

Name of meeting: Cabinet
Date: 16th November 2021
Title of report: Cultural Heart, part of the Huddersfield Blueprint – Gateway 1

Purpose of report:

To provide an update on the development of the Cultural Heart programme as part of the wider Huddersfield Blueprint.

Cabinet approval was given on the 22 June 2021 to progress the Cultural Heart to the Strategic Outline Case (SOC) and the Outline Business Case (OBC) with the programme to be presented to Cabinet at each of these Gateways for review and approval.

The first milestone is Gateway 1 – the Strategic Outline Case which includes the following:

- Vision and mandate
- A short list of options for the Cultural Heart feasibility/viability at the Strategic Outline Case stage with an initial commentary on financials based on industry best practice and knowledge of other Programmes from elsewhere

This report and the attached Strategic Outline Case set out the strategic case for the Cultural Heart and asks for approval of this report to enable the Council to move to the next stage of work in this programme and progress to Gateway 2, the Outline Business Case. It is at this next Outline Business Case that Cabinet will be asked to consider the decision on committing funding of the programme.

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 5/10/21 Public report with public Appendices 1 & 2 and private Appendix 3
The Decision - Is it eligible for call in by Scrutiny?	Yes
Date signed off by Strategic Director Growth and Regeneration Is it also signed off by the Service Director for Finance? Is it also signed off by the Service Director for Legal Governance and Commissioning?	David Shepherd – 8/11/21 Eamonn Croston – 4/11/21 Julie Muscroft – 5/11/21
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 report with public Appendices 1 & 2 and private Appendix 3

Appendix 3 is private in accordance with Schedule 12A Local Government Act 1972, as amended by the Local Government (Access to Information) (Variation) Order 2006 namely it contains information relating to the financial and business affairs of third parties (including the Authority holding that information). It is considered that the disclosure of the information would adversely affect those third parties including the Authority and therefore the public interest in maintaining the exemption, which would protect the rights of an individual or the Authority, outweighs the public interest in disclosing the information and providing greater openness and transparency in relation to public expenditure in the Authority's decision making.

Appendices to the Cabinet Report are set out below.

Public:

Appendix 1, Strategic Outline Case (SOC) redacted with 1 of 9 Appendices attached.

Appendix 2, Sustainability Strategy, individual's names have been redacted.

Private:

Appendix 3, Strategic Outline Case with 9 of 9 Appendices.

In the public report a redacted version of the SOC is attached at Appendix 1. The redactions have been made as the redacted information 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 redactions outweighs the public interest in disclosing the information.

The SOC Appendices (B – I) contain sensitive information and 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 redactions outweighs the public interest in disclosing the information. Access to the Appendices B-I can be provided to council members on a confidential basis on a request being made to the Contact Officer in Section 8 of this report.

Where the SOC is referred to in the report it has been referenced as Appendix 1 (public) or 3 (private) depending on whether the reader has access to the public or private Appendix.

Has GDPR been considered? **Yes**

1. **Summary**

1.1 **Introduction/Context**

Kirklees Council launched its ambitious 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 accessible, busy, inclusive, family-friendly, sustainable and a safe environment that will 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 is for a new Cultural Heart, to be built around the Queensgate Market and the existing library and art gallery buildings. The vision for the Cultural Heart includes the following:

- Events/live music venue and food court
- Museum and art gallery
- Town Park,
- New Restaurants and bars
- A new library
- Replacement Multi Storey Car Park (MSCP)
- Links to the University

1.2 **Delivering the Cultural Heart Programme to Gateway 1 – Strategic Outline Case**

The Cultural Heart programme was initiated on 5th July 2021 following approval by Cabinet on 22nd June 2021. The Strategic Development Partner (SDP) has consulted with Kirklees’ service department stakeholders and external end users to develop the SOC report which is being presented to Cabinet as part of this report at Gateway 1 on 16th November 2021 (see Appendix 1 (public) or 3 (private)). Subject to approval consultations will continue through Gateway 2 and into the planning process.

The SOC report is the first step in developing the concept for the Cultural Heart programme. This concept phase will conclude with the production of the master plan and the OBC (Gateway 2) which has a target date of July 2022. It is at Gateway 2 that any commitment to the funding of the programme would need to be considered and not at this Gateway 1.

The SOC (which has an Executive Summary) sets out the research, analysis and steps taken to determine the preferred development option that best meets the objectives set by the Cultural Heart Programme Board, which are:

- Re-develop the Queensgate area to compliment a modern-day town centre that will be busy, inclusive, family-friendly and stay open longer creating a tangible sense of community
- Create a vibrant and dynamic destination where visitors and residents of all communities and ages can gather and enjoy leisure, arts and music throughout the day, evening and into the night
- Be full of diverse and rich experiences that, not only bring people together, but are familiar, celebratory, and innovative and places Huddersfield’s cultural heritage at the centre of the programme
- Be accessible, providing open opportunities to participate, learn new skills, explore and discover.
- Increase town centre footfall, supporting local businesses and venues, employees and creating new commercial opportunities making the proposition attractive to existing and

new businesses.

- Adapt and respond positively from the lessons learned and the impact of the pandemic, particularly the changing needs and aspirations of the town centre's catchment population
- Have a master plan that provides flexible spaces, high quality design and a variety of architecture bringing out the unique characteristics of the setting of the Cultural Heart and the listed buildings within it.
- Enhance the use of the retained buildings and structures as destinations, increasing public access, while enabling them to perform an increased number of municipal and commercial functions more effectively
- Encompasses the Council's 2038 Carbon Neutral Vision and policies encouraging sustainability and minimising the carbon footprint of the development
- Provide for the creation of high-quality digital and physical infrastructure
- Have a design where activities in the buildings spill out into a high-quality urban park that is welcoming, safe and with facilities for outside events of scale
- Maintain and enhance connectivity to the rest of the town centre and its neighbourhoods, including essential links to the University
- Create Social Value benefits in accordance with Kirklees Councils objectives
- Produce a master plan and completed assets that are financially viable and can be managed within affordable operational budgets.
- Be deliverable within agreed timescales and budget

Following these principles will enable Huddersfield Town Centre to evolve and stay relevant to its communities. The blueprint details the need to provide more leisure, less retail, greater accessibility and more green and open spaces with flexible uses in the town centre. The SDP has built on those core requirements to develop a preferred option in the SOC which subject to approval can be taken forward into preparing the OBC by July 2022.

The SOC sets out the strategic, business needs and market assessment that informed the development of the scope, scale and technical requirements for each of the key facilities that form part of the Cultural Heart. This was then developed into an indicative area schedule for each of the facilities, to inform the selection of the preferred option. The area requirements at this stage are indicative and the size and height of each of the new buildings and their relationship with existing buildings will be developed as part of the OBC.

The SOC provides Cabinet with the necessary information to enable them to approve options, budgets and the timeline set out in the SOC at Gateway 1, allowing the more detailed work on the programme to continue and progress to development of the masterplan and OBC by July 2022 at Gateway 2. The SOC will form the baseline for the future control and confidence in the design, procurement, and construction phases.

The future OBC will provide the detailed financial (capital and revenue) and economic impact assessment for the preferred way forward and will follow the Green Book methodology (the Green Book is guidance issued by HM Treasury on how to appraise policies, programmes, and projects) that will provide Cabinet with the appropriate information to determine the future direction of the Cultural Heart programme. At the same time the architectural and engineering design teams will commence works on the further development of the design for each of the facilities and the overall master plan.

When the OBC and master plan are concluded then the programme will be brought back to

Cabinet for review, at Gateway 2 and it is at this time that committing to the funding of the programme will need to be considered.

1.3 Securing Appropriate Resources

Funding totaling £6.55m from the Council's approved multi-year capital plan was approved by Cabinet on the 22 June 2021 to progress the programme to Gateway 2. This included Gateway 1 indicative costs of £1.99m, to develop the SOC, with further indicative costs of £4.56m if Cabinet are mindful to now proceed to Gateway 2 (OBC). The programme costs incurred to date are in line with the indicative cost profile above.

Appropriate levels of Council staff have been allocated to ensure that the programme is sufficiently resourced on the client's side, and this is monitored on a regular basis with Heads of Departments. A Programme Board has been established to provide governance and strategic direction for the programme, the chair for this board is the Strategic Director Growth and Regeneration.

A Technical and Quality committee and a Master Plan committee comprising mostly Council staff have also been convened to provide technical checks and balances at appropriate milestones for the work completed by the SDP.

A Finance Committee, that will be chaired by the Service Director - Finance, has also been established. This committee will have responsibility for reviewing all costs and income associated with the Cultural Heart Programme, and maintains the overall financial model of the development, and to periodically update the Board as required. This will include initial oversight of operational cost review and development through to OBC, Gateway 2.

Internal service department stakeholders were also identified by the council. These individuals have been consulted in a mixture of group and one-to-one sessions to define the requirements of the core elements that make up the Cultural Heart. A wider group of external end user stakeholders was also established to help refine the preferred option for the core elements and ensure their commercial viability as set out in the SOC report. Consultations will continue through the OBC and beyond and as part of the planning process.

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.

The Council are able to maintain control of the programme through the appropriate governance structure. This starts with the Programme Board which is chaired by the Strategic Director Growth and Regeneration.

It is intended that the Cultural Heart programme will go to Scrutiny during each of the stages with the first update having taken place on the 7th September 2021 to the Economy and Neighbourhoods Scrutiny Panel:

The Panel noted the contents of the report and requested that the following recommendations be noted:

- In relation to sustainability and social values, the Panel requested that the correct metrics were put in place to measure outcomes.
- The Panel noted that it was important to focus on the development of sustainable travel options, such as active travel and EV facilities, but that there also needed to be adequate parking facilities to meet current demand.
- In relation to communications, the Panel noted that it was important to ensure the purpose and vision for the Cultural Heart was made clear to all stakeholders including those without internet access.
- The Panel suggested that that engagement be undertaken with the following local groups: the Street Angels, the Visual Impairment Network, the Guide Dog Association and the Canal and Riverbank Trust.
- The Panel requested that the link from the Lawrence Batley Theatre to the Cultural Heart was included in future reports.
- The Panel noted the importance of elected accountability and scrutiny and agreed that quarterly progress reports be provided to the Panel.
- The Panel noted that consideration should be given to the issue of surface water in the early design phases.
- The Panel suggested that the town centre is built and marketed in a way that encourages and attracts visitors to the surrounding towns and villages across Kirklees.

The recommendations of the panel will be incorporated as the programme develops.

It is recognised that maintaining activity in and around the Cultural Heart throughout the lifetime of the programme will be important and therefore meanwhile uses will be encouraged. Also, the importance of maintaining a functioning town centre during the implementation phases is noted.

2.2 Project Team

2.2.1 Strategic Development Partner.

Following Cabinet approval on the 22nd June 2021 and the programme initiation on 5th July 2021, the SDP was established, bringing together the necessary skills and resources to deliver the Cultural Heart programme. The SDP is comprised of the specialist disciplines needed to produce the deliverables required for the SOC, and subsequently the OBC. The SDP brings the capacity and experience of similar masterplan scale programmes that was not available to the Council in house. Led by their Programme Manager, the SDP has been working alongside the Council, using recognised processes and procedures, to further develop the brief for the Cultural Heart.

As part of their work on the programme the SDP have been responsible for the procurement of the design consultant team. Procurement of the architect and multi-disciplinary engineers are in the final stages and once appointed will join with the SDP to progress the masterplan.

2.2.2 Procurement of architectural and engineering services

The procurement of the other consultants to be used on the programme was split into two packages:

- Master planning team (architectural) – the master planning and design team to deliver the masterplan and concept design for the Cultural Heart.
- A multidisciplinary engineering design team providing civils, structural, MEP, sustainability,

and specialist engineering services.

An options appraisal was completed by the SDP and the Council, and the NHS Shared Business Services Construction Consultancy Services Framework was selected as the route to market for the packages for the consultant services. This is the core team assembly (architectural and multi-disciplinary engineers) with any further service and appointments being potentially identified and made as the OBC develops. The appointments will initially be to OBC with an option to extend beyond as the programme delivery and procurement route is further defined.

Following interest from a number of consultants an initial sifting process was undertaken based on the consultant's responses to a Capability Assessment. The responses were assessed by an evaluation panel and the outcome of the process was a shortlist of six (6) consultants for each of the architectural package and the multi-disciplinary engineering package to be invited to bid.

The Invitation to Bid was issued on 6 August 2021. The deadline for response was 3rd September 2021, which was subsequently extended until 9th September 2021.

A tender briefing was delivered to Bidders on 13 August 2021 to reinforce Kirklees Council's key aspirations for the programme and to ensure bidders had a clear understanding of what was required from them in terms of their submission.

From the twelve bidders six were returned for the architects and three for the engineers. Evaluation has been undertaken with members of the SDP and Council during September 2021 with preferred consultants selected.

2.3 Development of the Strategic Outline Case. Gateway 1

The Cultural Heart programme consists of a number of projects:

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

The SDP and Council identified core stakeholders for each of these elements and consultations with these formed the basis for the development of the focused brief for the programme. The result of these consultations was a long list of options that was reduced to a short list of 15 options. These were then assessed against 18 criteria across the following five categories:

- Deliverability
- Social impact
- Cultural impact
- Economic impact
- Strategic impact

Value and optioneering workshops were also carried out with members of the programme board to further assess the 15 options against these criteria. From these exercises a preferred option for the programme was established (see Appendix 1 or 3, Section 3). The preferred option will now be defined in greater detail as work progresses to Gateway 2 and production of the OBC subject to approval of this Gateway 1 report.

Cost management exercises have been completed to provide an indicative outline cost plan for the projects within the preferred option. The 'do nothing' and 'do minimum' approaches have also been costed to provide a baseline for evaluation as part of the SOC process (see Appendix 1 or 3, Sections 3.14 to 3.17).

The Do-Nothing approach can also be referred to as business as usual (BAU). In terms of cultural Heart this approach would still require maintenance works to be completed on the library and market hall buildings. There would also be expenditure to make safe the site of the previous car park that has now been demolished.

The Do Minimum option requires some actions to be undertaken that will improve the current provision of services, however, it is much less than the full Cultural Heart options. The Do Minimum option will be reviewed further at the next OBC stage to assess whether it could possibly meet the programme objectives. Currently this option would be as follows:

- Library remains in the existing library building
- The northern retail section remains including tunnels
- No urban park/minimal urban park
- Museum collection principally stays where it is with some small exhibits in the Market Hall
- Food Hall in the Market Hall
- Demolish the retail wrapper around the Market Hall including Dorothy Perkins
- Small venue of 1,200 capacity on Dorothy Perkins site.

For the Do Minimum option, all of the costs associated with the BAU option would be included as they are health and safety works.

Further stakeholder groups were identified for developing the planning, sustainability, and electronic document management system strategies including building information modelling (BIM) and common data environment (CDE). From these consultations and the extensive knowledge and experience of the SDP, the deliverables for the SOC have been successfully produced (see 2.7 Outcomes).

2.4 Development of the Outline Business Case, Gateway 2

Subject to Cabinet approval of this Gateway 1 report the preparation of the more detailed programme OBC will take a significant amount of resource from the consultant team with support from Council staff over the next period to July 2022. This process will describe the investment, affordability, and the management of the finances over the programme lifecycle.

The benefits of the programme are recognised as:

- Increased number of visitors to Huddersfield

- Increased visitor stays and spend in Huddersfield
- Increased level of usage of cultural facilities by residents
- Higher national and regional profile for the town
- Additional economic Gross Value Added (GVA) to Kirklees
- Generate new full time and part time jobs
- Catalyst for further private sector investment in the town centre (in retail, leisure and accommodation sectors)
- To support the delivery of the Huddersfield Blueprint
- Greatly enhanced community facilities
- Protecting key cultural assets and cultural benefit
- Enhanced green amenity in the town centre

Once the OBC is concluded at Gateway 2 by July 2022, 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 OBC will include details of the operational aspects and costs of each of the facilities in the Cultural Heart.

2.5 Costs and Funding Availability

The Cultural Heart programme is a significant undertaking and the work on the SOC has produced a current estimated value of £210m (see Appendix 1 or 3, Section 5.3) including an allowance for inflation. This estimated figure excludes Council staff resources.

Current approved multi-year capital plans to support the Cultural heart Programme total £42.8m over the 2021-26 period, inclusive of provision for a replacement MSCP and also, provision for the previously advised costs of £6.55m to achieve Gateway 2.

Should Cabinet approve that the Cultural Heart programme is to proceed beyond Gateway 2 in July 2022, this is a significant additional capital expenditure commitment of up to £170m over the next four to five years. It is assumed that the associated funding would be funded from Council borrowing, although all possible external funding opportunities would also be explored.

The associated Council annual debt requirement would need to be serviced from general fund revenue estimated to be in the region of £6m per annum by the time of scheme completion in four to five years' time. Subject to Cabinet approval to this report (Gateway 1), the headline resource implications at this stage will need to be factored into forthcoming updated budget plans for 2022/23 and future years for member consideration at Budget Council in February 2022.

Cabinet would then have the subsequent authority, at Gateway 2 in July 2022, if it wished to proceed, to commit to a preferred option and full construction over a four-to-five-year period, within available capital and revenue resources approved prior at Budget Council in February 2022.

Whilst the scheme is a major investment for the Council in both capital and revenue terms the economic and social impact will be very significant. The SOC recognises that the scheme will attract between 750,000- 1,000,000 visitors and they will generate a large GVA for the town and the authority, let alone the region. These visitors will be from a local, regional and national catchment and subsequently we expect the GVA for the programme to be a major boost to the social, economic and cultural fabric of the area. A full economic assessment will be carried out at the next OBC stage which will quantify the GVA.

As the programme is made up of a number of different assets there is the potential up to detail

design to consider reviewing delivery phasing should market conditions change and align the programme with available funds.

2.6 Timescale

The anticipated milestones for the Cultural Heart programme are:

- Gateway 1 – SOC 16th November 2021

Cabinet approval is being sought in this report to proceed beyond Gateway 1

- Gateway 2 – OBC 26th July 2022 target

Cabinet approval is required to proceed beyond Gateway 2

2.7 Outcomes

Gateway 1, the Strategic Outline Case contains

- 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 has been assessed, the case for change reviewed and the estimated costs are better understood.

Gateway 2, Outline Business Case

- RIBA 2 Masterplan
- OBC (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 including design, functionality and finances associated with capital and revenue will have been further assessed in detail and their viability tested and how they sit within the master plan for the Cultural Heart.

2.8 Sustainability

The sustainability strategy report for the Cultural Heart (see Appendix 2) outlines the steps that should be taken by Kirklees Council and its delivery partners to work towards net zero and the wider sustainability aspirations. The report has been designed to align to the Kirklees Climate Emergency declaration as well as the regeneration aspirations of the Cultural Heart Programme. The report will also consider national trends that will need to be reflected in current plans or which will be integrated over time to future proof the regeneration programme in terms of increasingly wider ranging sustainability and climate regulations. The overall aim of the strategy is to:

- Define a Net Zero Carbon and Climate Resilience Strategy for the Cultural Heart Programme, outlining and considering options to meet Climate Emergency aspirations.
- Align the programme of works to Kirklees Council strategic objectives, policies and general feedback received, notably to support the delivery of the Net Zero Carbon (NZE) emissions 2038 target.
- Establish a framework of topic specific focus areas to deliver a sustainable Cultural Heart
- Establish sustainability and net zero carbon targets and metrics that can be adapted and aligned to core programme, project, and Council wide KPIs and targets
- Outline a performance management, assurance and reporting framework, ensuring transparency around the carbon performance of the programme of works and individual projects over defined timescales

The strategy therefore addresses the wide range of sustainability topic areas that are now vital in working towards net zero, sustainable schemes. Each key theme that has been identified is supported with a vision, strategic approach, and delivery approach. Proposed key performance indicators (KPIs) are included for review and agreement, but further support the delivery of each theme to deliver in-line with Climate Emergency and net zero aspirations.

A suggested governance structure (subject to Programme Board approval) includes the creation of a Kirklees Council Net Zero Carbon and Sustainability Committee for the Cultural Heart to provide a dedicated gateway for decision making prior to Cultural Heart project and programme board approvals. It is suggested that this group includes consultees from Kirklees Council who contributed to this report as well as an appointed third-party specialist. This approach combines project management and sustainability expertise to highlight the critical importance of delivering on sustainability requirements, while also being a conduit to share best or innovative practice across the Cultural Heart programme. This recognises that sustainability and net zero aspirations are among many likely critical success factors. Programme specific priorities should be agreed with minimum standards, so that decisions can be made through a timely and confident process.

A detailed action plan for the Council's previously announced Climate Emergency Declaration across the whole of Kirklees is expected in Spring 2022 and this will further define and inform the sustainability strategy for the Cultural Heart that will be presented as part of Gateway 2.

2.9 Social Value

Social Value is about using every means to get the best possible outcomes for local people. The Kirklees Council Social Value objectives are:

- Promoting employment in Kirklees and supporting youth employment
- Supporting the Kirklees economy – maximising the impact of the Kirklees Pound

- Investing in ways that most benefit our local communities the most
- Growing our relationship with the voluntary and community sector and local business.

During the four-to-five-year life of the Cultural Heart implementation programme Social Value and the associated benefits to the community will be a significant part of the procurement and evaluation process associated with selecting the external consultants and contractors. These Social Value commitments will then be monitored against delivered Social Value on a regular basis.

2.10 Stakeholders

There is ongoing consultation and workshops with internal stakeholders as part of the stakeholder management plan for SOC and OBC including:

- Libraries
- Museums & Galleries
- Events
- Parks
- Parking
- Culture

Details of the external stakeholders consulted so far as part of the process of developing the SOC is included in the attachments (see Appendix 1 or 3, Section 2.31 to 2.35).

Additional consultations will take place during the next stage as part of developing the OBC and then into the planning stage subject to approval at Gateway 2 (OBC).

2.11 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 detailed knowledge of the programme and so this is a natural progression.

For the consultants who have been appointed from a competitive tender the option for this extension will have been written into their contracts. The SDP appointment is currently 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 programme will be a product of the OBC 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 external stakeholders have been consulted as a way of testing out and developing options. A

programme of this scale will need engagement and consultation at various stages of programme development including the statutory stages associated with any planning application. Significantly the master plan and OBC at 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 programme is developed. The business case stages will require a full market review. At this stage the programme will further engage with the market to ensure the best value programme 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

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 have been developed by the SDP as part of Gateway 1 from consultation with core stakeholders on 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

As noted earlier at Section 2.5, the financial implications arising from the Cultural Heart ambition are significant, Subject to Cabinet's decision to proceed beyond Gateway 2 in July 2022, the

entirety of the Programme at this stage is presumed to be funded from Council borrowing, this would therefore mean significant additional capital and associated annual revenue debt servicing requirements over the medium to longer term.

This will also impact significantly on the Council's treasury, capital and investment strategies, which would also need to be updated through the remainder of the current budget round.

All the above will need to be incorporated into the annual budget report for 2022/23 and future years, for member consideration at Budget Council in February 2022.

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

An Integrated Impact Assessment will be done in the next stage as part of the work on the OBC and engagement with wider stakeholder groups.

4. Consultees and their opinions

Consultees at this time are referred to earlier at Section's 2.10, 3.1 and 3.2.

Consultations will continue and be expanded as the programme is developed. The business case stages (OBC) will require a full market review. At this stage the programme will further engage with the market to ensure the best value programme and outcomes for citizens can be delivered.

5. Next steps and timelines

The anticipated schedule is:

- Gateway 1 (SOC) 16th November 2021

Cabinet approval is being sought in this report to proceed beyond Gateway 1

- Gateway 2 (OBC) 26th July 2022 target

Cabinet approval is required to proceed beyond Gateway 2

6. Officer recommendations and reasons

Cabinet is requested:

- 6.1** To agree to proceed in line with the proposals and recommendations in the Strategic Outline Case to Gateway 2 within the approved funding limits approved at the cabinet meeting of 22nd June 2021.

Reason: To expedite the programme and achieve the overall acceleration so that the Cultural Heart master plan and Outline Business Case can be completed as soon as is practical.

- 6.2** To agree to delegate all necessary authority in pursuance of recommendation 6.1 to the Strategic Director for Growth and Regeneration to deliver the programme to Gateway 2 the Outline Business Case.

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 on the 20th October 2021, and Cllr Paul Davies, the Cabinet Portfolio Holder for Corporate, was briefed on the 15th October 2021

The Cabinet Portfolio Holder recommends that Cabinet:

- 7.1** Agrees to proceed in line with the proposals and recommendations in the Strategic Outline Case to Gateway 2 within the approved funding limits approved at the cabinet meeting of 22nd June 2021 so that the Cultural Heart master plan and Outline Business Case can be completed as soon as is practical.
- 7.2** Delegates all necessary authority in pursuance of recommendation 7.1 to the Strategic Director for Growth and Regeneration to deliver the programme to Gateway 2 the Outline Business Case.

8. Contact officer

David Glover
Senior Responsible Officer, Cultural Heart
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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-%2020071%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>
- **June 2021** – Cabinet report – Cultural Heart, part of the Huddersfield Blueprint – Next Steps
<https://democracy.kirklees.gov.uk/documents/s41881/Delivering%20the%20Cultural%20Heart%20Cabinet%2022.6.21%20002.pdf>

10. Strategic Director responsible

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