

Name of meeting: Cabinet
Date: 18th January 2022
Title of report:- The Arcade, Market Place Dewsbury – Lease

Purpose of report

To agree the future lease/management arrangements for The Arcade, Dewsbury.

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
Key Decision - Is it in the Council's Forward Plan (key decisions and private reports?)	Published 20 th September 2021
The Decision - Is it eligible for call in by Scrutiny?	Yes
Date signed off by <u>Strategic Director</u> & name	David Shepherd – 21 st Dec 2021
Is it also signed off by the Service Director for Finance?	Eamonn Croston - 20 th Dec 2021
Is it also signed off by the Service Director for Legal Governance and Commissioning?	Julie Muscroft – 22 nd Dec 2021
Cabinet member portfolio	Cllr Eric Firth Town Centres Portfolio Holder & Cllr Peter McBride Regeneration Portfolio Holder

Electoral wards affected: Dewsbury East
Ward councillors consulted: Cllr Firth, Cllr Scott, Cllr Lukic

Public report with Appendices. Appendix 4 is in Private.

(Have you considered GDPR?) Yes.

Appendix 4 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.

1. Summary

- 1.1 The Arcade is a Grade 2 listed Victorian arcade in the centre of Dewsbury. Once a popular and thriving retail arcade, it has been closed and vacant since July 2016. Bringing the Arcade back to life is a key part of the Dewsbury Blueprint plans for regenerating the town centre.
- 1.2 The Council purchased the Arcade in May 2020 and has completed initial 'stabilisation' works involving dealing with water ingress, soft strip and removal of dry rot. A detailed planning application was submitted for the proposals on 8 August 2021. Based on the current programme works should commence in late 2022 and be complete in autumn 2023. The overall project will involve the repair, refurbishment and reconfiguration of the building, all to high heritage standard, allowing greater flexibility in the use of the space and improved financial sustainability in the future.
- 1.3 In addition to the extent and nature of the physical works to the building; the management of the reopened Arcade will be critical to its future prospects. Cabinet approval is sought for the lease/management arrangements for operating the Arcade.

2. Information required to take a decision

Property Details

- 2.1 The Arcade is a Grade 2 listed Victorian arcade in the centre of Dewsbury and lies within the Dewsbury Town Centre Conservation Area. It links Market Place to Corporation Street (see Appendix 1 & 2). All the building is listed, it being one of the unique architectural elements of Dewsbury Town Centre.
- 2.2 The existing Arcade layout includes a number of small ground floor retail units, some of which have upper floor accommodation. There are four units with external frontage on either side of the two entrances, one of which (25, Market Place) is occupied by an amusement arcade in conjunction with a neighbouring property (27 Market Place). The occupiers of 25 Market Place have been served with a notice to bring their lease to an end in June 2022. At the time of purchase 16, Corporation Street was also occupied and vacant possession of this unit was achieved in January 2021.
- 2.3 Overall the Arcade has 20 small ground floor units ranging from 114 sq.ft. to 588 sq.ft along with 9 more first floor units and further second floor spaces with an overall gross internal area of 16,760sq ft (1,557m²) over the three floor levels, including the thoroughfare. With the exception of 25 Market Place, all the building is vacant.

Strategic Context

Dewsbury Blueprint

- 2.4 The Dewsbury Blueprint which was launched by the Council on 5th February 2020 and has a number of themes/objectives including:-
 - Business Town
 - Learning town
 - Leisure Town
 - Shoppers Town
 - Heritage Town
 - Greener town
 - Creative Town
 - Connected Town

- 2.5 The Arcade project will contribute to the themes around heritage, shopping, leisure, business and creativity. The Blueprint includes the reopening of the Arcade as one of the key projects.

Town Deal

- 2.6 The Arcade is also one of the key projects within the Dewsbury Town Deal which was approved in principle by Government in June 2021. The Dewsbury Town Investment Plan details the projects to be supported by the Town Deal and following the internal approval of the Business Case in November 2021, the required 'summary document' was submitted to Government in December 2021. A decision is expected on the Town Deal funding by March 2022.

Dewsbury Town Centre Strategic Development Framework 2018

- 2.7 The Blueprint draws heavily on the Dewsbury Town Centre Strategic Development Framework and the accompanying Delivery Programme that was approved by Cabinet on the 22nd of January 2019. Its three strategic aims are to increase activity, make the town more attractive and improve accessibility. The Arcade project contributes strongly to two of these.
- 2.8 If the town centre is to be properly regenerated, then the Arcade needs to be brought back to life and a sustainable use or uses found to utilise the building. Due to its historic and enclosed character it provides a great opportunity for the town centre to offer something unique, a destination for leisure/retail and other uses that is not available elsewhere in the area.

Heritage Action Zone

- 2.9 The Dewsbury Town Centre Conservation Area (DTCAA) was awarded Heritage Action Zone (HAZ) status in December 2017. The award of HAZ status was partly a reflection of the fact that Historic England regard the DTCCA as 'being at risk' as a result of the high number of historic buildings that are vacant and underused and therefore at risk of further deterioration. The aim of the HAZ is to help drive the Council's ambitions for the regeneration of the town centre by halting and reversing the decline of heritage assets. The Arcade is one of a number of key heritage buildings in the town that are vacant and require action to get it back into active use.

Kirklees Economic Strategy 2019-2025

- 2.10 One of the 5 priorities of the Kirklees Economic Strategy is 'Revitalised Centres' and one of the 12 action programmes relates to North Kirklees and Dewsbury; with one of the 5 big wins being revitalising Huddersfield and Dewsbury.

Corporate Plan

- 2.11 The Council's approach to Council Plan 2020/1 is focussed on three themes: -

- People – we work with people, we don't do things to them
- Partners – we work proactively with our partners
- Place based working – we know that one size doesn't fit all and we recognise the diversity and strengths to be found across Kirklees.

- 2.12 The suggested approach to managing the Arcade outlined below supports these themes.

The Project

- 2.13 The project seeks to create a new vibrant destination in the heart of the town centre. The physical works will fully refurbish the Arcade, enhancing its historic character , enabling public access once more through the Arcade thoroughfare and improving the Arcade in a way that maximises the chances of it being physically and financially sustainable in the medium and long term. There is a degree of flexibility over the types of uses that will be in the Arcade (subject to planning and any agreed terms of occupation) and these will reflect a number of factors, not least:-
- The contribution these uses and activities make to the wider regeneration of the town centre and what will they add to the town's offer
 - their acceptability in planning terms
 - commercial reality
 - the contribution to financial sustainability of the Arcade over the medium to long term
- 2.14 A reopened and successful Arcade will be an important component of a successful town centre and similarly having a more vibrant town centre will help the performance of the Arcade.
- 2.15 A key aim of the proposed works is to achieve as much flexibility as possible in how the units can be configured for letting so that it is financially sustainable. Key design criteria for the project are:-
- **Commerciality** – creating unit layouts/sizes and general attributes that make the Arcade attractive to occupiers & customers
 - **Flexibility** – units can be combined/split and accessed as flexibly as possible
 - **Heritage** - Celebrating the heritage of the building
 - **Accessibility** - Improved accessibility to all floors/units wherever reasonably possible
 - **Building Management** – a building that its easy and cost effective to manage; particularly the roof areas; is secure
 - **Sustainability** – helping meet the climate change agenda
- 2.16 The works will restore and highlight the buildings heritage. The layout will fundamentally remain unchanged with the most significant change being in terms of access and the creation of a new shared stair/lift core that will serve the first floor of 16, Corporation Street and the large second floor that stretches across the Corporation Street frontage. In the original designs the new stairs/lift was in 16 Corporation St but an opportunity arose for a better arrangement in the adjacent building (see below). In the final scheme there will be 19 ground floor units, 15 small units and 4 larger ones, two at each end of the Arcade. One of the existing small ground floor units will be repurposed to form an accessible toilet for tenants.
- 2.17 To facilitate the improved access, Cabinet agreed on the 21st September 2021 to the purchase of the adjacent building at 18-20 Corporation Street/17 Foundry Street and the works to create a new stair/lift core Street and associated works to be funded from the Arcade budget. The purchase for the property was subsequently completed on the 24th November 2021. A planning application and LBC for 18-20 Corporation Street/17 Foundry Street will be submitted in January 2022.

Lease/Management Options

- 2.18 It is timely to now consider the future management arrangements for the Arcade once the physical works have completed and the building is ready to reopen. Although the opening is still some time away, clarity on the preferred option will enable officers and

other organisations to plan on that basis. It is important to highlight that whatever option is chosen it is proposed that the Council will retain the freehold of the Arcade for the foreseeable future.

- 2.19 The Council will need to decide the strategy for leasing and management arrangements for the Arcade well in advance of the Arcade opening for business. Sufficient time is needed to fully establish the arrangements for managing the Arcade and secure occupiers. If the preferred management option (see below) is chosen, it will also provide time for fund raising and creating the appropriate legal entity for the Arcade Group. A minimum of a year is required in order to properly put in place the necessary arrangements.
- 2.20 There are four main strategic management options open to the Council
1. The Council directly manage/operate the Arcade
 2. Lease to a private sector company
 3. Appoint a management company to operate the Arcade on the Councils behalf
 4. Lease to non profit distributing organisation e.g. 'The Arcade Dewsbury Group'
- 2.21 The report to Cabinet in February 2020 highlighted the potential there might be for a community company to take on the management of the Arcade. In May 2021 the Council received a proposal from 'The Arcade Dewsbury' Group ("the Arcade Group") to take a lease on the Arcade and manage the building. The Arcade Group are a group of 6 local businesspeople and investors who have come together to bid for the right to run the Arcade. The proposal put forward by the Arcade Group is contained in Appendix 3.
- 2.22 Officers have considered the 4 options against a range of measures, including their contribution to achieving corporate objectives, the ability to deliver the desired regeneration and other outcomes, financial issues and risk. Because there are no detailed proposals to consider for all the options any conclusions are necessarily based on a degree of supposition. Nonetheless the options have been reviewed as far as possible and the conclusions of this assessment are outlined below.

1. Direct Management by the Council

- 2.23 The Council could manage the Arcade itself and in the absence of a stronger options this would be the preferred approach. If the Council were to manage the Arcade it would need to put in place the appropriate arrangements to prioritise and allocate resource to oversee both the preopening and operational stages of the project. Direct management provides maximum control for the Council.

2. Lease to a Private Company

- 2.24 Although a tried and tested approach to property management, which helps to maximise financial returns, this approach is unlikely to give the best chances of achieving the objectives for the scheme or provide any additional regeneration benefits offered by option 4 or the levels of control offered by option 1. It can provide a simple financial arrangement, but the particular circumstances relating to the Arcade e.g. Dewsbury context, Council and community aspirations re types of uses & activity mean that this option rates poorly compared to options 1 & 4. Although a tender process could be held to select an operator, there is no certainty that any worthwhile commercial proposals would come forward, or that would meet the Councils wider objectives.

3. Management Company

2.25 Management contracts can work well, particularly where the owner has limited resources, skills or interest in operating a facility/service or thinks it can be done significantly more cheaply. Additionally, management contracts are also easier to terminate than a lease. However, in these circumstances there would seem to be little benefit from the Council taking all the risks of letting, whilst paying another organisation to carry out the day to day management of the Arcade when it has the experience and processes in house to do it itself or has other better options.

4. Lease to a non- profit distributing community company e.g. Dewsbury Arcade Group.

2.26 Officers have reviewed the initial document submitted by the Arcade Group and consider it to be a credible proposal with could bring a lot of additional impact and benefit compared to the other options. Having a local company run by local business people and investors with support of the local area, operating the Arcade will enable local energy, commitment and expertise to be utilised to the benefit of the town and create the opportunity to keep any surpluses within the town to further future regeneration.

2.27 The Arcade Group proposal scores well on meeting both the Councils regeneration and wider corporate objectives related to People Partners and Place Making. The proposal provides a credible explanation of how the group would ensure vibrancy, inclusivity and make the Arcade family friendly. There is a clear vision as to how the Arcade would be 'curated'. Wider social benefits are explained via the recycling of surpluses into the project and in the longer term (if finances allow) other Dewsbury projects and initiatives.

2.28 This approach also extends the sense of ownership (and customer loyalty) to Dewsbury residents and therefore increases the chance of success. Drawing on the energy, imagination and investment of local people will provide a greater degree of commitment to make it the key part of Dewsbury town centre that the community wish it to be.

2.29 This approach does however come with additional risks which do not apply to the other options. This is a new organisation with no track record and therefore will rely heavily on the calibre of the individuals who are involved in running the organisation. Also it has no financial reserves and is reliant on a community share issue to raise the funds necessary to provide the working capital. If this option is selected the Council will need to manage these risks appropriately.

2.30 The Arcade Group's proposal contains some suggestions with regard to lease terms. Council officers have carefully considered these and some have been reflected in the recommendations regarding the conditions of the agreement for lease and the heads of terms. However, officers are recommending a lease length of 10 years (compared to the request of 30 years) as this is a key way of managing the risk.

2.31 Theoretically, proposals could also be sought from other third sector organisations to lease and operate the Arcade. However, given the size and nature of Dewsbury it is considered that it would be very unlikely to attract interest from any other organisations with the right blend of local, creative and business interests. The proposal from the Arcade Group is unique and therefore it is not proposed to seek interest from other parties.

The Lease/Management Proposal

2.32 This report seeks Cabinet approval for option 4, i.e., that the Property should be operated by the Arcade Group utilising the Arcade Company (please see below for further information) and that the detailed lease terms are agreed that reflect the Heads of Terms agreed with the Arcade Group (see Appendix 4). There would also be an

agreement for lease with the Arcade Group/Arcade Company that sets out some preconditions for entering into a lease and this will help to manage the risks.

2.33 In this option the Council would grant a full repairing and insuring lease to the company or other legal entity incorporated by the Arcade Group (“the Arcade Company”). The proposal states the Arcade Group would, if given ‘preferred bidder’ status constitute itself as a Community Benefit Society regulated by the Financial Standards Authority and raise funds for working capital through a community share issue. The Arcade Company would be granted a lease and would be free, within the scope of some general use clauses outlined in the Heads of Terms, to let and manage the Arcade as it wishes. Measures would be included in the lease that help to ensure the building is well maintained and repaired as necessary.

2.34 Cabinet approval is sought for the Heads of Terms (see Appendix 4). Prior to entering into the lease the Council would for its part undertake to complete the works and then require a number of pre conditions to be met by the Arcade Group/Arcade Company and these would be set out in the agreement to lease. These conditions would include:-

- The Arcade Group become legally constituted into a non-profit distributing organisation such as a ‘Community Benefit Society’, or forms into another type of non-profit distributing business acceptable to the Solicitor to the Council. This would need to be done prior to exchanging any Agreement for Lease so that the Arcade Company are a party to that agreement.
- The Arcade Group complete a successful share issue, or raises capital through other appropriate means (reflecting the not-for-profit ethos) in respect of the Arcade Company
- The Arcade Group provide the Council with a detailed business plan which satisfactorily outlines how they will manage the Arcade utilising the Arcade Company and achieve the aims and objectives of the Arcade project.

2.35 Without testing the market it is impossible to say definitively whether the proposed Heads of Terms are the best consideration that can be reasonably obtained. The Arcade is a unique property and in valuation terms the Arcade has to be assessed in the context of difficult letting conditions for town centre properties. Officers have therefore taken a cautious approach and assumed that the proposed Heads of Terms are less than best consideration. This is justified on the basis that leasing to the Arcade Group/Arcade Company will help it to secure the promotion and/or improvement of the economic, social or environmental well-being of its area. As outlined in the Contract Procurement Rules Cabinet authority is therefore being sought to approve the Heads of Terms.

2.36 If the Heads of Terms (save for rent) that have been offered to the Arcade Group were put to the open market it is unlikely that the Council would have had any commercial interest, although we cannot be certain. Commercial operators, who would pay commercial rents, would likely have demanded a longer term, a wider user clause and less restrictions on the agreement for lease etc. Officers recommend that the Council retain a greater degree of control than under a standard lease and in order to retain that control it has been necessary to be flexible with the rent agreed with the Arcade Group. The rent agreed provides a financial return for the Council and is structured in a way that it increases based on the success of the Arcade. Dealing direct with the Arcade Group provides the Council with the desired level of control whilst been able to achieve the broader regeneration outcomes.

Management Risks

2.37 The proposed length of lease within the Heads of Terms is 10 years. The Arcade Group requested a long lease of 30 years or more. The shorter lease length proposed

helps the Council to manage some of the risks inherent in leasing the building to a community business. However, the shorter lease would exclude the Arcade Group/Arcade Company from accessing investment from the Co-Operatives UK/Architectural Heritage Fund (“AHF”) who require at least a 25 year lease. The AHF funds would supplement the fund raising from the community in the community share issue.

2.38 Not being able to secure Co-operatives UK/AHF funds would weaken the Arcade Group’s chances of securing the necessary levels of working capital. It is important the Arcade Group/Arcade Company starts off from a strong financial position and therefore it is proposed that the Council provides a similar level of initial grant/investment that the Arcade Group/Arcade Company would otherwise be able to access from the AHF/Coop if the Council had offered a lease of 25 years.

2.39 The leasing of the Arcade to a new Community Benefit Society does bring some specific risks and these are itemised in the Table below with proposed mitigation measures:-

Risk	Effect	Mitigation	Owner	RAG rating
New company/CBS without track record.	Generally greater risk re set up and operations	See actions below re finance, personnel. Due diligence. Agreement to Lease conditions.	KC	A/R
Community share issue not successful	Delay or greater risk re financial robustness.	Group undertake proactive campaign, support from Council via Equity Investment up to £25,000. Agreement to Lease conditions	AG/KC	A/R
Registration as Community Benefit Society delayed or rejected	Stops progress of this option.	Support Group in submission of proposal if required. Look at other legal ‘models’. Revert to direct management.	AG/KC	A/R
Board membership, insufficient quality and range of experience, skills	Weakens strategic oversight/vision; management.	Ensure Board have suitable range of people with range of skills & expertise	AG	A/R
Quality of Day to day management	Poor management of the Arcade	Ensure good recruitment process to get right candidate. Probationary period.	AG	R

2.40 Council officers will provide support to the Arcade Group, where needed, through the set up period of the organisation and launch of the Arcade.

3. Implications for the Council

Working with People

- 3.1 The Dewsbury Blueprint was subject to public consultation in February 2020, which highlighted the importance that local people placed on bringing empty buildings, and the Arcade in particular, back into use. The Blueprint draws heavily from the Strategic Development Framework approved by Cabinet on the 22nd January 2019 which in turn draws upon the earlier Strategic Development Framework produced in 2010. This was a result of extensive public engagement and highlighted the importance local people place on having an attractive and vibrant town centre.

Working with Partners

- 3.2 As part of the plans to reopen the Arcade the Council will work with potential partners to develop the most appropriate and deliverable plans to bring the Arcade back to life for sustainable uses. The Arcade Group are a consortium of local business people and investors and as part of their proposed share issue involve more people in the long term sustainability of the Arcade.

Place Based Working

- 3.3 The Dewsbury Blueprint is based on the idea of working with local people and businesses to improve the town centre and this has been taken forward in the Dewsbury Town Investment Plan. The Strategic Development Framework approved by Cabinet on the 22nd January 2019 draws upon the earlier Strategic Development Framework produced in 2010. This was also a result of extensive public engagement and highlighted the importance local people place on having an attractive and vibrant town centre. The consultation carried out by the consultants Social for the Dewsbury Town Deal in late 2020 provides further support to these conclusions.

Climate Change and Air Quality

- 3.4 The repair, refurbishment and reopening of the Arcade will contribute to town centre regeneration and conservation of the town's heritage. By improving the leisure and retail offer of the town centre it will provide greater opportunity for linked trips to the town centre, potentially reducing the number of journeys and production of carbon.

Improving outcomes for children

- 3.4 The aim is to for the Arcade to be family friendly.

Public Sector Equalities Duty

- 3.5 A condition of Town Deal funding the Government requires that a qualities assessment is undertaken for each project supported by the fund. An impact assessment has been completed for the Arcade project and this considers impacts on those groups of 'protected characteristics'. Overall the project, has on balance, a positive impact.

Legal

- 3.6 Legal services will need to be engaged and financing of these services will be met from the project budget. Legal services will also need to be engaged to advise on any subsidy implications should Option 4 be taken (to deal solely with the Arcade Group and in reference to the preferential terms of the proposed deal with the Arcade Group).

Finance

3.7 The latest estimated capital costs and funding position is outlined in Table Two below.

Table Two: Arcade Project - Cost Estimate & Current Funding		
Element	£,000	Comments
1. Budget Estimate		
Surveys & other fees	111,000	
Purchase & enabling works	1,017,000	Completed
Construction costs	4,791,000	Inc prelims, profit, contingency of 10%
Fees	757,000	BDP & internal - Part incurred
Total	6,676,000	
2. Current Funding (capital)		
Kirklees Council	1,770,000	Approved February 2020
Getting Building Grant	600,000	Approved – subject to contract
Town Fund (Capital)	1,310,000	Approved in principle, subject to MLUHC approval of business case.
Historic England	300,000	Provisional
Heritage Lottery Fund	2,696,000	Stage 1 application submitted 26 Nov
Total	6,676,000	
Footnote: Estimate based on mid point of contract Q2 2022		

3.8 Cabinet approved £1.77m towards the project at its meeting on 25th February 2020 and this enabled the property to be purchased, initial stabilisation works to be undertaken and to employ BDP to undertake the designs for the project. Further external funds have been secured as itemised in Table Two. The Historic England funding is indicative and is subject to a formal application and approval; which is programmed for 2022. Following the reopening of Heritage Lottery Fund (HLF) for applications a bid was submitted to HLF on 26 November 2021.

Revenue

3.9 The Heads of Terms for the lease to the Arcade Group/Arcade Company is drafted on the basis that it gives the organisation the time and opportunity to properly establish the Arcade as a thriving and attractive destination. The Arcade Group/Arcade Company will be expected to cover all operating cost, including repairs and maintenance, and empty property business rates (if payable), from their income and reserves.

3.10 There will be no ongoing revenue subsidy of the Arcade Group/Arcade Company by the Council, all operational costs will need to be met by the Arcade Group/Arcade Company. The capital repayments and interest payments on the debt incurred by the Council in funding its capital finance for the project will be dealt with centrally by the Council.

3.11 The Arcade Group already has the offer of a development grant for the share issue and a conditional offer of up to £50,000 of equity investment from Co-operatives UK. The latter would be based on £1 for every £1 investment raised from the community up to a maximum of £50,000. The current eligibility criteria related to lease length currently would mean that the Arcade Group/Arcade Company could not now access the Community Share Booster equity investment as a lease length agreed is less than required by Cooperatives UK.

- 3.12 In order to provide the Arcade Group with the best chance of securing the working capital it requires, it is proposed that, if the Arcade Group continues to be unable to access the equity investment from the Cooperatives UK, then the Council offers to match that support on similar terms and conditions to Cooperatives UK up to a limit to create sufficient working capital to effectively manage the Arcade. The working capital required to operate the Arcade is estimated at £50,000 and therefore the Council's investment would be limited to 50% of that i.e. a maximum of £25,000. This would only be finalised once the Community Benefit Society or another type of non-profit distributing business acceptable to the Solicitor to the Council was established.
- 3.13 The proposed Heads of Terms for the lease are contained in Appendix 4 (private part of the papers).

4. Consultees and their opinions

- 4.1 The three local ward members (Dewsbury East Ward) have been consulted on the proposal to lease the property to The Arcade Group. Councillor Lukic has requested that the following comments are included: - "I support the Arcade Group's proposal to form a Community Benefit Society to manage the Arcade. I am familiar with how this type of structure operates as I am a member of a different CBS and have been for the last six years. While the council could directly manage the Arcade instead, I think the CBS option has three main benefits:
1. Greater local focus and pride, by running the Arcade as a Dewsbury business rather than at the Kirklees level
 2. The CBS board and any employees would be more directly reliant on the Arcade's success (and less hindered by bureaucracy)
 3. Dewsbury residents would have the opportunity to join the CBS and have a direct say in who runs the Arcade"

5. Next steps and timelines

- 5.1 Following a decision by Cabinet, officers will undertake all the necessary legal and other work required to complete the Agreement to Lease and the lease plus the investment agreement.
- 5.2 Subject to funding being confirmed and all other items being satisfactorily completed to programme it is anticipated that the construction works will start in late 2022 with a completion in 2023.

6. Officer recommendations and reasons

It is recommended that Cabinet:-

- (i) Approves the granting by the Council of an Agreement for Lease to the Arcade Group/Arcade Company in a form as outlined in paragraph 2.34 of this report and delegates authority to the Strategic Director (Growth and Regeneration) in conjunction with the Service Director – Legal, Governance and Commissioning, to agree and complete the agreement for lease

Reason: To allow the Council to effectively manage the initial risks.

- (ii) Approves the granting by the Council of an agreement for lease and lease of the Arcade to the Arcade Group/Arcade Company under the Heads of Terms contained in Appendix 4 and delegates authority to the Strategic Director (Growth and Regeneration) in conjunction with the Service Director – Legal, Governance and Commissioning, to agree and complete the lease once preconditions outlined in the Agreement for Lease have been met and to obtain

legal confirmation of the position regarding any possible implications that may arise from the Subsidy Control Bill.

Reason: To enable the effective delivery of the Arcade project and manage risk.

- (iii) Subject to the Arcade Group being ineligible for the Community Share Booster scheme, approves that the Council provides equity investment into the Community Share issue proposed by the Arcade Group on the basis of match funding of £1 for every £1 raised from the community up to a maximum of £25,000 investment from the Council and delegates authority to the Strategic Director (Growth and Regeneration) in conjunction with the Service Director – Legal, Governance and Commissioning to agree and complete the contractual arrangements

Reason: To enable the Arcade Group to secure sufficient working capital to effectively operate the Arcade.

7. Cabinet portfolio holder's recommendations

- 7.1 The Portfolio Holders for both Regeneration and Town Centres support the proposals in the report and recommend that the report be approved.

8. Contact officer

Peter Thompson: ER Project Manager
peterr.thompson@kirklees.gov.uk
01484 221000

9. Background Papers and History of Decisions

Report to Cabinet 25th February 2020: The Arcade, Market Place Dewsbury.

Report to Cabinet 21st August 2018: Dewsbury Heritage Action Zone.

Report to Cabinet 22nd January 2019: Dewsbury Town Centre Strategic Development Framework.

Report to Cabinet 12th October 2021: Dewsbury Town Deal Next Steps

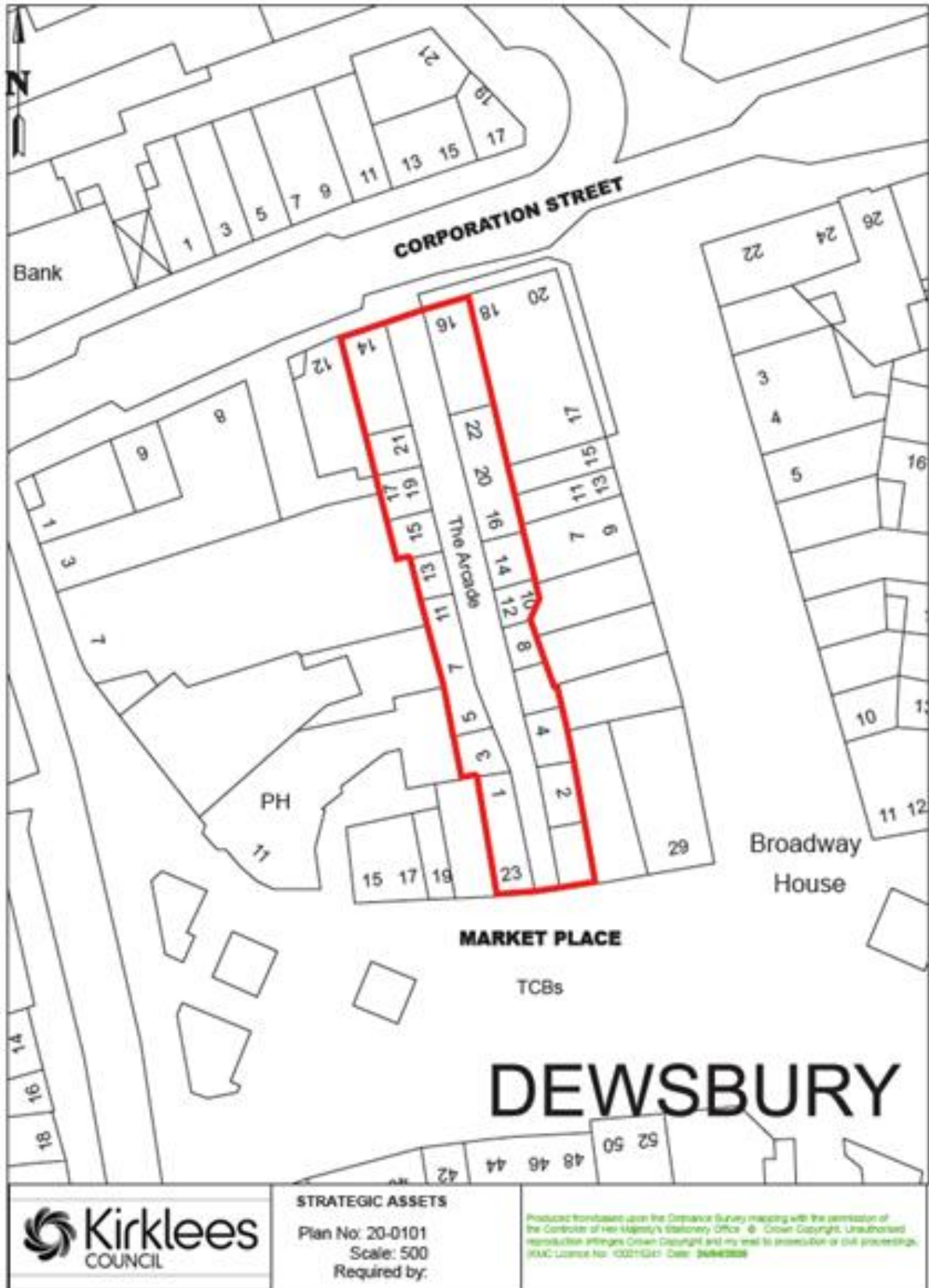
10. Strategic Director responsible

David Shepherd
Strategic Director Growth and Regeneration
david.shepherd@kirklees.gov.uk
01484 221000

APPENDIX 1: LOCATION PLAN



APPENDIX 2: Boundary of The Arcade



APPENDIX 3: PROPOSAL FROM THE ARCADE DEWSBURY GROUP



The Arcade
Dewsbury

The Arcade – Dewsbury

Partnership Proposal

**The Arcade Dewsbury
Group**

May 2021

The 'Arcade – Dewsbury' community business is seeking a long lease on the Arcade, creating the first community run shopping centre in the country. While being operationally and financially independent, the business will work in partnership with the Council to achieve shared objectives for the Arcade and the wider Dewsbury Town Centre.



Our Objectives

The aims of our community business are to:

- Fill the Arcade and run it in a financially viable way.
- Attract tenants that bring activity and footfall to the town centre.
- Encourage young independent, creative entrepreneurs to start their businesses. A new experience in a heritage building.
- Organise events that promote the Arcade and the town.
- Work with other projects, particularly the Market, to bring people to Dewsbury during the day and evening in a safe family environment.
- Be inclusive of all sections of the community and work to sustainable business principles.
- Be a channel for community economic development across the town centre.

3

Achieving those objectives

In preparation of their Shopping Centre Report (March '21), property consultants Lambeth, Smith, Hampton posed the question of what were the critical changes needed to rescue shopping centres post pandemic. Respondents across the industry put as the top three:

- **More community** – amenities and service
- **More diversity** – of offers and occupiers
- **More surprise** – of events and experience

Our contention is that our group is best placed to provide those. A community business provides the focus and agility of the private sector, while maintaining the social objectives of the public sector. The objectives of the Council and the community business are similar – to develop a fully occupied, profitable Arcade, filled with creative, independent entrepreneurs that acts as a spark to regenerate the rest of the town centre.

That position is supported by a recent report from Power to Change / National Lottery (Saving the High Street – Sept '20). The case studies showed the benefits of community business ownership of high street assets (page 5):

- **Ability to create a destination place**
- **Increasing diversity of high street users**
- **Building links with other businesses**
- **Shaping a vision of the high street**

4

Any profit made by the business will be ploughed back into the Arcade or other town centre projects. Once the Arcade is successfully launched, we foresee the group acting as a Dewsbury town centre community development company, backing up the Town Plan – drawing in, supporting and publicising entrepreneurs willing to take on a venture in the town.

No governance structure guarantees success; the performance of individuals involved will always be critical, particularly the skills of management. However, there is no increased likelihood of business failure with the co-operative model; quite the opposite.

The strengths of a rooted, independent organisation were shown at the time of the Arcade community business launch in Feb '21. The group were able to raise grant money from the Architectural Heritage Fund and build an effective communications infrastructure that within two weeks gained:

850 Facebook page likes
200 sign ups to the Newsletter
18 expressions of interest in taking a shop unit

5

A capable and enterprising Board

'The Arcade – Dewsbury' will be registered as a community benefit society with the Financial Conduct Authority once the Council awards it 'preferred bidder' status; a limited company run on a one-member-one-vote basis with an asset lock that prevents private gain from any value it builds. The business is currently managed by a Board of 6 experienced entrepreneurial people who live or work in Dewsbury (see Appendix) and meets bi-monthly. Chris Hill as the Council's Arcade Project Manager is Secretary to the Board and takes the lead on business development.

Recruitment to the Board is on the understanding that time as well as knowledge will be contributed, with a guideline of a minimum of 4 hours a week.

The Board will employ a part time manager (2 or 3 days a week) prior to taking the lease who will be responsible for tenant and facility management as well as promoting the Arcade. The possibility of combining the role with funded business support work is being explored.

The Board's responsibilities will be:

- **Appointing and guiding the work of the manager**
- **Overseeing the finances and business model**
- **Ensuring a suitable mix of tenants**
- **Raising the profile of the Arcade through events and appropriate marketing**
- **Maximising the involvement of Dewsbury residents**
- **Developing partnerships and business opportunities that will aid town centre regeneration**

¹ The survival rate for co-ops over the first 5 years is 76%, compared to 42% for private start-ups (The Co-operative Economy 2020, Co-ops UK)

6

Protecting Council interests in the lease

The Council will be concerned about reputational and financial damage of the community business failing. The chances of this are small (see Risks) but the creation of non-traditional lease, can eliminate financial risk to the Council and minimise the chance of management failure.

Terms of the lease need to give the community business and its shareholders a sense of ownership while at the same time protecting the long-term interests of the public and Council

Essential elements would be:

- **Granting of a long lease (30 years or more)**
- **Payment structured on a base payment + income related**
- **Conditions that the Arcade cannot be used as security against a loan. Surplus can only be used for regeneration purposes**
- **As well as usual duty of care clauses, council able to break lease on occupancy dropping below agreed level (e.g 50%)**
- **Ability of the community business to break the lease on reasonable notice if it no longer felt able to manage the Arcade**
- **Council officer representation on the Board**
- **Annual building inspections and report to the Council on financial, maintenance and regeneration performance**

The lease should be based on Heads of Terms agreed as soon as possible. Granting of preferred bidder status to the community business in the summer of '21 will give plenty of time for the group to work with the Council team on the terms of the lease prior to signing after completion of refurbishment works in 2022. Preferred bidder status is required to draw down grants and begin the process of raising capital from shareholders.

7

Council Control

Councils by their nature are multi-layered and can be slow moving. A price that has to be paid in a democratic structure using other people's money. In addition, local authorities are under-resourced, making it very difficult for over-stretched officers to focus on single projects.

We see the Arcade as a Team effort. The Council through the Community Business Board will provide the policy context, networks and advice, the community business will make things happen on the ground, involving residents and creating the positive outlook that can be lacking in Dewsbury.

In an executive sense, the Council will lose some control, but there will be no price to pay in policy outcome. The Council will earn a return and be spared responsibility and effort, while the community business will work with the Markets, Business Team and Town Fund team to boost enterprise in the town centre.

Curating the Tenants

The Council project team and community business share a vision of Arcade occupancy. Tenants will represent the creative end of the independent retail sector. Many will produce off-site (though even better if they can find the room to produce on-site) and sell on-line as well as running a small shop (c 200 sq ft). Collectively they will present a unique offer that will make the Arcade worth visiting.

Gambling, vaping, take-aways and business services generally will not be welcome. No position has been taken on housing community services, but it will be important not to dilute the retail buzz of the Arcade.

8

The 18 expressions of interest that followed the launch offered a mix that was not far from our vision. Among them were - craft, soaps, antiquarian books, antiques, zine shop, florist, cakes, sauces, hats, games, bath bombs and a chai café.

The role of food in the Arcade will need close co-ordination with Market management (as will rents) as they need to lead in that area, but there may still be room for some speciality food shops. That discussion has begun with Chris Cotton (Strategic Lead for Markets) and shows the advantage of partnership approach over leasing to a private operator.

The small shops will act as a retail incubator where entrepreneurs can trial their ideas at low cost. We would hope some would move on to occupy larger town centre shops and we will be exploring with the Princess of Wales Centre the possibility of subdivision of larger units and creating move-on space.

Two or three of the four larger units at the ends of the Arcade (2 x 1,000 sq ft, 2 x 3,000 sq ft) are likely to offer food and beverage. These units are critical in providing the anchor tenants that will ensure financial viability as well as creating the atmosphere of the Arcade. The search has already begun to find a flagbearer for the Arcade.

One of the end units on Corporation Street (the only unit that will be served by a lift), has an attractive second floor of 1,000 sq ft that everyone is keen to keep as a lettable space for children, parties etc and we will be seeking a tenant who would like to operate it in this way.

Early market testing has indicated that the seven first floor studios could be suitable for artist studios and we are working with the Cultural Development Team (Daniel Dearnley), Creative Scene, BEAM and Kirklees College to explore possibilities.

9

Management and systems

Again, objectives are shared with the Council - to create a low cost, responsive management system that can promote the Arcade and contribute to town centre regeneration.

Through Chris Hill, the Board will work with the Arcade Project Team (particularly Matthew Garbutt in his corporate landlord function) to optimise the management system prior to the granting of the lease. The community business is being advised by Lynette Howgate – www.lhc-retail.co.uk – an experienced retail management consultant who brings particular enthusiasm to the project having been brought up in Dewsbury.

Both sides are clear that a dedicated manager will be needed and there cannot be reliance on a voluntary Board for the day to day running of the Arcade. The duties of the manager will be:

- **Facility management**
- **Financial management**
- **Marketing and administration**
- **Working with the Council and other partners**

A cleaner will be employed and there may be a need to pay for opening and locking as well day time security.

10

The case will be made that similar outcomes could be achieved by the Council employing a manager directly, but they face barriers:

- **A hierarchy of decision makers and the internal processes those decisions entail**
- **Harder to jump on to enterprise opportunities as they arise**
- **Difficulties of building a community of supporters and volunteers and running the independent social media needed to achieve that**
- **Limited access to grants to expand activity**
- **A loss of the direct relationship between being paid a wage and the success of the Arcade.**

A directly employed Council manager would not be a disaster, and in all likelihood the Arcade would initially be filled, but if the aim is to maximise regeneration potential over the longer term and keep the Arcade full, it is not the best option.

11

Wider Social Benefit

Supporting business in the town centre

The community business needs to focus on the Arcade until it is successfully established, developing a tight working relationship with the Market.

Thereafter, supporting the strategy within the Town Plan, there is a role for a community body to promote enterprise in the town centre. Groups working to a similar end include Nudge, Plymouth (<https://nudge.community>) or White Rock Neighbourhood Ventures, Hastings (<https://wrnv.org.uk>).

Of particular interest to us as a future model is the Midsteeples Quarter in Dumfries <https://www.midsteeplesquarter.org/>. Here the community benefit society has purchased six empty town centre shops and associated land over the last 4 years with a mix of grants and community fundraising and is turning them into retail, enterprise and housing units.

There is a need for such a body to galvanise and promote enterprise and move beyond negativity. It will gather people who want to do things and not expect others (particularly the Council) to solve the problem.



Exactly what the community business will engage in will depend on the opportunities that arise and its capacity to undertake them. It may be organising specialist markets in collaboration with Market Services, pop-up shops in the Princess of Wales shopping centre, working with the business centre team to promote town centre co-working or undertaking direct property / business development.

Much of the work will need to be grant supported in the first instance and the community benefit society will be well placed to access support. As a first step, the group is applying to the Lottery's Growing Great Ideas programme (£150,000 minimum grant) to develop a programme with other partners that would provide project officers to develop such activity.

There is also up to £250,000 match community ownership funding available to purchase community assets (Ministry of Housing, Communities and Local Government)

13

The Plan



Retail Environment

The steady decline in Dewsbury town centre footfall is well documented and is a core argument within the Town Fund bid, but Dewsbury is not an isolated town without potential demand. Two million people live within 10 miles. If we give them a reason to come back, they will. Redbrick Mill has long shown that if the offer is right, you don't have to be based in the middle of Leeds.

The Arcade on its own is unlikely to have the pulling power to attract visitors. It needs to work with the Market and there needs to be more places to eat and drink, a greater sense of security and more going on.

The post Covid future for town centres and retail is uncertain, but the recent CACI research – 'Preparing for the New Consumer Reality' (Feb '21) identifies four trends our community business will exploit through events, use of social media, curation of tenants and retail training

- **Integration of on-line and in-store experience**
- **The surge in brand ethics**
- **The rise in localism**
- **The need to entertain, inform and engage rather than just sell**

Creating The Brand

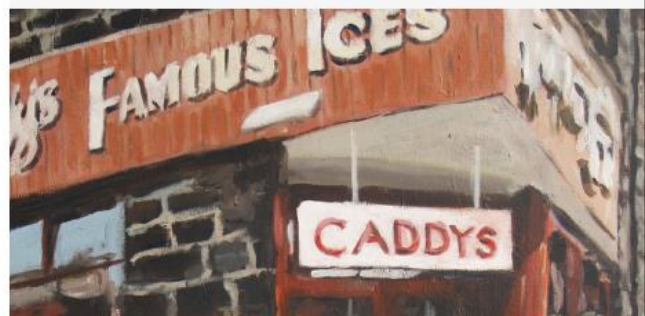
Above all, the Arcade has to be interesting. We will generate that interest by attracting independent retailers selling stock that is not commonly available, and who add services to the stock they sell.

We will curate tenancies carefully, not committing necessarily to the first people willing to pay the rent. All tenants will be asked for a basic business plan and a 'mood board' for how the shop will look. The tenant handbook will lay out expectations of how the feel of the Arcade will be maintained.

The Arcade will rely heavily on building an identity and using social media and events to achieve that. We will make sure that all cultures are represented in the retail offer and such fusion will be part of our identity.

It would also be worth exploring, using Town Fund resources, promoting Dewsbury and its independent traders in a way that builds identity and attracts visitors. Independent Life (<https://independentlife.co.uk/>) undertake this work in York and Leeds and similar could be done in Dewsbury.

Co-marketing with Dewsbury Market will be important and we will work together as closely as possible



Competition

Structurally, the Arcade splits three ways:

- 17 ground floor small shops
- 4 larger end units over two or three floors, ideally suited to food and beverage
- 7 first floor studios, possibly targeted at artists

Small Shops

While general town centre retail vacancy rates are high, research by Aspinall Verdi for the Council's 'Getting Building Fund' application (Jan '21) suggested that "the evidence shows there is limited units currently available in the town centre which are of a similar size to the units situated on the ground floor of the Arcade. Our research indicates that the current supply is generally larger than the small/ micro-scale available with the Arcade and this suggests that there is an opportunity for this type of space"

We want to make the shops accessible to start ups, particularly young entrepreneurs wanting to trial ideas at low financial risk, so rent levels are critical.

18

End Units

These four anchor tenants are likely to include 2 or 3 food and beverage outlets. At approximately £15psf inclusive rent (service charge and rent combined), they will produce at least around a third of the Arcade income and sourcing these tenants is a priority.

Three of the respondents to the February community business launch showed serious interest in the end units – Emojis wanting to open a Chai Café, a town centre retailer wanting to relocate and an entrepreneur who previously ran a Café in the Arcade who runs a successful wine bar in Mirfield.

We will run a targeted campaign ourselves, but have also had discussions with Hunters (estate agents opposite the Arcade) and Baker Proudlove (agents for the Princess of Wales Centre) about assistance if required.

First Floor Studios

There used to be artist studios in Dewsbury. The eight first floor units are enough to create a cluster, particularly with the possibility of the artists selling direct to shoppers. Waiting lists exist at the two studios in Mirfield (Creative Art Hub and Print Studios) that indicates demand. Price will need to be kept to around £40 a week to be competitive.

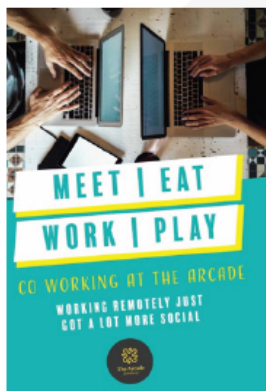
We are working with Daniel Dearnley (KMC Creative Management) and Nancy Barrett (Creative Scene) to develop a common strategy. If the units are felt suitable for artist studios, we will develop a targeted event in the autumn to test the market.

19

18/20 Corporation Street

We would welcome the use of 18 / 20 Corporation St as managed workspace, linked to a café facility in 16 Corporation. It would add to the impact of the Market and Arcade and could share in the marketing.

However, to keep the focus of the community business in its first stages, the development would need to be led by the Business and Skills team if sufficient demand was felt to exist.



20

Arcade Pricing

Researching previous lease levels, the current market through Aspinall Verdi's research and our own conversations with Hunters and Baker Proudlove, we estimate that rents + service charge of £15 psf on the end units, an average of £100 a week on the internal shops and £40 a week on the Studio units will be attractive to potential tenants.

For presentation reasons, an inclusive rent is preferred rather than a separating service charge and rent.

Service charges have been based on the operation of other centres. Management and marketing costs are one of the reasons it is high, but following competitive tendering, there is the prospect of reducing the cost and passing that on to tenants. Within the model, rents of studios and small shops are both slightly higher than we would like.

Internal shops and studios would be on a monthly licence, end units possibly five-year leases with break possibilities (to be discussed). The possibility of using turnover rents – starting lower but ending higher if the business is a success – requires further discussion. Decision likely to depend on demand.

21

Marketing

A marketing strategy, co-ordinated with the Market and the Town Fund projects generally, will be critical to the Arcade's success.

The community business has the advantage of marketing authenticity. We are local, transparent, not-for-profit and with the single focus of bettering the town centre. If, as we believe, the Arcade will be the first community run shopping centre in the UK, we will lever that to maximum advantage.

We have consulted with Mercury Retail who specialise in retail marketing. The whole package envisaged here would cost around £30,000. However, we intend to do much of it ourselves with the help of volunteers, bringing in specialists when required. The full array of social media, events, art and personal contact will be deployed in the time scales laid out below. It amounts to a rolling public campaign of over a year that should ensure that the Arcade opens as near to full as possible.

Plan to Opening

1. Heads of Terms

Agreed as soon as possible

2. Events

Hold public events over the summer and autumn prior to the refurbishment contract starting. The purpose will be to draw interest from residents and potential tenants and grow our supporter list, including community engagement work associated with the public art work being put on the Market Place end of the Arcade.

22

Launch Party on the afternoon of Saturday August 14th, combined with 'unveiling' of the art work. Public art producers Rob Pearson and Kelly O'Reilly were appointed by BEAM in April '21 with £1,000 from the Arcade community business for public engagement work directed at students and residents along the theme of the Arcade past and future.

Other events to be organised in the autumn:

- Tenant open evenings
- A market day
- Arts event

Targeted activity to find the anchor tenants will start in summer '21 and continue throughout, working with agents if necessary.

A £14,000 grant from the Architectural Heritage Fund's High Street fund awarded in February '21 supports this work

3. Community Share Issue

Co-ops UK granted the Arcade Dewsbury £10,000 in April '21 to develop a Shariah compliant community share issue along with a conditional offer of £50,000 match funding to the investment raised.

The group will register as Community Benefit Society once it has preferred bidder status. A final business plan and share issue prospectus will be drawn up to raise a minimum of £150,000 (£50,000 from Co-ops UK) to capitalise the community business and fund cash flow needs. £50 minimum share issue purchase, target of 200 members. Share issue likely to take place in Spring '22.

The share issue is about much more than raising money. It will raise the profile of the Arcade, create customer loyalty and generate new waves of volunteers and potential tenants.

September '21 onwards – focused search for anchor corner unit tenants working with key agents as well as marketing efforts of the Team.

23

4. Appointment of Manager

April '22.

With finance and Heads of Terms in place, a part time manager will be appointed in time to take ownership of tenant recruitment and the launch, working alongside Chris Hill.

5. Lettings Campaign

June to Sept '22.

Adaption of web site to promote lettings. 4-month integrated marketing campaign aimed at attracting small start-up retailers and unique market traders. Creation of a lettings brochure, PR appealing for potential retailers to express their interest, social media profile raising, digital marketing and printed literature distributed to traders already operating in Dewsbury.

24

6. Launch Campaign

Early '23 (timing dependent on completion of refurbishment)

Fully integrated launch campaign, creating a real buzz around the opening of The Arcade, to include:

- Town centre-wide launch event, driving footfall over to The Arcade
- Social media campaigns and competitions, generating engagement from local people and potential shoppers
- Formulation of themed days/nights within The Arcade to create a call to action and give shoppers a reason to put a visit to The Arcade in their diaries



² Chris Hill has managed six previous share issues. All have exceeded their target, raising between £50,000 and £250,000 (average £110,000 and 220 members each)

25

Risks

The following are seen as the major business / strategy risks once the refurbishment of the Arcade is complete. Mitigation appears alongside.

Risk	Mitigation
Failure to agree lease terms	Agreement to heads of terms should form part of granting of 'preferred bidder' status, with lease details being discussed over the following six months. Council would run the Arcade in the case of failure to agree.
Occupancy levels being below breakeven point	Response to the initial launch combined with competitive rents and a yearlong marketing campaign should ensure high opening occupancy
Emptying out of Arcade in third year and beyond if town centre footfall fails to recover	The biggest challenge. 'Excitement of the new' should fill the Arcade at the start, but unless town centre footfall can be increased, the businesses within the Arcade may not be sustainable. It will take the contribution of community partners, not just the Council to achieve the increased activity
Management failure of the community business leading to poor service and financial control	At all stages, the community business will work closely with the Council's Corporate Landlord team and will report on both the financial and physical state of the Arcade. Early warnings will be available and break clauses in the lease triggered if the financial situation is not remedied
Arcade maintenance costs become unaffordable	Maintenance costs should be low in the early years, but profits will contribute to a sinking fund to meet a 20-year planned maintenance programme developed as part of the refurbishment
Reputational impact of community business going into administration	From the outset, the Council and community business should declare this a ground-breaking partnership that offers a new way of shaping town centres. That the community business is being given a chance to succeed, but that controls are in place through the lease for the Council to take back the Arcade if the business is not a success. The Council can be seen to be supporting Dewsbury self-help while protecting public investment
Community business adopting policies that conflict with the Council's	The Council will be represented on the Board, the social aims are shared and written into the objectives of the community benefit society rules. Activities of the community business are open to public scrutiny and any profits go to its charitable aims of town centre regeneration. Conflict is unlikely to arise

Financial Projections

Financial projections are provisional and attached separately. They are being discussed with officers and when general agreement has been reached, will be inserted into this document prior to general circulation

Appendix

Arcade - Dewsbury Committee Members

Peter Mason – Director Mood Developments (Field House, Black Bull)

Anis Dadu – Director XYZ Legal - commercial lawyer

Sarah Barnes (Treasurer) – Director Barnes Field Pub Chain (West Riding, Old Turk etc)

Yunus Patel – Director YMG construction (based in Savile Town, multiple development sites)

Keith Shaw – Chief Exec Wilby Transport, Dewsbury

Natalie Liddle – Director WSA Arts (event organiser / vintage clothes seller)

Chris Hill (Secretary) – Arcade project manager, Kirklees Council

All Committee members must live or work in Dewsbury. We see the Committee / Board being strengthened by 2 or 3 additional people over the next year as people with the appropriate skills and commitment are identified. Attention will be paid to keeping a balance of gender and ethnicity.



Our Purpose

WHAT OUR STAKEHOLDERS MEAN TO US

The Arcade at Dewsbury represents the new vitality of multicultural and multi-ethnic Dewsbury. We want to cultivate togetherness and a new experience in town. "A new experience in an old building"



30

Our Vision

OUR VISION IS BRIGHT

Dewsbury is lucky. It is lucky because it is 10 years ahead of many other towns who are only now starting to address the challenges of the internet era. Dewsbury no longer has the problem of large brands starting to vacate premises – they all went a long time ago. So we can start from a clean sheet and build the new structures which will attract the 21st century citizen to the town centre.

Just as the Dewsbury Pioneers created a vibrant co-operative movement in 1857 so we will focus on the same dynamic to create the new Arcade at Dewsbury. The Pioneers did not just create a shop they created a theatre and a bank which could lend money to people in need. In the same way the Arcade will not be just a list of shops it will be a place where you come to experience new things and where you can learn as you visit. "An experience not just a transaction"

The Arcade at Dewsbury is a community venture so no-one will say at some time in the future, such and such has let the arcade fall into rack and ruin and we can't do anything about it because the simple answer would be YOU CAN (and together WE WILL).

Everyone can have a share of the success of this new enterprise by becoming a stakeholder in the project. Once we have gathered the stakeholders, we will put into action our plan to create a vibrant new space with all the concerted energy of the group.

31

Our Mission

WE ARE COMMITTED

To inclusivity. Of all ethnic groups and all types of people. We are Dewsbury together. The Arcade at Dewsbury is a "fusion" concept.

We want the new Arcade to be a balance of new and old. We are conscious that the new shopping centres will attract the young and mobile but we want to make sure we do not exclude the elderly who we want to feel proud that 'their Arcade' has been reclaimed.

Similarly, we want to balance the old craft-based themes with the new digital technology and design era.

Each generation can learn from the other



Our Values

HOW WE DO BUSINESS SHAPES OUR BRAND

Social responsibility

While we accept premises where alcohol is consumed under the supervision of a Designated Premises Supervisor, we do not want any shop to act as a 'cheap booze' off-licence and we do not want any betting shops.

Safety

We want our customers to feel safe as they discover the Arcade. Since Dewsbury has a problem of theft and antisocial behaviour, we may need human security until the sense of group community deals with the problems without it.



The Arcade
Dewsbury

The Arcade – Dewsbury
Partnership Proposal



The Arcade Dewsbury Group
May 2021

