site at the beginning of 2023 but if this took twelve months longer and inflation runs at the rate predicted by the Building Cost Information Service, then the impact on a Cultural Heart programme value of £192m, with a build out period of three to four years could see increased costs of up to £8m.

Without a detailed analysis (beyond the scope of this report) it is not possible to estimate the lost opportunity, but it is widely recognised that Huddersfield Town Centre needs regenerating and invigorating, the principles embedded in the blueprint. The strategy set out in this report is the next step in delivering that vision for the Cultural Heart.

2.12 Sustainability

The sustainability strategy and net zero requirements will be developed as part of Gateway 1 from the Council's policies/strategies.

2.13 Council Services

A wide spectrum of Council services will be involved in supporting the programme including:

- Corporate Landlord
- Capital Development & Projects
- Facilities Management
- Procurement
- Legal
- Finance
- Planning
- Town Centre Regeneration
- Highways
- Major Projects
- Marketing
- Communications

There will also be consultation and workshops with stakeholders including:

- Libraries
- Museums & Galleries

- Events
- Parks
- Parking
- Culture

2.14 Agencies

One of the SDP's tasks in Gateway 1 will be to assess and engage with stakeholders.

2.15 Future

Subject to the programme being approved at Gateway 2 and subject to their satisfactory performance the consultant team will have their appointments extended to take the programme through to completion. The existing team will have the knowledge and so this is a natural progression.

For the consultants who have been appointed from a mini-tender the option for this extension will have been written into their contracts. The SDP appointment is to Gateway 2 only and the most appropriate way forward will need reviewing at that time.

Beyond Gateway 2 the scope and scale of the project will be a product of the Outline Business Case, viability test and what Cabinet deems is appropriate.

3. Implications for the Council

3.1 Working with People

This report deals with the delivery aspect of one part of the blueprint. The blueprint was subject to a number of engagement exercises commencing in 2018 as part of the blueprint development and then again late in 2019 after the blueprint launch the Council undertook a Place Standard exercise to benchmark public reaction to the approach and projects. The key report for this can be found by accessing the following link:

<https://howgoodisourplace.org.uk/huddersfield-town-centre/>

As part of initial development work into options around the core projects a number of local stakeholders have been consulted as a way of testing out and developing options. A project of this scale will need engagement and consultation at various stages of project development including the statutory stages associated with any planning application. Significantly the master plan targeted for Gateway 2 will have a consultation stage associated with it.

3.2 Working with Partners

Collaboration and working together with partners are the key to ensuring we get the best outcomes for citizens, communities and Kirklees as a whole. Early contact with selected stakeholders has been undertaken to help shape some early options for projects associated with the Cultural Heart. This will continue and be expanded as the project is developed. The business case stages will require a full market review. At this stage the project will engage with the market to ensure the best value project can be delivered.

3.3 Place Based Working

The development of the blueprint and the associated Place Standard exercise has already engaged town centre stakeholders, businesses and users to help shape the overall approach to redeveloping Huddersfield Town Centre. Other engagement and consultation exercises will be carried out for each identified project including those within the Cultural Heart. This intelligence alongside market-based information will be used to shape proposals so that it meets the needs of existing and future Kirklees residents

3.4 Climate Change and Air Quality

Whilst this report deals with resourcing and the procurement of a strategic partner to deliver the Cultural Heart project the reduction of carbon emissions and the minimisation of air quality problems is a key objective for the blueprint. As set out in section 2 above the sustainability strategy and net zero requirements will be developed as part of Gateway 1 from the Council's policies/strategies.

Both Climate Change and Air Quality will be key parts of the master plan to be delivered at Gateway 2. This in turn will inform detailed design and planning applications at a future stage. This stage will be the key opportunity to consider these aspects formally and in detail.

In addition, climate change initiatives are associated with the delivery and promotion of other associated projects and programmes for example sustainable transport modes that help to reduce adverse transport-derived impacts on communities and public health. This aspect is particularly evident in the Transforming Cities Fund where further carbon mitigation measures need to be integrated into scheme scope and designs.

3.5 Improving outcomes for children

The blueprint includes within it a key objective of providing a family friendly town centre. This means that uses, streets and places will favour all age groups including children. Part of the strategy to renew the town is to bring in new uses that attract families and young people in a way the town doesn't at present. This means that the introduction of cultural activities and associated food and beverage offers need to be managed in a way that appeals to all age groups. Additionally, streets and spaces such as the Town Park will be designed with all generations in mind making them both safe and inclusive at the same time.

3.6 Other (Legal, Financial or Human Resources)

3.6.1 Finance

The Council's approved multi-year capital plan includes a headline £33.8m capital allocation for the Cultural Heart Programme, currently uncommitted. It is intended that the Gateway 1 indicative £1.99m costs to develop the Strategic Outline case, will be drawn down from this headline capital allocation. Likewise, if Cabinet are mindful to then proceed to Gateway 2 Outline Business Case, the indicative further £4.56m cost for stage 2 will also be drawn down from this headline capital allocation.

The capitalisation of Gateway 1 and 2 costs are predicated on there being an eventual capital programme to proceed from this initial business case development work. Depending on subsequent options taken forward by members, the upfront capitalisation will be reviewed in due course. This includes the potential for earmarking a portion of existing strategic investment revenue reserves if some of the initial capitalisation costs are subsequently written down to revenue.

The broader context and business case development behind the above costings reflects the scale of the Cultural Heart programme proposals and options that will come forward in due course for Cabinet consideration, initially later in the year to consider the Strategic Outline Case. The Council's updated financial strategy and budget planning framework for 2022/23 and future years will be presented to Cabinet and Council in October, and it is intended that the financial strategy update will include explicit reference to the Cultural Heart programme and potential longer-term capital and revenue (borrowing) resource ask, to help inform subsequent budget proposals for member consideration at Budget Council in February 2022.

3.6.2 Procurement & Value for Money

The report identifies that the Strategic Development Partner/Project Manager to Gateway 2 has been chosen by direct award, this means an award without any competition, from a sole supplier on a framework, who is the same supplier that carried out the short initial piece of consultancy. The unit costs of staff are identified through the framework and appear to be broadly at market rates. However, the number of days allocated to each task, against an unclear specification is by the consultant, and cannot be verified as reasonable or unreasonable. Accordingly, it is not possible to say with any certainty that the SDP award, at a cost of £1.754m represents value for money. It is recognised however that there may be no alternative if there is a desire to make imminent progress. If the project is progressed beyond the initial direct SDP award, design consultants will be appointed from frameworks on a competitive basis.

3.6.3 Legal

Legal Services, or an external framework firm, may need to be involved in the procurement process and appointment of the SDP and wider team in accordance with the Council's Contract Procedure Rules.

As highlighted in the Report, there are a number of occupiers of the Piazza Shopping Centre who have security of tenure. Legal Services, or an external framework firm, may be required to enter in to and complete any relevant documentation in order to secure vacant possession of the Piazza Shopping Centre to enable delivery of the proposed programme and this may be either prior to or after the Gateway 2 stage is reached.

3.7 Do you need an Integrated Impact Assessment (IIA)?

An Integrated Impact Assessment (IIA) is not required at this stage.

4. Consultees and their opinions

No consultees at this time other than the consultations referred to at 3.1 and 3.2 above.

5. Next steps and timelines

Subject to Cabinet approval the anticipated programme is:

- Cabinet 22nd June 2021
- Appoint SDP July 2021 target date
- Gateway 1 Oct/Nov 2021

Cabinet approval is required to proceed beyond Gateway 1

- Gateway 2 June/July 2022

Cabinet approval is required to proceed beyond Gateway 2

6. Officer recommendations and reasons

Cabinet is requested:

- 6.1** To agree to proceed with an accelerated programme so that the Cultural Heart master plan and Outline Business Case can be completed as soon as is practical.

Reason: To avoid further delay and allow the assets within the Cultural Heart to be brought into public use at the earliest reasonable date in order to achieve the aspirations set out within the blueprint and to mitigate increased costs caused by inflation

- 6.2** If recommendation 1 is agreed to use Public Sector Body frameworks for all external appointments to achieve the acceleration and to delegate authority to the Strategic Director for Growth and Regeneration in liaison with the Service Director – Legal Governance and Commissioning and the Service Director – Finance to make all necessary appointments in compliance with the Contract Procedure Rules and the Financial Procedure Rules.

Reason: To expedite the programme and achieve the overall acceleration.

- 6.3** To delegate authority to the Strategic Director for Growth and Regeneration in liaison with the Service Director – Legal Governance and Commissioning and the Service Director – Finance to appoint a Strategic Development Partner/Project Manager by direct award from the SCAPE, Place Shaping Framework in compliance with the Contract Procedure Rules and the Financial Procedure Rules.

Reason: To expedite the programme and achieve the overall acceleration.

- 6.4** To allocate the necessary Council staff and resources to support the programme and to note that in the absence of sufficient internal resources that additional resources will be sourced from existing/future framework agreements.

Reason: To expedite the programme and achieve the overall acceleration.

- 6.5** To note and approve the recommended stage break at Gateway 1 and approve the budget of £6.55m to deliver the Cultural Heart programme up to Gateway 2.

Reason: To ensure sufficient funds are available to deliver the programme to the required stage.

- 6.6** Subject to approval on the matters above and a further Cabinet approval at the conclusion of Gateway 1 to delegate authority to the Strategic Director for Growth and Regeneration to deliver the programme to Gateway 2.

Reason: To expedite the programme and achieve the overall acceleration.

7. Cabinet Portfolio Holder's recommendations

Cllr Peter McBride, the Cabinet Portfolio Holder for Regeneration, supports the recommendation and was briefed, along with Cllr Paul Davies, the Cabinet Portfolio Holder for Corporate, on 18th May 2021.

The Cabinet Portfolio Holder recommends that Cabinet:

- 7.1** agrees to proceed with an accelerated programme so that the Cultural Heart master plan and Outline Business Case can be completed as soon as is practical.
- 7.2** agrees to use Public Sector Body frameworks for all external appointments, if recommendation 1 is agreed, to achieve the acceleration and to delegate authority to the Strategic Director for

Growth and Regeneration in liaison with the Service Director – Legal Governance and Commissioning and the Service Director – Finance to make all necessary appointments in compliance with the Contract Procedure Rules and the Financial Procedure Rules.

- 7.3 delegates authority to the Strategic Director for Growth and Regeneration in liaison with the Service Director – Legal Governance and Commissioning and the Service Director – Finance to appoint a Strategic Development Partner/Project Manager by direct award from the SCAPE, Place Shaping Framework in compliance with the Contract Procedure Rules and the Financial Procedure Rules.
- 7.4 allocates the necessary Council staff and resources to support the programme and to note that in the absence of sufficient internal resources that additional resources will be sourced from existing/future framework agreements.
- 7.5 notes and approves the recommended stage break at Gateway 1 and approves the budget of £6.55m to deliver the Cultural Heart programme up to Gateway 2.
- 7.6 delegates authority to the Strategic Director for Growth and Regeneration to deliver the programme to Gateway 2 subject to approval on the matters above and to a further Cabinet approval at the conclusion of Gateway 1.

8. **Contact officer**

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9. **Background Papers and History of Decisions**

- **March 2019** – Cabinet Report - Assembling land and property – Huddersfield Town Centre (Piazza) -
<https://democracy.kirklees.gov.uk/documents/s29122/Item%2014%20Land%20Assembly.pdf>
- **June 2019** – Huddersfield Blueprint Launch Event
- **August - Oct 2019** - Huddersfield Blueprint Place Standard Exercise – Results at
<https://howgoodisourplace.org.uk/huddersfield-town-centre/>
- **February 2020** – Cabinet Report - Huddersfield Blueprint - Next Steps -
<https://democracy.kirklees.gov.uk/documents/s34958/Item%2015%20CAB%20-%2020-%20-%20071%20-%202020-02-25%20Cabinet%20Huddersfield%20Blueprint%20-%20Next%20Steps%20Final.pdf>
- **September 2020** – Cabinet Report Dewsbury and Huddersfield Town Centre Finance -
<https://democracy.kirklees.gov.uk/documents/s37506/Town%20Centre%20Finance%20Cabinet%20Report%20-%20Final%20Version.doc.pdf>

10. **Strategic Director responsible**

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