

# OCH Food Hall – Operator model decision | PUBLIC REPORT | April 2026

## 1. Purpose

Further to the Cabinet report (March 2026), this briefing seeks approval under the agreed delegation to confirm the preferred operating model for the OCH Food Hall, enabling fit-out procurement and mobilisation activity to proceed at pace to support an opening as early as possible in 2027.

Cabinet previously approved delegation in the above report to the Executive Director of Place (in consultation with the Service Director Finance, the Service Director – Legal, Governance and Commissioning, and the Portfolio Holder for Finance & Regeneration) to conclude the food hall tenant/operator selection process and to negotiate and award the relevant lease/contract arrangements (including the grant of a lease at undervalue if appropriate).

## 2. Decision required

To consider and approve one of the options laid out in this report. The recommended option is the progression of an in-house, Council-led operating model for the OCH Food Hall and to authorise officers to put in place the staffing, governance and delivery arrangements required to mobilise the operation, including procurement of specialist support and operational contracts as required.

## 3. Background & Key considerations

### 3.1 Overview

The Food Hall is a cornerstone of Phase One of the Our Cultural Heart programme and is intended to act as a major civic, social and economic anchor in the town centre – driving dwell time, animating the public realm and supporting local independent businesses. It is located at the interface between the new library and the public square within the refurbished Grade II listed Queensgate Market.

Since 2024, supported by Milligan (a specialist urban regeneration business) the Council has undertaken extensive market engagement to identify a third-party operator willing to take a traditional leasehold interest in the food hall and this has been referenced in previous reports linked in the background papers. The market engagement process has now completed and provides evidence of current market appetite and operator risk tolerance.

In response to limited operator appetite to fund fit-out costs and accept early-phase development risk, the Cabinet agreed in the report of March 2026 to fund the fit-out (estimated at up to £4m) to secure delivery of the Food Hall as part of Phase One. This changes the risk balance between the operating models: the important decision becomes the allocation of operational risk, control, and long-term value rather than capital delivery.

A successful operating arrangement is key to achieving the councils aims and objectives; and there are three operating models available:

- Lease to a third-party operator
- Management Agreement (Council retains control and appoints a managing agent)
- In-house / Council-led operation (Council directly operates the Food Hall)

To support an evidence-based comparison, were commissioned (March 2026) to assess the management agreement and in-house options alongside the lease model developed by Milligan, including high-level financial modelling. These options, described below have been considered against the change in risk balance; deliverability; financial profile; control and alignment with OCH outcomes; and evidence of market appetite.

### 3.2 Lease model

#### **What it is**

A conventional lease proposal with turnover-linked rent mechanism. The Council would grant a long lease and the operator would operate the Food Hall.

#### **Deliverability**

The Council, supported by Milligan, has undertaken two full cycles of national and regional market engagement, approaching more than 20 operators. Despite strong conceptual interest, the engagement process translated into a very limited number of proposals capable of being progressed to a deliverable lease position. This appears to reflect a wider shift in operator appetite towards greater operational security, with reduced interest in smaller or regional town developments where footfall and spending power are perceived as less resilient in the absence of major metropolitan anchors.

This option is deliverable in the near term and will enable opening in Spring 2027. However, the Heads of Terms remain subject to negotiation and formal approval.

#### **Benefits**

- Day-to-day operational responsibility sits with the operator.
- Base rent (with annual growth) and service charge provide predictable income.
- Long lease term provides income certainty over time and the turnover rent provides some upside participation.
- Fit-out maintenance responsibility sits with the tenant – The tenant would typically be responsible under the lease for the repair, maintenance, replacement and day to day upkeep of the internal fit out. This would need to be agreed in the Heads of Terms.
- Mobilisation appears compatible with the target opening (Spring 2027).

#### **Key risks & Considerations**

- **Control and flexibility** – a long lease term reduces flexibility to adapt the concept, reposition the offer, or change operator without cost, delay and legal complexity (unless robust break/step-in provisions are secured).
- **Alignment and operating focus** – under the proposal the operator retains 100% of wet sales, further information and negotiation would be required on this, which might affect food trader performance incentives and the overall customer experience (i.e. will food traders also be able sell drinks or will customers have to use the main bar).
- **Service charge and operating responsibilities** – further negotiation is required on service charge scope and the split of responsibilities between operator and Council. The lease is still being negotiated and there is a risk of delay if an agreement cannot be reached.
- **Fixtures & fittings / reinstatement** – Where the Council funds and installs fixtures and fittings, responsibility for replacement, and end-of-term reinstatement must be clearly defined in the legal documentation to protect the long-term integrity of the space and avoid future disputes/cost exposure.

- **Dependency on wider OCH phasing/footfall** – early years performance is sensitive to the timing and success of the wider OCH programme and surrounding footfall generation. Footfall will be driven by events, as the Council will retain control of programming and events within the adjacent public square, a proactive events programme will need to be considered to drive success.

### **Financial summary**

The operator would run the bar directly, retaining 100% of the income generated, alongside a blended fixed and turnover based income from third party kitchen operators. The commercial offer has improved since the position at March 2026 Cabinet report, net rent will offer a contribution to capital financing and financial modelling estimates this model would start generating a profit for the Council in Year 13.

### **3.3 Management Agreement**

#### **What it is**

The Council retains operational control and appoints a managing agent to operate the food hall and bar on its behalf for a fee and/or performance incentive.

#### **Deliverability**

This option is deliverable but is more time-sensitive than the lease route as it requires the Council to procure and appoint a managing agent and to specify and negotiate an appropriate management contract (including performance standards, incentives and risk allocation). Procurement support may be required given the specialist nature and lead-in time and contract mobilisation is likely to result in an opening date later than Spring 2027. However, once appointed, a managing agent could support rapid mobilisation and operational set-up, including trader onboarding and bar operation.

#### **Benefits**

- Greater control over brand, quality and alignment with OCH objectives.
- Day-to-day operational responsibility sits with the management company.
- Ability for the Council to intervene more quickly in response to performance or trading issues compared to a long lease.
- Potential for improved net returns relative to lease in strong trading scenarios (subject to fees and incentives).
- Easier transition to alternative operating structures if required.

#### **Key risks & Considerations**

- **Exposure** – council retains more exposure to trading volatility than a lease model; fee structures can dilute returns.
- **Capacity & capability** – Requires stronger client-side capability (commercial oversight, contract management, trader engagement) than a lease.
- **Appetite** – Market interest for management-only role is currently untested and may be limited, specification and fee structures may dilute interest.
- **Procurement** – procurement and mobilisation may extend timelines.

### **Financial summary**

This option presents a higher upside potential than a lease but greater revenue volatility and sensitivity to managing agents staffing, cost control and income variability. Financial modelling estimates this model would start generating a profit for the Council in Year 7.

### 3.4 In-house / Council-led

#### **What it is**

The Council directly operates the Food Hall and bar, employing staff, appointing traders, retaining income and carrying operating risk.

#### **Deliverability**

This option is deliverable but requires the Council to build operational capability at pace through a combination of recruitment, mobilisation planning, business planning and procurement of key operational contracts (e.g., Electronic Point of Sale, marketing, security/cleaning/waste) alongside the fit-out programme. Deliverability is therefore dependent on early confirmation of the operating structure, clear delegations, and timely appointment of specialist support and key roles to allow trader curation, onboarding, compliance and launch planning to run in parallel with fit-out. With commitment from across Council services, resourcing and specialist support, mobilisation could be aligned to the Spring 2027 target, or soon after.

#### **Benefits**

- Maximum control over brand, quality, inclusivity and civic outcomes.
- Strongest alignment with regeneration, skills, social value and inclusive growth objectives, including potential links to wider market/incubator pathways and OCH cultural programming.
- Ability to integrate programming with the library, public square and wider OCH activation.
- Use of operating surplus (subject to trading performance) to repay financing costs or invest in other council priorities.
- Builds internal capability and learning from day one (rather than relying on third-party operation).
- Future options to move to a management agreement or lease once the offer is established and performance evidence remain available.

#### **Key risks & Considerations**

- **Exposure** – Highest level of operational and financial exposure, including downside risk in weaker trading scenarios. If negative trading performance will be an in-year pressure for the council.
- **Capability** – Requirement to build and sustain specialist operational capability (hospitality, events, marketing, compliance).
- **HR** – Increased staffing and service management responsibilities, with less flexibility to react and make changes. Including options regarding the use of contract cleaning services rather than council services.
- **Reputation** – higher reputational exposure if performance is weak (noting reputational risk applies under all models due to the asset's flagship nature).
- **Agility** – Success is dependent on establishing agile governance and commercial discipline to operate at the pace of the market.

#### **Financial summary**

This option delivers the highest potential upside, but also the highest downside exposure and would require robust cost control, active marketing/programming and strong trader support. Financial modelling estimates this model would start generating a profit for the Council in Year 3.

## **4. Implications for the Council**

### **4.1 Financial Implications**

The Council is committed to funding the capital food hall fit-out (up to £4m) as part of the approved capital programme. Of this funding, £3m was brought forward from 2032 (as agreed in the March 2026 Cabinet report) creating an immediate pressure on the Treasury Management budget.

Ongoing maintenance would be the responsibility of the tenant (under any model); however, the costs associated with capital replacement for kitchen equipment beyond life-span need to be considered, under an in-house model the intention would be make an allowance each year and accumulate a 'pot' to fund repairs and replacement.

The choice of operating model affects ongoing revenue risk, income volatility and staffing exposure rather than capital cost. However, it should be noted that reducing capital cost for the fit-out, if possible, without reducing the offer, given the borrowing costs is key to realising an earlier return on investment. Adopting an in-house model gives the Council greater control to ensure the right balance of fit-out cost and quality.

The lease option provides a more predictable income profile but with constrained upside and reliance on a single delivery operator. Management agreement and in-house options expose the Council to greater income variability but retain greater long-term potential value and control.

Overall, the In-house option (including bar operation) is the best option financially based on the analysis of information provided, however, there will be a financial pressure in the short-term which will need to be managed.

### **4.2 Legal Implications**

The lease model requires completion of an Agreement for Lease and long lease documentation. A number of Heads of Terms provisions require clarification and advice through legal drafting prior to commitment.

Any management or in-house model would require appropriate procurement, governance arrangements and legal structuring to manage employment, liability and contract risk.

In the event direct operation by the Council is approved, all operational arrangements will be considered as appropriate including but not limited to legal, financial and tax advice, in relation to delivering the food hall including options around a Company or Special Purpose Vehicle.

Legal Services will be instructed within appropriate timelines to advise and ensure the Council complies with its Landlord and Tenant Act responsibilities and Employment responsibilities. The Council will ensure it complies with relevant employment legislation.

The Council will comply with its Financial Procedure Rules, Contract Procedure Rules and Procurement Act 2023 when exercising its delegations and when awarding contracts to third parties. The Council must also comply with its public sector equality duty under section 149 of the Equality Act 2010 in relation to the management and delivery of the project.

### **4.3 Risk**

## Headline risks (all models)

Key risks include:

- Programme dependencies / phasing risk across OCH Phase One impacting opening readiness and early trading conditions.
- Early trading volatility linked to wider OCH phasing and town centre footfall patterns during the initial years.
- Operational capability and mobilisation risk (applies to all models), including the ability to establish a high-quality offer at commercial pace (whether by the Council, a managing agent or a lease operator).
- Operator / trader performance risk (applies to all models), including the ability to maintain quality, compliance and customer experience.
- Poor performance leading to closure of Food Hall (applies to all models), capital financing costs would become a pressure with no income to offset and associated reputational impacts
- Reputational risk associated with a flagship civic asset and public perception of value for money and quality of delivery (including where delivery is undertaken by a third party).

Core operational mitigations (all models)

- Mobilisation plan with clear critical path; early appointment of key roles; and targeted specialist support where required.
- Strong programming, marketing and events plan integrated with OCH activity and the library/public square to drive footfall and dwell time.
- Robust governance, delegations and KPI regime (including cost control and performance reporting) to enable commercial agility and accountability.
- Strong trader support model and active curation to maintain quality and protect the long-term offer.

## Delivery model risks (specific to third-party operation via management contract)

If the Council were to pursue a partially outsourced “market operator” / management contract approach, there is a material risk of programme delay and reduced assurance unless the Council first invests time in developing a robust contract specification (including responsibilities, funding arrangements, incentives, performance standards, reporting requirements, and cost/risk allocation) before market testing, tendering and evaluation. This introduces procurement lead-in risk and additional complexity compared with a direct Council-led mobilisation.

## Additional risks specific to a Council-led operating model

Workforce model and flexibility. A Council-led operation will require staffing arrangements that can respond to peaks in demand (e.g., weekends, seasonal periods and events). Mitigations include: Develop a dedicated Food Hall staffing model (core team plus flexible/casual arrangements as appropriate), consider annualised/rostered hours options (subject to HR advice), and procure support services where this improves resilience and value for money.

Mobilisation capacity and specialist capability. A Council-led model requires mobilisation at pace and specialist capability (commercial management, hospitality operations, compliance, events and marketing). Mitigations include: Early appointment of key operational leadership, targeted mobilisation support, and a dedicated cross-service mobilisation group.

Trader curation, churn and performance management. Success depends on maintaining a high-quality, well-curated trader offer. There is a risk to performance and reputation if underperforming traders remain in place too long, if churn cannot be managed effectively, or if there is a perception of displacement of existing town centre businesses. Mitigations include: Transparent selection criteria and curation policy aligned to OCH objectives; robust trader agreements with clear performance expectations and review points; active trader support (data, mentoring, marketing support) alongside clear mechanisms to address underperformance where required.

Operational support services (e.g., cleaning, security and waste). Options for in-house, separately procured contracts or a blend model will need to be considered and agreed to balance operational burdens and delivery resilience.

## **5. Summary & observations**

### 5.1 Summary

All three operating models (lease, management agreement, and Council-led) are workable and deliverable, and each can support the programme objective of opening the Food Hall as early as possible in 2027. The key differentiators are (i) risk allocation and resilience, (ii) financial upside vs volatility, and (iii) the level of Council control needed to protect the Food Hall's civic role within Our Cultural Heart.

The decision is further shaped by the Council's commitment to fund the tenant/occupational fit-out (estimated up to £4m), which means the Council already carries significant capital delivery risk irrespective of the chosen operating model; therefore the residual decision focuses on operational control, trading risk and long-term value.

### 5.2 Market position and operator appetite

Market engagement to secure a traditional lease operator has been extensive, with two cycles of engagement approaching 20+ operators, however, a very limited number of proposals capable of being progressed to a deliverable lease position emerged. This provides evidence of constrained operator appetite in the current market and reflects a general shift in operator appetite which has recalibrated toward operational security, leading to a marked decrease in interest for smaller / regional town developments where footfall and spending power are perceived as less resilient to major metropolitan anchors.

Feedback gathered through research, officer engagement and specialist advice indicates that food hall models in comparable towns are often closely linked to regeneration and place-making aims, and that Councils frequently retain greater operational influence (through direct delivery or stronger contractual mechanisms) to protect the civic outcomes of flagship assets.

Peer learning suggests that where authorities have pursued a Council-led approach, success is dependent on:

- securing the right operational leadership and capability; and
- agreeing clear parameters and delegations so the Food Hall can operate with sufficient agility to respond to a fast-moving hospitality market.

Market intelligence suggests that a strong sense of "community" is critical to the success of food halls. Those that operate as neighbourhood and community anchors, with inclusive

and diverse programming, appear particularly resilient and well used. As a civic body with deep local knowledge, democratic accountability and a long-term place-making role, the Council is well placed to ensure the Food Hall functions as a genuine neighbourhood anchor and key piece of social and civic infrastructure, rather than solely a commercial venture.

### 5.3 Trader offer, curation and customer experience

The quality and distinctiveness of the trader offer is a critical success factor, particularly during the early years when wider OCH phasing and town centre footfall patterns are still evolving.

The approach to wet sales / bar operation is a significant driver of both financial performance and the customer experience. Under the proposed terms 100% of wet sales are retained by The operator, as such, they may not allow food traders to sell soft drinks which can impact customer experience. Although it should be noted established and successful Food Halls such as Mackie Mayor in Manchester and Altrincham Market operate on this model where all drinks are via the bar. Under a council-led operation, it would be for the Council to decide on the best option for customers.

A Council-led (or Council-controlled) model provides the strongest ability to:

- support start-ups and local independents (including potential pathways from the incubators proposed as part of Huddersfield market);
- actively curate the offer over time; and
- integrate programming with the public square, library and wider cultural activity.

### 5.4 Financial observations

Financial modelling suggests that the In-house model (including bar operation) is the best option financially. If progressed, consideration will need to be given to how set up the team, how it will be funded and how account for the short-term financial pressures.

### 5.5 Council knowledge, control and resilience

A management agreement or Council-led model enables the Council to build operational understanding and capability from day one, strengthening resilience and reducing long-term dependency on a single operator. In contrast, a lease model creates a risk that Council capability and market knowledge are limited if the operator underperforms or steps away at a later date.

The hospitality market is fast-moving; success requires the ability to make timely operational decisions (e.g., responding to performance issues, refreshing the offer, undertaking minor repairs/replacements, adjusting programming). A lease or Management Agreement would allow for this; a Council-led model can provide this agility, but only if supported by the right governance, delegations and commercial controls.

Council-led operation also provides the strongest ability to set and enforce policy choices that affect the nature of the food hall and its alignment with civic objectives (for example, decisions on the balance between “destination” uses and the desired character of the offer).

## 5.6 Lessons learned from comparable food halls

Feedback and specialist advice highlight recurring practical factors that influence performance and trader retention, including:

- proactive maintenance and rapid resolution of operational issues (to avoid trader disengagement);
- well-designed seating layouts and an operating model that supports dwell time and turnover;
- trader curation, programming and events that fit the intended audience and brand;
- a strong social media and marketing presence;
- hands-on trader support (data, coaching, menu development, responding to what's working, help with what isn't).

These factors reinforce the importance of active operational management, robust governance, and clear accountability regardless of model.

## 5.7 Option comparison

A summary table is provided below. The lease option scores highest for immediate deliverability but carries higher strategic and counterparty risk with lower Council control; management agreement offers a balanced position with increased control but procurement/timescale dependencies; Council-led offers maximum control and potential long-term upside but requires the Council to actively manage operational capability and downside exposure.

	<b>Deliverability</b>	<b>Risk Profile</b>	<b>Control</b>	<b>Financial Upside</b>
Lease	High	High	Low	Low-Medium
Management Agreement	Medium-High	Low-Medium	Medium-High	Medium
In-house	Medium	Medium-High	High	Medium-High

## **6. Recommended option and rationale**

Recommendation: Progress an in-house, Council-led operating model

At this stage, given the Council already run bars in other council-owned venues it is recommended that the “with bar” operation option is progressed as the preferred way forward, following any relevant legal or commercial advice

Rationale (key points):

- The lease market has been fully tested and a very limited number of proposals have emerged, reducing choice and leverage.
- The Council already bears the primary capital delivery risk by funding the fit-out; therefore, retaining operational control improves the Council's ability to protect long-term value.
- A flagship civic asset at the heart of OCH requires strong control over quality, inclusivity, trader curation and programming to deliver wider regeneration outcomes.
- Ability to integrate with other OCH activity across library, events square, museum & gallery, and urban park; and with other town centre regeneration initiatives including Huddersfield market, and urban living.

- An in-house model best aligns with OCH cultural, social value, and inclusive growth objectives and retains flexibility to evolve the offer over time.
- An in-house model provides greater scope to retain value and optimise income while giving the Council clearer line of sight over operating costs and performance drivers
- An in-house model allows the Council to build operational knowledge and learning from day one, reducing dependency risk if a third-party operator underperforms, seeks to renegotiate, or exits in future
- An in-house model does not remove the future option to move to a management agreement or lease once the offer is established and performance evidence is available.

## **7. Consultation and Engagement**

To inform this report the following engagement and consultation has been undertaken:

- with the Portfolio Holder for Finance and Regeneration who is supportive of the recommended in-house delivery model
- with food hall operators via Milligan as noted in Section 3.1.
- with other local authorities operating Food Halls in the north of England, those undertaking self-operation have advocated the in-house model
- with commercial consultants to provide external advice
- with the Council's Finance, Risk and Legal team

## **8. Proposed governance and operating controls**

To mitigate the increased exposure associated with in-house operation, it is recommended that a series of controls are put in place to “commercialise the operating model”:

### Governance & delegations

- Establish a new Council team to manage the operation with appropriate levels of financial management and commercial governance
- Establish a clear operating governance structure and project group with appropriate commercial advice and support, including delegated authority for day-to-day operational decisions (e.g., repairs, replacement equipment, minor spend) to maintain agility.
- Agree spending thresholds and approvals, and reporting structures (e.g., monthly dashboard; quarterly performance review,
- Agree an annual ‘peer review’ process to ensure continued success.
- Agree a written SLA with key internal support services: Legal, Finance, HR, Procurement, and Comms.

### Commercial discipline

- Develop a long-term business plan and define operating KPIs for both the traders and for the Council's operation, covering aspects such as: footfall/dwell time, occupancy, trader churn, customer satisfaction, events/programming, net contribution, and compliance.
- Confirm the ownership, lifecycle replacement responsibility and asset management approach for Council-funded equipment and fixtures/fittings, including budget provision and delegations for replacement/renewals
- Implement a clear operating budget, cost controls and income monitoring.

### Capability & specialist support

- Appoint specialist consultancy support for mobilisation, trader curation, EPOS, operating procedures etc. in accordance with the Council's contract and financial procedure rules.
- Establish a new 'Food Hall team' and recruit/appoint key roles

#### Contracting and compliance

- Put in place any relevant licences or legal agreements, onboarding processes, food safety/compliance requirements and consistent enforcement mechanisms.

### 8. Next steps

Subject to approval, the following next steps will be undertaken:

- Update Cabinet during the next report on progress
- Appoint professional expertise to support Council.
- Develop a detailed project plan, identifying the timing & scale of support required from internal services and ensure strategy cross-service buy-in is secured.
- Progress key mobilisation activities:
  - Develop business plan with Commercial Finance
  - Confirm operating governance, delegations and reporting arrangements.
  - Confirm fit-out assumptions affecting operations (EPOS, back-of-house, bar model, storage, waste, licensing).
  - Work with SDP professional team on fit-out design, costs & delivery programme
- Progress a 'look & feel' study to create a brand identify, trader signage strategy, and naming convention
- Progress recruitment of core roles & procurement of operational contracts
- Develop trader curation & trader strategy to include publishing EOI; short-listing; selection; Heads of Terms; trader agreements; onboarding; training; operating policies; compliance checks and commissioning requirements. Develop launch strategy (e.g. testing, soft launch, VIP launch, public launch).

#### Background papers

- **March 2019** - Cabinet Report - Assembling land and property – Huddersfield Town Centre (Piazza)  
<https://democracy.kirklees.gov.uk/documents/s29122/Item%2014%20Land%20Assembly.pdf>
- **August Oct 2019** - Huddersfield Blueprint Place Standard Exercise – Results <https://howgoodisourplace.org.uk/huddersfield-town-centre/>
- **February 2020** - Cabinet report - Huddersfield Blueprint - Next Steps.  
<https://democracy.kirklees.gov.uk/documents/s34958/Item%2015%20CAB%20%2020%20-%20071%20-%202020-02-25%20Cabinet%20Huddersfield%20Blueprint%20-%20Next%20Steps%20Final.pdf>
- **September 2020** - Cabinet report Dewsbury and Huddersfield Town Centre Finance.  
<https://democracy.kirklees.gov.uk/documents/s37506/Town%20Centre%20Finance%20Cabinet%20Report%20-%20Final%20Version.doc.pdf>
- **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%202022.6.21%20002.pdf>

- **November 2021** - Cabinet report, Cultural Heart, part of the Huddersfield Blueprint, Gateway 1.  
<https://democracy.kirklees.gov.uk/documents/s43757/PUBLIC%20CULTURAL%20HEART%20Cabinet%20Report.%20Final%2016.11.21.pdf>
- **September 2022** - Cabinet report – Cultural Heart, part of the Huddersfield Blueprint – Gateway 2.  
<https://democracy.kirklees.gov.uk/documents/s48238/PUBLIC%20Cultural%20Heart%20Cabinet%20Report%2021.9.22.pdf>
- **June 2023** - Cabinet Report - Cultural Heart, part of the Huddersfield Blueprint - Gateway 3.  
<https://democracy.kirklees.gov.uk/documents/s52438/Cabinet%20Report%2027.6.23%20public.pdf>
- **December 2023** - Cabinet Report – Our Cultural Heart, part of the Huddersfield Blueprint – Phase 1 Gateway 4.  
<https://democracy.kirklees.gov.uk/documents/s54749/Signed.%20OCH%20GW4%20Cabinet%20Report%2021.12.23%20public.pdf>
- **July 2024** – Decision – Our Cultural Heart Phase 1, Structural works to former Queensgate Market.  
<https://democracy.kirklees.gov.uk/ieDecisionDetails.aspx?Id=12075>
- **January 2025** – Cabinet Report – Our Cultural Heart, part of the Huddersfield Blueprint – Phase 2 Gateway 3  
<https://democracy.kirklees.gov.uk/documents/s61864/Our%20Cultural%20Heart.%20Cabinet%20Report.%2021.1.25.pdf>
- **September 2025** – Cabinet Report – Our Cultural Heart, part of the Huddersfield Blueprint – Phase 2 Gateway 4  
<https://democracy.kirklees.gov.uk/documents/s66104/Signed%20Final.%20Our%20Cultural%20Heart.%20Cabinet%20Report.%2009.9.25.pdf>
- **March 2026** – Cabinet Report – Our Cultural Heart, part of the Huddersfield Blueprint – Phase 1 Food Hall  
<https://democracy.kirklees.gov.uk/documents/s70599/Signed.%20Our%20Cultural%20Heart.%20PUBLIC%20Cabinet%20Report%20FINAL.pdf>

#### **Service Director responsible**

David Wildman, Skills & Regeneration

#### **Executive Director responsible**

David Shepherd, Place