

Apply to the levelling up fund round 2

Submission details

Submission reference	LUF20010
Created time	Wed, 10 Aug 2022 08:32
Signed-in user	c9ee9d44-a85a-4358-b303-a4e493214160

What is the legal name of the lead applicant organisation?

The Council of the Borough of Kirklees

Where is your bid being delivered?

England

Select your local authority

Kirklees

Enter the name of your bid

Huddersfield Open Market Regeneration Project (HOMH)

Does your bid contain any projects previously submitted in round 1?

No

Bid manager contact details

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Enter the name of any consultancy companies involved in the preparation of the bid

Mott MacDonald Ltd

Enter the total grant requested from the Levelling Up Fund

£16649855

Investment themes

Regeneration and town centre	100%
Cultural	0%
Transport	0%

Which bid allowance are you using?

Full constituency allowance

How many component projects are there in your bid?

1

Are you submitting a joint bid?

No

Grant value declaration

I am submitting a bid as a single applicant and can confirm that the bid overall does not exceed £20 million grant value

Tick to confirm

Gateway criteria: costings, planning and defrayment

I confirm that some LUF grant funding will be defrayed in the 2022/23 financial year

Tick to confirm

Costings and Planning Workbook

LUF_Single_Project_Costings_and_Planning_Wkbook_v2.00 - F.xlsx

Provide bid name

Huddersfield Open Market Hall Regeneration Project (HOMH)

Provide a short description of your bid

This application sets out the case for the amalgamation of Huddersfield's two markets (the Queensgate Market and the Open Market) into a renovated Open Market Hall site. It is no longer viable for Huddersfield to support two markets, usage and trader levels have been dwindling for years, and consumer trends plus pandemic conditions have exacerbated this situation. The Open Market building is Grade II* listed and when renovated is expected to act as a new exciting focal point and catalyst for growth for the north of the town centre. The amalgamation and renovation will help realise the Huddersfield Blueprint masterplan.

Provide a more detailed overview of your bid proposal

The Council has developed a strong vision for the transformation of the town centre through the Huddersfield Blueprint. Included in the Blueprint is the consolidation of the market offer. The Huddersfield Blueprint aims to breathe new life into the town centre by creating "a vibrant, high-quality environment where people want to live, do business, shop and visit". The Blueprint identifies the need for a market with a new street-food offer and improved mix of traders, to provide a modern

attractive market, that also provides events space.

The objectives for this project are:

- To close the Queensgate Market and concentrate market activity at the current Huddersfield Open Market.
- Develop a new anchor location within the St Peter's area of the town before March 2025 on the Open Market site.
- To restore the Grade II* listed market building by March 2025.
- Drive new and increased sources of footfall to the town centre before by Autumn March 2025
- Creation of an anchor development and high-quality environment by March 2025; and
- Unlock further investment in complementary projects identified in the Huddersfield Blueprint to improve the retail, leisure, cultural and residential offer in Huddersfield by 2030.

Beyond achieving the SMART objectives set out above, the measures of success for the redevelopment of the HOMH project also include:

- void reduction and value enhancement;
- supporting existing traders and local independent businesses by providing a new, quality space to support market activity;
- creating an anchor within the St Peter's area of the town which should lead to increased footfall and positive impacts on other local businesses through increased visitor expenditure,
- providing amenity benefits through the enhancements to the public realm as a result of the markets development, bringing vitality back to an area of town that has lacked investment, considerably improving the landscape; and
- increased footfall in the area will generate natural surveillance that will see a reduction in crime.

The overarching aims of the proposed intervention were described to the architect as:

- HOMH will focus on high-quality independent traders, with a strong food and beverage offer. This will provide an anchor location within the St Peter's area of the town centre to generate footfall and promote local night-time economic activity.
- HOMH will be a statement and focal point building, incorporating the listed roof structure Grade II* Listed Building of the Huddersfield open market, to provide a unique modern setting with retained structure which is part of Huddersfield's culture. This will improve the public realm amenity around the market hall, improving public perception of the local street scene.
- The project will retain the positive aspects of the current market offer on the site, retaining outdoor flexible market stalls.
- HOMH will facilitate the introduction of new restaurants, cafes and independent businesses in the streets surrounding the market hall building.

The improved public realm has the potential to leverage private investment into the St Peter's area.

Provide a short description of the area where the investment will take place

Huddersfield, located in West Yorkshire, is a market and university town with a population of 135,000, making it the 11th largest town in the UK. The town is situated along the M62 corridor providing access to the major regional cities of Leeds, Manchester and Sheffield with a population of 1,924,000 within 30-minutes' drive time. Huddersfield acts as a regional centre, serving the wider Kirklees region and providing employment, retail, and leisure opportunities. It benefits from excellent rail connectivity to Manchester and Leeds, giving it access to the sub region's strategic assets, while maintaining enough distance to form an independent economy.

The town centre is surrounded by a ring road, with community facilities such as Huddersfield University, two sixth form colleges, three leisure venues and the John Smiths Stadium. The ring road segregates the population from the town centre, but it does create a well-defined urban centre to the town.

The main shopping district is located within the southern half of the town centre, with links to major transport networks through the Huddersfield rail and bus stations. Retail units are dispersed throughout the town centre, with high end retail located within the Kingsgate Shopping Centre and larger format retailing near the high street in the southern part of the town centre. The new

market is expected to act as a catalyst for the northern area and is an integral part as one of the six key areas identified in the Huddersfield Blueprint masterplan that has been devised by Kirklees Council (KC).

The new National Health Innovation Centre is due to open in 2024 to the east of the Open Market (see Appendix S6). The new health and well-being academy will be brought forward by the University of Huddersfield on the site of the former sport centre. The site will see the build of seven new buildings which will comprise of a multi-storey carpark, classrooms and laboratories. The facility is expected to be state of the art and will be a national hub for health research and training.

The site of the new market facility also sits along the “Station to Stadium Enterprise Corridor” (see Appendix S4). This stretches from Huddersfield Rail Station to the John Smiths Stadium to the northeast of the stadium and the market site is along the corridor. The stadium is a key part of the town's heritage given it is home to the Huddersfield Giants which were one of the founding members of Rugby League, which was born in Huddersfield. The Huddersfield Town football club also play at John Smith's Stadium and provide significant footfall with an average attendance of 17,274 (2021/22).

The masterplan for the corridor will provide significant demand for the type of offer being developed at the new market. The masterplan identifies the routes through to the stadium and the existing plans, such as the new health and wellbeing hub, but also identifies areas for further development.
Appendix S6 – key locations map.

Optional Map Upload

Does your bid include any transport projects?

No

Provide location information

Location 1

Enter location postcode	HD1 1EG
Enter location grid reference	414522, 416996
Percentage of bid invested at the location	100%
Optional GIS file upload for the location	S6 - 20220616_HuddersfieldContextMap.jpg

Select the constituencies covered in the bid

Constituency 1

Constituency name	Huddersfield
Estimate the percentage of the bid invested in this constituency	100%

inequalities across the population. As standard, KC assess the impact of proposed changes to services, policies and decisions using an Integrated Impact Assessments (IIA). The IIA considers equality impact, covering the nine protective characteristics set out in the Equality Act 2010, plus environmental impact and the effects on low earners and unpaid carers.

Consideration has been made to provide access for all through the new market and to remove barriers for access where possible. A review will be conducted by KC's access consultant at RIBA Stage 3 to ensure due diligence and to maximise the inclusion of access best practices. Consideration is to be made to incorporate principles within British Standard 8300 where is possible without adversely impacting on the heritage. During Stage 3 the design will also be reviewed and designed with consideration of Kirklees Council Designing for Dementia guidance.

The scheme will redevelop and restore a much-loved heritage asset, significantly enhance public realm and provide a new market offer. It will also create a sustainable market for the existing traders and retain that traditional market offer being utilised by the community.

HOMH will also safeguard jobs and provide new employment opportunities for residents of Huddersfield. This will therefore also help tackle income inequality and poverty in Huddersfield.

Any further consultation throughout the development of the scheme, during the procurement and construction phases, will look to ensure the benefits of HOMH are maximised to support equality, diversity and inclusive growth. Further this will be a key aim of the market when it is operational.

Is the support provided by a 'public authority' and does the support constitute a financial (or in kind) contribution such as a grant, loan or guarantee?

Yes

Does the support measure confer an economic advantage on one or more economic actors?

No

Provide further information supporting your answer

With reference to Sections 2(1)(b) and 7 of the Subsidy Control Act 2022, this support measure is not being provided to an enterprise.

Is the support measure specific insofar as it benefits, as a matter of law or fact, certain economic actors over others in relation to the production of certain goods or services?

No

Provide further information supporting your answer

The support measure will not confer a benefit on certain economic actors (enterprises) over others in relation to the production of certain (goods or) services since the land and property which is the subject of this support measure application is wholly owned by the (local authority) applicant.

Does the support measure have the potential to cause a distortion in or harm to competition, trade or investment?

Yes

Provide further information supporting your answer

Any improvements to commercial premises and its near environment have the potential to distort or harm competition, trade or investment by simply making such commercial premises and its near environment more attractive and enticing to customers and (potential) business tenants. However, the extent of any such distortion or harm is very difficult to measure or quantify at this stage.

Will you be disbursing the funds as a potential subsidy to third parties?

No

Has an MP given formal priority support for this bid?

Yes

Full name of MP Barry Sheerman

MP's constituency Huddersfield

Upload pro forma 6 LUF Huddersfield Market Pro Forma MP V0.1.docx

Describe what engagement you have undertaken with local relevant stakeholders. How has this informed your bid and what support do you have from them?

The Huddersfield Blueprint (Appendix S1), a masterplan for the town, was launched in June 2019 following extensive early engagement with key stakeholders, internal council services and council members. The Blueprint was then subject to a 12 week period of engagement which involved nearly 1,000 face to face interviews with Huddersfield citizens, focus groups, a staffed exhibition in Huddersfield Town Centre and an on-line Blueprint questionnaire. 70% of survey respondents agreed the Blueprint aims would benefit Huddersfield town centre. The Blueprint's Statement of Consultation can be found in Appendix S2.

Kirklees Council (KC) actively engaged with a range of local stakeholders about HOMH and garnered support. These stakeholders included: Leeds City Region LEP; Huddersfield Partnership; Huddersfield Unlimited; Huddersfield Civic Society; Mid Yorkshire Chamber of Commerce; Kingsgate Shopping Centre; Federation of Small Businesses; and Barry Sheerman MP.

Market Research and Consultation Report was undertaken by Public Perspectives 'Huddersfield Market Research June 2021' (Appendix S3). The research gathered community insight about the shopping attitudes and behaviours of communities in Huddersfield and the surrounding areas, including:

- The views and opinions on the existing market offer in Huddersfield.
- The shopping patterns of communities in Huddersfield and surrounding area [up to 7 miles radius].
- The views and opinions about a new market offer in Huddersfield for the future, and in relation to improvements to the town centre.
- The impact of the proposed changes on visitor levels to the new market and the town centre.

The survey was conducted via a telephone survey of 1,007 residents and six focus groups involving 43 people.

In summary, these results confirmed to the Council that their vision and plans, which broadly resonate with local people from different backgrounds, including visitors and non-visitors to the markets were supported. The results highlighted the appetite amongst residents for an improved market offer, marrying the traditional and existing good parts of the market offer, including value for money, with the new experiential and local approach, creating a distinct Huddersfield market offer.

It was also recognised that this new market offer could act as a catalyst for regenerating the town centre by becoming a destination of choice for local

people, as well as people further afield, with the increased footfall benefiting businesses both within the market and town centre.

The Open Market is a Grade II* Listed structure. Over the last 12 months KC and the multi-disciplinary team has been working closely with Historic England, to ensure the proposals for the HOMH scheme are sympathetic to the historic nature of the building.

In addition, to ensure continued support from key stakeholder KC have recently engaged with the following stakeholders about the scheme in this bid who are supportive of the scheme:

- Barry Sheerman MP
- Leeds City Region Local Enterprise Partnership
- West Yorkshire Combined Authority (WYCA)
- Elected member for Newsome ward (town centre wards)
- Historic England – Statutory advisor (when affecting the heritage environment)

A stakeholder engagement plan (Appendix S4) is being maintained by the Programme Manager.

Has your proposal faced any opposition?

No aspects of HOMH are controversial and KC are not aware of any opposition campaigns.

As part of the Huddersfield Blueprint, it was always the Council's intention to merge the two markets onto one site as it was acknowledged it was unsustainable for the town to have two markets. Displaced traders from Queensgate Market would be relocated to HOMH when completed and in the interim a temporary market would be created. The traders are supportive of the Council's plans to regenerate and reinvigorate the market provision in Huddersfield.

As a consequence of the decline in town centres, Covid-19 and the closure of the adjacent multi-storey car park, Queensgate market has continued to decline and numerous traders have left. Given the need to vacate the site by February 2023 for the Cultural Heart project (a key component of the Blueprint and new use for the Queensgate Market building) the traders chose to take compensation packages rather than be relocated to a temporary site.

Market traders currently operating in the Open Market will be moved to the new outdoor structure once constructed. This is so that work on the main building can begin. This will cause minimum disruption as the design will replicate the provision the traders currently benefit from in the Open Market. KC are committed to the same level of communication and engagement with the Open Market traders as carried out with the Queensgate traders. The construction programme has been designed to phase the development to reduce disruption.

Do you have statutory responsibility for the delivery of all aspects of the bid?

Yes

Provide evidence of the local challenges / barriers to growth and context that the bid is seeking to respond to

Town centres are suffering from fierce competition from online spending and this intensified during the pandemic. Over the last few years, numerous shops have either chosen to leave Huddersfield Town Centre such as Marks and Spencer or no longer trade such as Monsoon such as Topshop and Dorothy Perkins.

Diversification is required if Huddersfield town centre is to maintain and eventually increase the levels of footfall they have enjoyed in recent pre-pandemic years and reverse the decline they were already suffering. HOMH will introduce a new use into the town while retaining a traditional market offer, and in a part of town focused on heritage industries. The

refurbishment and update of HOMH, into a food focused market with a modern street food offer, will balance the existing uses with new retail and entertainment opportunities and increase the footfall to the market.

The Open Market building is a Grade II* listed structure and is a significant source of civic pride and captures the town's heritage and use for the area in the north of the town centre. The heritage elements of the scheme however create a cost that would prohibit the private sector from bringing forward the scheme without a grant.

UK Crime Stats identified that between Q4 2020 and Q3 2021 inclusive there had been 1 count of ASB, 3 violent crimes, 3 shoplifting incidents, 1 CD&A and 4 public order offences. The image of the area is significantly impacted by the crime and is clearly deterring footfall.

The Huddersfield Town Centre's LSOA is in the IMD's most deprived decile and ranked 2,928 (out of 32,844) in 2019. The area is in significant need of investment and a revamped market is likely to provide a significant boost to the area. Prior to COVID-19 pedestrian footfall to the markets had already declined by over 21% (since 2015) and this has been further exacerbated over the pandemic period.

Further to this decline, Springboard data recently acquired by KC identified that between double and quadruple the amount of people visit the more attractive parts of the town centre, compared to the area surrounding the market.

Along with the costs being prohibitive, the crime, lack of footfall, deprivation among the resident population and image of the area ensures the values aren't there either to support private sector intervention. The need for this project is driven by the following key considerations:

- oRefocus of the market building and to contribute to the delivery of the Huddersfield Blueprint;

- oChallenging consumer habits towards online spending;

- oReversing covid impact on the high street;

- oImproving land values and the desirability of the area.

Fundamentally, the project responds to the opportunity identified by bodies such as the UK High Street Task Force – for places to rebound from the pandemic, level up and 'build back better'. The immediate opportunity is to increase the number of visitors and support the rest of the town centre by providing a market that is a focal point and draw to the area including modern facilities and provision.

Explain why Government investment is needed (what is the market failure)

Public sector funding is required to deliver the necessary investment in HOMH because of several accepted market failures common in areas such as Huddersfield and with heritage assets. The main market failure is the inability to derive a sufficient level of profit to invest in the market and the main motivations for the investment (other than profit) being benefits that benefit wider society rather than the owner.

The first of these market failures, whereby it is not possible for private operators to deliver the required intervention because the building is a Grade II* listed structure. The protection of the building is paramount to the success of the delivery of the intervention and the costs associated with the heritage elements of the scheme make it cost prohibitive for a private entity to deliver the scheme.

The intervention, the investment in HOMH and the surrounding public realm, requires public funds because the scheme otherwise would not be delivered, and the benefits of the scheme would not be realised. The investment is expected to have several economic and social benefits for wider society. Primarily the investment in HOMH would represent a significant boost to the north of the town centre, which is deprived, and would provide a substantial economic stimulus, significantly contributing to the 'Levelling Up' agenda.

It is envisaged that the scheme will provide an improved public realm – through investment in the highway and through enhancement to the building – that will promote greater footfall. It will also be a significant area in the Station to Stadium Enterprise Corridor, a new initiative to support economic growth between the two assets (see Appendix S5), and the benefit of this is not directly captured the operations of the market.

The visual amenity is expected to significantly improve the desirability of property surrounding the market and wider residential market. This is by providing a visually impressive market (see CGIs in Appendix S6) and an anchor institution that will generate footfall throughout the day. HOMH is expected to act as a catalyst for continued private sector investment in buildings surrounding the market and the Huddersfield Blueprint envisaged new residential uses in the area. Again, it would be difficult for the private sector to take such a long-term view and attribute any benefits to them directly to the investment in HOMH. This prohibits HOMH being brought forward by private investors.

The increased footfall, economic activity and vibrancy of the area is expected to generate natural surveillance that will reduce crime and therefore improve the area's desirability. This additional footfall is expected to improve the environment for active travel, particularly because HOMH is close to Huddersfield Train Station and is a central point of the Station to Stadium Corridor. One of the many benefits of increased walking and cycling benefits are health benefits and these have been captured in the appraisal. However, health benefits and the other benefits associated with improved active travel facilities are captured by wider society and a private investor would fail to capture these benefits.

Explain what you are proposing to invest in and why the proposed interventions in the bid will address those challenges and barriers

The investment in HOMH is driven by the need to find a sustainable future for the Grade II* listed building, the need to diversify the town centres offer by providing a modern market facility and the need to reinvent the economy of the north of the town centre.

The original purpose of the building is a market and this remains a significant part of the area's heritage. The Queensgate Market building, where the town's other market currently operates, is better suited to realising other elements of the Huddersfield Blueprint. See map of locations (Appendix S7).

The scope of HOMH can be broken down into five areas: Indoor Market; Indoor Market Annex; Outdoor Market; Service Yard; and Public Realm. A visualisation of the elements is shown in Figure 2.1. A visualisation of the public realm is shown in Figure 2.2.

Industry leading experts, Market Place Europe (MPE), were engaged to identify the appropriate scale, configuration and mix of traders required to develop a successful, viable modern market. Given the footprint of the existing building (and its annex), and the outdoor area with new roof, a number of stalls was calculated that would provide sufficient mass. The options appraisal was therefore about cost reduction while maintain the benefits of the market and ensuring long term viability.

At the start of this appraisal (October 2021) the cost was estimated at £24m. This was deemed too expensive and therefore a range of options – ranging from low, medium to high – for each of the scheme's five main elements was devised to identify the driver of high costs. For instance, the interventions do not compromise on the required number and mix of units and therefore the benefits to wider society were expected to be similar if not the same.

A full description of the options can be found in Appendix S8. A series of workshops facilitated the shaping of the brief from a set of high level and wide-reaching design options down to a specific set of objectives and outcomes. The optioneering process ensured that the brief was robust in that the core objectives were identified through focused investment for maximum benefit. The core objectives were:

1. Restoration and Refurbishment of the heritage asset (existing open market building) for the public ongoing and future benefit.
2. Provision of new day time and evening food and drink offer, within the open market hall to enhance destination of market
3. Provision of fresh food & dry goods with critical mass for high quality offer

4. New shelter & market facilities to maximise plots for day traders and enhance operations for sustainability and future prosperity of the market site.
5. Promote market setting as a unified desirable quarter of the town centre and future blueprint

The emerging options that were considered were:

Emerging option 1

Indoor Market – High (with Annexe Low)
Outdoor Market – Medium
Public realm - High
Servicing and car park - High

Emerging option 2

Indoor Market – High (with Annexe Low)
Outdoor Market - High
Public realm - Medium
Servicing and car park - Medium

Emerging option 3

Indoor Market - High
Outdoor Market - Medium
Public realm – Mixture of High and Low (medium)
Servicing and car park - High

A CGI of the preferred option can be found in Appendix S6. The preferred option is described below.

Indoor market (High level of intervention)

- Full repair and restoration inc. Repainting
- New Glazed / Curtain wall type enclosure to perimeter
- Hot Food Stalls & seating within main market Hall & Annexe
- New stall infrastructure for fresh food & dry goods
- Annexe: Half of existing envelope retained
- Reconfigured slab for level access & controlled access to Market Hall
- New Build to Lord Street 'half' of annexe with New 2 storey element.
- Office and complimentary market space provided in 1st floor of Annexe.
- New glazed opening to Byram Street

-New 'warm box' seating area within annexe

Outdoor market (Light to Medium level of intervention)

- Large 'Open Shed' type canopy covering traders with perimeter shutter to close down the market when not in use.
- Storage provision & trader WCs in separate lock up building flanking access route to Tesco

Servicing and carpark (Light to Medium level of intervention)

- Enhancement of waste management facilities with new compound or modest development.

Public Realm (Light level of intervention)

- Focus on renewing areas around Grade II* Market & Pavement with repairs to all other areas.
- Site levels all remain as existing

Upload Option Assessment report (optional)

How will you deliver the outputs and confirm how results are likely to flow from the interventions?

This project responds to the need to update and upgrade the offer in the town centre so there are wider sources of footfall and reasons for visitors and locals to stay and enjoy the spaces. The project is aligned with feedback received through the consultation processes during the Huddersfield Blueprint development process. The Huddersfield Blueprint aims to breathe new life into the town centre given challenges driven by the decline of retail and the impact of the pandemic, by creating "a vibrant, high-quality environment where people want to live, do business, shop and visit".

It is important to describe the “theory of change” or logic map that underpins this intervention in terms of objectives, the inputs required to deliver outputs and ultimately what the impact of this project is expected to be.

Objectives of the intervention

The objectives for this project are:

1. To close the Queensgate Market and concentrate market activity at the current Open Market site and adjacent land to create an improved and focused market offer.
2. Develop a new anchor location within the St Peter’s area of the town centre by March 2025 on the Open Market site.
3. To restore the Grade II* listed market building.
4. Drive new and increased sources of footfall to the town centre by March 2025 through the creation of an anchor development and high-quality environment; and
5. Unlock further investment in complementary projects identified in the Huddersfield Blueprint to improve the retail, leisure, cultural and residential offer in Huddersfield by 2030.

Intervention

This LUF intervention application proposes the provision of the following outputs:

1. Indoor Market:

- 8 hot food units
- 32 dry goods units
- 9 fresh food units
- 1 bar

2. Outdoor Market:

- 54 stalls
 - 20 additional frontages
 - 34 reduced frontages
- 7 lockable trading units
- 16 storage units

3. Public realm:

- An outdoor canopy for the outdoor market
- A renovated indoor market hall, bringing back the Grade II* listed building
- Renovation of Northumberland Street and surrounding area

4. Queensgate Market Hall building freed up for live music venue.

Outcomes

The outcomes of the proposed intervention include:

- New market facility
- A diversified food and drink offer
- A new events venue
- Reduction in crime in the north of the town centre
- Active travel encouraged and increased
- Jobs at the markets are safeguarded
- New jobs and opportunities are created
- The town centre as a whole benefits from the diversified offer
- St Peters has a renewed focus and new purpose
- The image of Huddersfield is improved and is more attractive to investors
- Increased number of trips to Huddersfield
- Town centre more attractive to visit by public transport
- Improved land values in the town centre
- New pedestrian routes through the north of the town from the station
- Improved cycle facilities
- Improved visual amenity
- Improved lighting

The logic map presents how the objectives and inputs generate outputs and outcomes, which drive impact for Huddersfield as a place. The logic map is presented in Figure 2.3.

Set out how other public and private funding will be leveraged as part of the intervention

Not applicable. The scheme will not leverage any other public or private funding. The only other monies being contributed, other than the 90% as from the Levelling Up Fund, is the 10% contribution from KC from their Capital Programme.

Explain how your bid aligns to and supports relevant local strategies and local objectives for investment, improving infrastructure and levelling up

HOMH is a key component of the Huddersfield Blueprint (Appendix S1) and the emerging Station to Stadium Corridor (Appendix S5) but it also aligns with other relevant local strategies.

Kirklees Economic Strategy (2019 – 2025)

Strategy sets out five priorities to deliver KC's vision for an inclusive and productive economy.

- Modern innovative businesses
- Skilled and ambitious people
- Active partnerships
- Advanced connectivity and infrastructure
- Revitalised centres

Huddersfield is one of the key places identified under the 'Revitalised Centres' priority. HOMH will improve the town centre's built environment, acting to boost perceptions of the town centre, with the goal to drive further investment and greater footfall in Huddersfield.

Kirklees Joint Health and Wellbeing Strategy (2014 – 2020)

The Joint Health and Wellbeing Strategy establishes a number of ways by which economic development can contribute to health and wellbeing, and Huddersfield New Market has the potential to deliver some of these benefits. The market hall project will contribute to achieving these priorities by supporting resilient businesses, creating good, fulfilling and long-term employment opportunities.

The Kirklees Huddersfield Blueprint and Kirklees Local plan provide the backdrop and underpinning of a successful modern market. The increase in economic activity from those investments will provide customers and demand for the town centre. The Kirklees Economic Strategy and the Kirklees Joint Health and Wellbeing Strategy also provide a robust springboard for an improved offer in the town centre by aiming to boost the productivity and health of the population. The combined effect of these strategies aimed at people, and the built environment, will drive a significant increase in economic activity.

Leeds City Region Strategic Economic Plan (2016 – 2036)

The Leeds City Region Strategic Economic Plan sets out to make full use of the area's distinctive assets to address long term challenges, unlocking opportunities and fulfilling the City Region's exceptional potential. HOMH also aligns with West Yorkshire's Strategic Economic Framework which has an aim to provide a "superb environment" which the ambitions of the market align to. The HOMH scheme aligns with the Infrastructure for Growth priority of the SEP, being focused in a spatial priority area for West Yorkshire, acting as an anchor development within the wider plans to regenerate the St Peter's area of the town centre whilst also opening up plans to repurpose the Queensgate market building within the Queensgate and Piazza area, another priority area for the Council.

Kirklees Local Plan considers what Kirklees should be like in the future if the needs and aspirations of those who live, work in or visit Kirklees are to be met whilst retaining the characteristics that make it attractive and distinctive. The Local Plan's vision also states that "Huddersfield Town Centre will be revitalised through an enhanced independent retail, cultural and leisure offer." Huddersfield New Market will focus on the provision of a high-quality independent offer and support local businesses, thereby contributing to the achievement of this vision for the town.

Figure 2.4 presents visualisation of national and local policy alignment.

Explain how the bid aligns to and supports the UK Government policy objectives

Levelling Up White Paper

In February 2022 DLUHC published their white paper on the intent to Level Up the UK through 12 guiding missions. The Huddersfield Market Hall project directly supports the challenges of delivering:

- Productivity through a sustainable, highly occupied market hosting a range of successful micro businesses;
- More Pride in Place through higher resident satisfaction with Huddersfield town centre;
- Improved wellbeing through better access to amenity and general uplift in local standards; and
- Reduction in crime through the knock-on effects of increased footfall and vibrancy in the area.

The journey to net zero is also an important consideration within Levelling Up. This project is an example of where existing buildings are to be repurposed and energised minimising impact on embodied carbon and further carbon creation through new construction. The surrounding areas will support active travel modes, enhancing experiences for pedestrians and cyclists, and also linking effectively with public transport options being close to the town's main rail station. There is therefore good alignment with the Clean Growth Strategy, Clean Air Strategy and targets to achieve net zero carbon emissions for 2050.

Building Back Better: Our plan for growth, HM Treasury, 2021

Building Back Better sets out the Government's plans to support economic growth through significant investment in infrastructure, skills and innovation. The Plan sets out five priorities to support places to promote people's health, happiness and well-being while reducing rates of shop vacancy and disrepair. It places a focus on:

- o Breathing new life into empty buildings;
- o Supporting High Street businesses;
- o Improving the public realm;
- o Creating safe and clean spaces; and
- o Celebrating pride in local communities.

The HOMH project will address all the priorities within the Plan and deliver the outcomes targeted such as 'increased trade and investment alongside increased footfall and activity rooted in community pride, while ensuring that people and public services can recover from the impacts of Covid-19'. It will do this by consolidating the two market sites into one and responding to community feedback by providing new uses in the town centre.

Build Back Better: High Street, HM Treasury, 2021

This publication is an extension of the Government's Building Back Better: Our plan for growth, specifically to address issues faced by High Street's & town centres after the Covid-19 pandemic.

Five key points of areas this strategy address,

- Breathing new life into empty buildings,
- Supporting high street businesses,
- Improving the public realm,
- Creating safe and clean spaces,
- Celebrating pride in local communities.

The Market Hall project will deliver against the key priorities set out in this document with the redevelopment protecting local jobs, business & community, heritage assets and providing improved integration into the public realm.

Summary

The HOMH development aligns well with national and regional policy. The focus on 'levelling up', 'building, back better' and renewing the high street provides a strategic rationale for investment. Also, HOMH aligns in ambition and outcomes with the national 'our plan for growth'

Alignment and support for existing investments

Where applicable explain how the bid complements or aligns to and supports existing and/or planned investments in the same locality

The amalgamation of the market offer at HOMH will help realise the Blueprint and the Station to Stadium Corridor strategy. The Cultural Heart (a £210m project) includes the redevelopment of the of the Queensgate into a food hall. A 2,200 seat multi-purpose venue will also be developed along with a library, museum, gallery, town park and multi storey carpark. The closure of Queensgate will occur before HOMH is realised but the project ensures a modern market offer, which is essential to the future success of the wider package of investments put forward by the Huddersfield Blueprint and therefore town centre.

Confirm which Levelling Up White Paper Missions your project contributes to

Select Levelling Up White Paper Missions (p.120-21)

Living Standards
Health
Wellbeing
Pride in Place
Crime

Write a short sentence to demonstrate how your bid contributes to the Mission(s)

Living Standards: The project will have a positive impact on living standards by creating additional jobs and safeguarding the current ones in the market, plus creating a better public realm environment for the local area.

Health: This LUF proposal will create incentives for people to increase walking and cycling activities. This change on physical activities will have a positive impact on health outcomes of the community.

Wellbeing: The proposed HMH will create a safe space and vibrant for visitors, where they will enjoy access to a variety of products and services. The boost in walking, cycling and job creation will improve mental and physical wellbeing.

Pride in Place: The investment in HMH will improve a significant heritage structure in the town centre, of which community will be proud. The improvement to the market will create a positive impression for those arriving to the area.

Crime: The proposed HMH will increase footfall and economic activities in the area, creating a safe space for visitors with less crime. The reduction in crime will help to attract more visitors and traders to join the market, increasing attractiveness to the area.

Provide up to date evidence to demonstrate the scale and significance of local problems and issues

The pandemic accelerated the need to diversify the offer of urban centres. HOMH will add to the town centre offer in a less prosperous part of Huddersfield that requires investment.

Vacancy rates in Huddersfield were approximately 110 units or 15.4% of retail

sites in 2019 with key anchor stores such as Marks & Spencer and BHS closing in recent years. Several other high street names have shut in recent years and House of Fraser is due to close at the end of August 2022. Experts, such as Market Place Europe (MPE), have examples (such as Barnsley and Altrincham) where markets have become a new anchor providing a positive social, leisure and cultural experience (Appendix D10).

The investment in HOMH will safeguard the market offer and the employment situated at the existing markets in Huddersfield. In 2017 Huddersfield's markets made £370k profit and in 2018 made £355k. A decision was subsequently made to close Queensgate Market, to realise the Huddersfield Blueprint masterplan, and the market's profit fell to £70k in 2019 and minus £520,455 in 2020 as traders didn't trade during Covid-19. The remaining market traders in the Queensgate Market have opted to accept compensation packages to leave rather than be relocated.

The area to the North of the town centre which includes the Open Market contains more of Huddersfield's legacy industries. Prior to Covid-19 pedestrian footfall to the markets had already declined by over 21% since 2015 and this has been further exacerbated over the last two years, with footfall counts on New Street declining by 54% in first 12 months of the pandemic against 2019. By November 2021 footfall had returned to 90% of pre-pandemic levels but fell in December 2021 with the new wave of Covid-19 .

Springboard data collected on behalf of KC identified that circa 50,000 people visited the area surrounding HOMH in the first three months of 2022 making it one of the least visited areas in the town centre. This contrasts with the busier areas of the town centre that ranged from 100,000 to 200,000. Centre for Cities estimate that Huddersfield wasn't an area that had seen significant footfall increases but was the second highest in the UK for increased spend. The new market would provide an attraction for greater footfall and it is apparent that those visiting Huddersfield are likely to spend in the town.

Crime in the area, within the same postcode as HOMH, was identified as being significant. UKCrimeStats identified that between Q4 2020 and Q3 2021 (inclusive) there had been 1 count of ASB, 3 violent crimes, 3 shoplifting incidents, 1 CD&A and 4 public order offences. The image of the area is significantly impacted by crime and it is deterring footfall.

HOMH will safeguard the market employment, improve the building to create a focal point that drives footfall in the area, reduces crime through increased natural surveillance and improves the pedestrian environment. In turn this will improve the land values in the area and the commercial opportunities.

Demonstrate the quality assurance of data analysis and evidence for explaining the scale and significance of local problems and issues

Kirklees Council (KC) provide the data on the profitability of the markets as their owner. Vacancy rates are also self-derived as the authority managing business rates payments. Although trends on market profitability and voids could be obtained from other sources we believe the most local and most robust data was that derived by KC. The data reflects the narrative of markets and void rates throughout the UK but the localised nature of the data provides the most relevant and robust analysis.

UK Crime Stats is a website providing an independent data source collated by the Economic Policy Centre who include official Home Office crime data for uses such as this, including helpful spatial and crime type aggregations. The Datscha data is a trusted source that provides a consistent time series database that is comparable to other locations. Datscha data provides information at a fine geographic location, down to a few square metres and searches can be run by time of day, weekend vs weekday and month to month. This is thought by the industry to be one of the most reliable data sources for analysing footfall without collecting it directly.

KC have also procured Springboard data which has provided great insight into the volumes of movements in the varying parts of the town centre. The data

collection methods used are seen to be robust. The distribution of footfall identified by the Spring-board data is reflective of what was expected given examination of the Datscha data.

Other data has been collated using NOMIS and Census 2011 being the recognised and official source of population and economic statistics.

The Huddersfield Blueprint (Huddersfield's masterplan) was consulted on and there has been considerable stakeholder engagement with key stakeholders. The data collected during the various consultations on the Blueprint was thought to be robust and representative of the wider public in Huddersfield and potential market users. Further to this public consultation, the stakeholder engagement has ensured that a wide breadth of views, from a number of stakeholders, has been accounted for.

The range of data sources we have brought together for the bid are auditable, and the mix of data sources has allowed us to address all parts of the bid. The data sources used are the most up to date, at the time of the analysis, and are from frequently updated sources such. KC data has been obtained from the relevant contacts within the organisation and was considered the most up to date at that point in time.

Market Research and Consultation Report was undertaken by Public Perspectives 'Huddersfield Market Research June 2021' (Appendix S3). The research gathered community insight about the shopping attitudes and behaviours of communities in Huddersfield and the surrounding areas. This bespoke and recent research is relevant and robust.

Demonstrate that the data and evidence supplied is appropriate to the area of influence of the interventions

The data is the most localised data source possible and when national analysis is provided this is only to compare to the local context. Each analysis uses data of a relevant geography that is considered the appropriate level of detail. In this instance the data sources are quite localised. The data sources above have been used at the start of this section are:

- Vacancy rates provided by KC and are by unit.
- Profit data was provided by the KC Market Team for both the existing Open Market and Queensgate Market.
- Datscha data was used to analyse the decline in footfall along New Street, a significant shopping street in Huddersfield. It is representative of the footfall in the town centre as a whole.
- Springboard data was collected by the streets most relevant to HOMH as well as elsewhere across the town centre.
- UKCrimeStats provides data on crime at a postcode level.

The data analysis sits alongside a review of the policy and strategy documents which ensures the data we have used is relevant to the wider context. The policy and strategy review provides a qualitative overview of the policy context. The policy and strategy documents that were used for the review, and to provide context for the data analysis, were the most up to date at the time of the analysis. Older documents have been included where they are still relevant and form part of the policy and strategy context.

Provide analysis and evidence to demonstrate how the proposal will address existing or anticipated future problems

The Logic Map can be found in Figure 2.3.

The problem to be addressed is the trading environment for markets and indeed town centres has changed, and Huddersfield needs to change its offer in response by amalgamating its current market presence to realise the Huddersfield Blueprint and create a modern and sustainable market offer in Huddersfield. The north of the town centre is less economically active than

other parts and suffers from a poor image problem and crime. Property values are therefore relatively low. Private investment is not an option due to the costs of associated with the renovation this Grade II* listed building. Failing to invest in the building would see it decline further.

The key inputs are: funds from the Levelling Up grant and the KC Capital Programme investment; a range of professional services from surveyors to architects and contractors; support from a range of stakeholders including local business and residents. The outputs are:

-Indoor Market – 8 hot food units, 32 dry goods product stalls, 9 fresh food units and a bar.

-Outdoor Market – 54 stalls, 7 lockable units and 16 storage units.

-Public realm – (i) an outdoor canopy for the outdoor market; (ii) a renovated indoor market hall, enhancing the Grade II* listed structure; and (iii) renovation of the surrounding public realm active mode infrastructure.

The Queensgate Market Hall will also be vacated in order to deliver the food hall, live music venue and library.

The outcomes of the of the scheme are aligned to the economic benefits as described below. The method for calculation of each benefit is available in the technical note (Appendix E1):

- Restoring the Grade II* listed building

A conservation deficit is where the existing value of a heritage asset plus the cost of bringing it back into use is greater than the value of the asset after development has been completed. This deficit in value prevents the market from investing but is a benefit to wider society.

- Public realm valuation using Valuing Urban Realm Toolkit (VURT)

The improvement to HOMH will significantly enhance the Grade II* listed building and the public realm. This will have a significant impact on the desirability of the adjacent businesses. Based on research by TfL, a 1.22% uplift for each stepped increase in quality due to the public realm enhancements is applied to the current rateable value of each retail business impacted.

- Wider LVU benefits

Land Value Uplift (LVU) captures the social value of the land use change linked to this scheme applying MHCLG guidance. The existing value of residential properties within 500m of project locations has been assessed. CBRE research states a 3.6% premium on land value appreciation due to regeneration projects. To be cautious our analysis limits this increase to 0.5%.

- Safeguarding employment at Huddersfield's markets

Without investment in HOMH it is anticipated the market will continue to decline and will shut. The intervention is therefore safeguarding jobs for those working at the markets. MPE's forecasts predict that 90% of the current level of employment at the markets will be present. MHCLG guidance gives an approach for quantifying the benefit of this.

- Capturing the health benefits from improved public realm and active mode environment.

The DfT's Active Mode Appraisal Toolkit (AMAT) is used to assess the impact of increases in Active Mode travel. AMAT provides a health benefit due to the additional pedestrian movements that we have taken from the toolkit.

- Cash releasing benefits generated

The scheme is expected to generate an income for KC, but they also own the risk for periods of low occupancy when there may not be surplus income. Without the scheme, and with the closure of Queensgate Market, the market is expected to deteriorate and would start to create a pressure on KC's funds. The assumption therefore is that income generated could be invested into council services.

- Crime reduction

As a result of the regeneration of HOMH, an associated decrease in crime offences within the urban renewal precinct is conservatively estimated to be at 10% of current rates. The value of the reduced activity was an estimated economic cost of £1,175 per offence, escalated to 2021 prices at £1,339 per offence.

In terms of longer-term impacts, this scheme delivers a new focus to the northern part of Huddersfield town centre. It provides a modern market drawing upon new and existing demand, plus breathing life into a heritage asset, delivering pride in place for the residents and businesses.

Describe the robustness of the analysis and evidence supplied such as the forecasting assumptions, methodology and model outputs

- Restoring the Grade II* listed building

The analysis has used methodologies set out by MHCLG. The yields used for the analysis were estimated by reputable surveyors (Wilkes Head & Eve and Carter Jonas) and are reflective of the yield expected for a market in Huddersfield. The estimated profit of the current markets was taken from KC's Finance Team, and the forecast profits were estimated by MPE. Cost estimates were estimated by a reputable quantity surveyor (Gatley Vinden) and the architects (Grieg and Stephenson) helped inform their programme.

- Public realm valuation using VURT

The data and calculations applied by VURT are preloaded into the toolkit by TfL. The rateable values were taken from the VOA. The Pedestrian Environment Review System (PERS) assessment was carried out by Mott MacDonald and the project manager, who have extensive experience of carrying out PERS assessments.

- Wider LVU

The increase in property prices uses price paid data from the Land Registry. The 0.5% increase on house values is conservative given the CBRE research used to justify the uplift identify that 3.6% is appropriate. The volume of housing within a 500m ring of the scheme is KC GIS data.

- Safeguarding employment at Huddersfield's markets

The analysis of labour supply benefits used data from KC's Markets Team and a forecast of employee numbers provided by MPE. The methodology follows MHCLG (now DLUHC) guidance to quantify the impact. GVA figures that have been used and have been taken from the ONS.

- Capturing health benefits from improved public realm and active mode environment

As well as transport user benefits health benefits arise from more active travel. We have not sought to capture the transport benefits but the health benefits have been included in the appraisal. Datscha data was used to estimate both the number of pedestrians but also the potential uplift by comparing the existing number of pedestrians to the number of pedestrians at Queensgate. Other sources were used to validate the uplift in the number of pedestrians. All other assumptions and data preloaded in to the AMAT toolkit by the DfT. The analysis is therefore well evidenced and robust.

- Cash releasing benefits

MPE are experts in their industry and provided the information required for the cash releasing benefit to be estimated. The methodology is simple and is well understood.

- Crime reduction

UK Crime Stats takes its information from the Home Office and is therefore deemed to be quality data. The estimate for the impact on the reduction in crime was estimated by New Economy Manchester. The assumptions, inputted data and calculation is therefore considered to be robust. The 10% reduction in crime assumption is considered cautious.

Explain how the economic costs of the bid have been calculated, including the whole life costs

Quantity Surveyors (Gatley Vinden) and architects (Grieg & Stephenson) have been commissioned by KC to estimate costs and programme used to convert the financial costs into economic costs. The nominal values were inputted into the Costings and Planning Workbook. Costs Nominal values have been adjusted to real prices using the OBR forecasted GDP deflator.

The resource costs of HOMH are expected to be exceeded by the income of

the market. It is not anticipated that HOMH will require public subsidy or resources to operate. The profits made by the project have been accounted for as a cash releasing benefit that has been entered into the economic benefits section.

The approach to the estimation of the project costs is described in detail in the Financial Case. A discount rate of 3.5% has been applied to the profile of costs. This is a public sector discount rate set out within the HM Treasury Green Book and adjusts for social time preference (defined as the value society attaches to present, as opposed to future, consumption). It should therefore not be confused with financial discounting which reflects the time value for money in terms of the cost of raising capital and compensation for risk.

Optimism Bias (OB) is a value applied only to the costs in the economic case to allow for the consistent and observed phenomena of over-optimistic cost estimation. Risk contingencies are removed, and an OB has been applied to the project of 13% . This reflects the middle bound of the “Standard Building” category, which best describes the type of intervention at HOMH. The costs are discounted to estimate the net economic costs in 2022/23 values, as shown below.

Total	2022/23	2023/24	2024/25	
Total costs	£18,743,516	£1,601,353	£7,078,718	£10,063,445
Co-funding	£1,874,352	£160,135	£707,872	£1,006,345
LUF Fund	£16,869,165	£1,441,218	£6,370,846	£9,057,101

Note: real costs with optimism bias applied.

The costs of this scheme include OB and contingency to quantify the impact of risk on these costs. Both OB and risk are reflections of the level of uncertainty around the project. OB and contingency are conventionally higher the earlier into the project lifecycle a scheme is whereas this scheme has been developed and appraised over a reasonable timeframe.

An OB has been estimated for each of the constituent projects of this scheme. This has been allocated according to the type of scheme according to the upper bound limit of the HM Treasury Green Book guidance. The regeneration of HOMH has been classified as standard given the Projects Team at Kirklees Council are expected to deliver this as part of their day-to-day operations. As per the Greenbook’s guidance the optimism bias is therefore 13% .

Describe how the economic benefits have been estimated

The data sources are typically drawn from surveys and evidence that are from official sources. A complete description of how the benefits were calculated, and the data sources used, can be found in Appendix E1.

Improved pedestrian environment

Datscha data was used to inform an AMAT appraisal. Datscha data is a trusted data source that enables an estimate of footfall within a localised area. It has been used to estimate the existing surrounding the existing Queensgate Market and the current Open Market which is being regenerated to help estimate the footfall once the scheme is completed. AMAT is preloaded with data provided by DfT. Calculations from AMAT produced the health benefits included in our appraisal.

Reduction in crime

Crime data has been utilised to estimate what a conservative reduction in crime would equate to in economic benefit. A reduction in crime is expected because of the improved natural surveillance and vibrancy – due to the increased footfall and lighting provided by the scheme at varying times of day – in a currently more economically inactive part of the town centre. UKCrimeStats was used, a service that collates Home Office crime data, as it provides a breakdown of crime and by a geographic location (postcode). Estimates of the economic benefits associated with crime were taken from the Greater Manchester Combined Authority’s New Economy Unit Database. A

conservative 10% reduction was assumed.

Labour supply

Labour supply benefits were calculated given the new market will secure the future success of jobs at Huddersfield town centre's markets. An estimate of the existing Full Time Equivalent (FTE) jobs was provided by KC's Markets Team. MPE's report (see Appendix D10) presents the estimated number of jobs that would operate from the HOMH post-refurbishment. GVA estimates were taken from the ONS at a borough level as this is the lowest reliable level of geography. Other assumptions were taken from sources such as the HCA Density Guide and DfT TAG.

A detailed description of how this benefit is calculated, including displacement figures and assumptions, are set out in Appendix E1.

Conservation Deficit

A yield of 15% before the scheme was realised was estimated by Wilkes Head & Eve and applied to the current profit levels of the market. MPE's forecasts of the market's profitability was used for its future use and a yield of 9.5% (as estimated by Carter Jonas) for the market's future use. For the purposes of this assessment, it is considered that the cost of developing the site, plus the current value then minus its future value is the 'conservation deficit'. This demonstrates the public funding filling this gap has benefits to wider society.

Land Value Uplift

The HOMH project is expected to increase local land values and we have therefore used house price paid data from the Land Registry to estimate the impact of an increase in land values. CBRE estimate an uplift of 3.6% can occur due to regeneration projects but given the nature of the locality being more commercial and house prices are lower, we have used a conservative estimate of 0.5%. This was applied to the houses within a 500m radius of the project, a distance reflecting the impact of the A56 ring road in Huddersfield which limits walking distances.

VURT

VURT was developed by TfL for public realm schemes and quantifies the uplift in the value of extant businesses within an area by applying an uplift to the rateable values. TfL estimate a 1.22% uplift for each stepped increase in quality being applied to the current rateable value of each retail business assessed to be directly impacted by the enhancement to the public realm.

A PERS assessment was undertaken to assess the improvements made to the public realm surrounding the scheme. VOA data was collated and inputted in to VURT. The toolkit is preloaded with assumptions made by TfL and the relevant calculations. The VURT tool's use is made relevant to Huddersfield using rateable values from the local area, in this case the buildings surrounding HOMH.

Provide a summary of the overall Value for Money of the proposal

The BCR of a project is the estimated Present Value Benefits (PVB) divided by a budget constraint or the PVC. This can be interpreted as the estimated level of benefit per £1 of cost. The difference between the PVB and PVC is the Net Present Social Value (NPSV). This measures the overall level of public welfare generated by a policy.

Taking a proportionate approach, this economic appraisal seeks to capture the key benefits and costs associated with an intervention, including both private impacts and external impacts. The benefits have been discounted at a rate of 3.5% per annum. The price base year is 2022/23 and all co-funding costs have been used in the present value of costs. Optimism Bias at 13% is included in the figures below and is taken from Supplementary Green Book guidance.

The BCR comprises benefits where there is a strong underlying evidence base

from the DLUHC perspective and these have been monetised consistently with the published guidance (i.e. Green Book, Green Book Supplementary, and relevant Departmental guidance).

Given the strength of the BCR for this project only an 'initial' BCR is being submitted. The benefits associated with this scheme, and that have been included in the appraisal, have a clear articulation as to why they are included.

Benefits for the BCR

VURT - £1,599,695

Wider LVU (Residential) - £11,144,872

Conservation Deficit - £8,632,514

AMAT (Health benefits only) - £11,072,850

Labour Supply Benefits - £2,694,240

Crime - £27,689

Cash releasing benefits - £3,689,388

The total benefit of the scheme is therefore £38,861,248 (A)

Costs for the BCR

LUF Grant: £16,869,165

Co-funding: £1,874,352

Total cost (LUF + Co-funding) (D): £18,743,516

Private sector cost (E): £0

Benefit Cost Ratio [(A – E) / D]: 2.07

NPSV: £20,117,732

Upload explanatory note (optional)

E1 - 220727_Economic_Technical_Note.pdf

Have you estimated a Benefit Cost Ratio (BCR)?

Yes

Estimated Benefit Cost Ratios

Initial BCR

2.07

Adjusted BCR

Describe the non-monetised impacts the bid will have and provide a summary of how these have been assessed

Improvements to civic pride are key element of the scheme. The existing Open Market is a significant structure in the town centre and a focal point in the north of Huddersfield. The decline in the northern area creates a negative impression of the town for those arriving by rail given its proximity to the station. The increase in civic pride due to the intervention will be significant.

The diversification of the town centre's offer is of strategic importance to the future vibrancy of the town centre. The delivery of town centre regeneration plans (Huddersfield Blueprint) will be a catalyst with potential to punch above its weight, and the inclusion of a modern market that has an events space and improved food and drink offer (along with a traditional offer) will add significantly to the town centre. The market will also operate 6 days a week, an increase from the current 4 days, and will be designed to enable the food and drink element to be open in the evenings, increasing footfall in this area of town into the evenings.

KC are currently developing their Station to Stadium Concept that puts a focus the corridor that includes the Station and its environs, the George Hotel, the media centre and the University's new Health Innovation campus at Southgate

Within this context HOMH is in a strategic location and will make a key contribution to the success of the corridor as a strategic route supporting growth. The impact on increased vibrancy on the area will increase the attractiveness of the corridor, as will the anticipated crime reduction.

The Huddersfield Blueprint provides an ambitious vision for the future of the town centre. The delivery of the HOMH project would provide confidence to developers that the ambitions of the wider masterplan can be realised and may encourage forward proposals for further development.

The investment in the building will be a significant boost to the heritage of the town centre. The building is currently in use but does not attract the level of footfall expected for a significant heritage asset. The attraction of the new uses in the market will ensure the building's original uses continue to provide a stimulus to the north of the town centre but through an enhanced offer.

The market will provide a new events space that will be utilised to help attract people to the market at varying times of day. KC already run events at Christmas, Easter, Halloween and for ad hoc events such as football and sporting events but are expecting an increased number of visitors. KC are also planning in monthly pop-up market events and one-off events. These future events may include family themed events, such as beach parties and bake offs, as well as themed evenings (e.g. Abba and disco nights). These events will be aimed at a multitude of audiences and will promote community cohesion.

Provide an assessment of the risks and uncertainties that could affect the overall Value for Money of the bid

The impacts of Covid-19 on town centres are still uncertain. The benefits most sensitive to impacts on footfall include crime, AMAT and to a lesser extent VURT. Part of the appeal of being adjacent to HOMH is that there will be an increased footfall. There may be an indirect impact on the benefits generated by VURT should the value of footfall fall.

House prices have risen significantly during the pandemic across the UK and some industry experts (e.g National Building Society) are predicting that the housing market may cool or even house prices may decline. The wider LVU analysis isn't predicated on the rising house values rising like during the pandemic but reductions in house prices values because of factors, such as the cost of living, may mean wider LVU benefits reduce.

The risk register (see appendix D2) sets out there are several risks that may increase costs. In addition, the construction market is currently experiencing significant inflation however the procurement process (2 stage) being pursued by the council should mitigate against unforeseen price rises. Increased costs would have an impact on the VfM case.

Cost sensitivities are shown in the economics technical note and demonstrate even with significantly higher costs the scheme would still have a BCR higher than 1.5. It is also true that, because of the number of benefits quantified, that removing any of the benefit (in case one didn't arise) would mean that the BCR was above 1.5 (see Costings and Planning Workbook and Appendix E1).

Upload an Appraisal Summary Table to enable a full range of impacts to be considered

Appraisal Summary Table 1

Upload appraisal summary table	AST.pdf
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Additional evidence for economic case

None selected

Confirm the total value of your bid

Total value of bid £18499837

Confirm the value of the capital grant you are requesting from LUF

Value of capital grant £16649855

Confirm the value of match funding secured

£1849983

Evidence of match funding (optional) Evidence_of_Match_Funding.pdf

Where match funding is still to be secured please set out details below

There will be no funding gaps should Levelling Up Funding be secured. All other Funding being provided by Kirklees Council.

Land contribution

If you are intending to make a land contribution (via the use of existing owned land), provide further details below

KC do not intend to make a land contribution. The market and the land is entirely owned by KC. The land consists of the highway, the land under the existing market structure and a carpark that is also owned by KC.

Upload letter from an independent valuer

Confirm if your budget includes unrecoverable VAT costs and describe what these are, providing further details below

The budget does not include unrecoverable VAT costs.

Describe what benchmarking or research activity you have undertaken to help you determine the costs you have proposed in your budget

KC has procured a multi-disciplinary team lead by architects Greig and Stephenson and includes quantity surveyors Gateley Vinden who have produced a cost estimate based upon KC's programme. Greig and Stephenson are experts in Market-led regeneration projects and have

partnered with Gateley Vinden on previous market schemes involving listed heritage buildings so are familiar with the potential costs of schemes of this nature. The costs are also proportionate to previous iterations of the HOMH scheme that had been submitted for other funding streams. This iteration is at RIBA Stage 2 (see Appendix D0) and therefore the scheme has a sufficient level of detail at this stage in the project life cycle to develop the cost estimate with confidence in the subsequent RIBA design stages which continue to progress.

The quantity surveyors have assumed a competitively tendered 'fixed price' form of procurement, which aligns with KC's programme, assuming a start on site January 2023 and practical completion end of March 2025. Specification allowances and abnormal allowances have been included and are included in Section C of Appendix D1. Tender and construction inflation has been included based upon BCIS forecasts. It is recognised that the current market is extremely volatile, and costs may fluctuate considerably. A two-stage tendering process has been recommended to provide greater cost certainty for both KC and contractors. The existing Listed Building has been surveyed by Watts, with an associated costed repair and restoration schedule, with the appropriate inflation being added to the estimate.

The project management team of KC have recent experience of, or are currently working on, procuring external contractors, delivering regeneration schemes that have significant heritage elements (shown in section below describing measurements to mitigate supplier/contract risk). KC therefore have a reasonable understanding of the costs associated with heritage schemes.

Our intention is to use KC's internal highways Direct Labour Organisation (DLO) for the highways / public realm works. Using the DLO removes the need for competitive tendering which allows for an early start.

Greig and Stephenson have completed and worked on numerous other important market projects across the UK and abroad, such as: the catalytic transformation of Borough Market, London; the refurbishment of Leeds Kirkgate 1904 Building (re-listed as Grade I from Grade II following the development); and notable market projects in Paris and Hong Kong. The experience gleaned from these projects continues to inform their costing and design benchmarks, alongside their implementation strategies to ensure maximum impact for the investment.

Benchmarking projects:

Leicester Market Masterplan £14M (2012-2017): Transforming this unique conservation area site, including: New Build Market Hall adjacent Grade II* Listed Corn Exchange; 1970s Market demolition and new public square and streets; refurbishment of Grade II Listed Offices; refurbishment of Grade II* Listed Corn Exchange. The combination of new build, heritage restoration, development and conservation, alongside transformational public realm works, makes the project a very relevant benchmarking scheme.

Preston Market Quarter £5.5M (2016-2018): Refurbishment of 1875 Grade II Listed Market Canopy; New build Market Hall beneath heritage canopy; new and enhanced Market Quarter public realm. The deliverables and themes of the project are akin to that of the HOMH, with similar strategies around the restoration of a listed cast iron structure and reimagination of the contemporary market offer.

Mercato Mayfair, St Mark's Church £2M (2019): Fitout and redevelopment of Grade I Listed church with new retail and food and beverage offer – leading to further detailed technical experience in delivering successful market projects in important heritage assets.

City of Wolverhampton Market £5M (2016-2018): Relocation and reimagination of the City Centre Market.

Rotherham Market £23M (2019-to date): Transformational Market, public realm, events and library development. Currently in RIBA Stage 4 Design undertaking a two-stage procurement process.

Birmingham Smithfield Market £80M (2016 to date): Greig and Stephenson developed the initial concept and are now client-side for Lendlease advising on

the final design and implementation of the largest public market project in the UK.

Bradford Market £23M (2017 to date): In a prominent conservation area in the city centre, this regeneration project is consolidating the market offer in Bradford. Much like the HOMH scheme, the transformation of the public realm and new market offer seeks to create a new social / economic hub destination within the town centre. The project is currently on-site and the design team are well aware of the current pressures on material costs and labour. This knowledge and experience has informed the benchmarking and cost appraisals produced to date, and will continue to inform the design development and technical parameters.

Provide information on margins and contingencies that have been allowed for and the rationale behind them

Gately and Vinden, the quantity surveyor, have provided information on the contingencies used. The contingencies included are: (i) design development risks estimate; (ii) construction risks estimate; (iii) employer change risks estimate; and (iv) employer other risks estimate. This risk pot (contingency) is shown for each item below.

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]



Further risk identification, assessment, monitoring, and control will be undertaken as the design progresses. We would expect the risk exposure to reduce as the building design progresses and properly considered assessments of the risk can be made taking into account the completeness of the design and other uncertainties such as the findings of site investigations.

Describe the main financial risks and how they will be mitigated

Cost over runs will be managed by KC and the council will ensure the project is completed.

To ensure that cost over runs do not occur, are not significant, or are appropriately managed there are robust processes in place. These are described in the Management and Commercial cases.

There are not expected to be any negative impacts (disruption or displacement) to communities, cultural or local transport groups that require compensation or mitigation. A compensation programme for displaced Queensgate Market traders successfully mitigated issues arising from its closure. Traders were offered the option of being relocated to a temporary site.

A risk register has been developed that has clear owners for each risk. Each Risk has a specific owner to ensure that there is accountability for the implementation for the mitigation of the risks. The main financial risks, that have been identified in the Risk Register (see Appendix D2), are below.

ID: 1.03

Risk Description: High services / utilities restrict improvement works

Impact Description: The cost of lowering or diverting services / utilities impacts the wider, more tangible deliverables of the above ground works and finishes

Mitigation Actions

-Proposed: Detailed review of existing survey information and procurement of additionally required surveys

-Taken: Design team have reviewed the depth of services and have identified high / low risk items. Slit trenches proposed to further de-risk the proposals for new natural stone treatments. Back-stop options considered for alternative surface treatments should diversions / lowering of services (or material cost) prove to be prohibitive

Owner: AECOM - David Burton

ID: 2.03

Risk Description: Intrusive surveys impact operations / designs

Impact Description: Additional intrusive surveys impact current operations and / or uncover unexpected conditions

Mitigation Actions

-Proposed: In addition to the GI / SI surveys, intrusive works in the Annex building to establish conditions below timber floor

-Taken: Specification for works being written up

Owner: GSA - Nick Mitchell

ID: 3.02

Risk Description: Existing condition of surface & foul drainage

Impact Description: Costly additional drainage works required

Mitigation Actions

-Proposed: Early engagement with water authority & gap analysis of CCTV survey to determine the condition and levels of existing drains

-Taken: CCTV survey reviewed, with new drainage concept proposals developed by SWA

Owner: SWA - Mark Hamer

ID: 4.03

Risk Description: Existing rainwater collection from roof requires significant upgrade

Impact Description: Existing rainwater goods condition and waterproofing may require to be overhauled/replaced with new, with opportunity to recycle for grey water use

Mitigation Actions

-Proposed: Refer to building condition survey, and carry out maintenance H&S risk assessment to determine if man-safe system require to be upgraded. Grey water recycling could be integrated into annex building re-development

-Taken: Advice from management is the existing gutters flood and leak within the building. Discussions with Buttress have suggested that upgrading this should be achievable from a heritage perspective, however the cost could be prohibitive

Owner: Buttress / GSA - Nick Mitchell & Jenna Johnston

ID: 6.02

Risk Description: Procurement – Single Stage vs Two Stage

Impact Description: Single Stage tenders are deemed inherently risky in the current climate - two stage process likely. Late procurement of a two-stage contractor can negatively impact the efficient design progression

Mitigation Actions

-Proposed: Kirklees Procurement department to progress the Two-Stage process early with the design team's advisor to ensure best value from contractor input

-Taken: Initial discussions between the project team undertaken to start the ball rolling on the first stage tendering, initially the Expression of Interest

Owner: Kirklees - Liam Wilcox & Robert Williams (KC Procurement)

ID: 6.03

Risk Description: hyper-inflation / material resources availability

Impact Description: Increased costs could mean that other areas of the design and downgraded in quality - worst case the project becomes unviable

Mitigation Actions

-Proposed: Good levels of contingency and inflation allowances have been allocated in the cost plan to accommodate fluctuations. The design can be adapted to lower the quality of a number of items / packages, while still delivering similar impact

-Taken: Seeking a two-stage tendering approach will get better 'real world' updates on cost through the contractor

Owner: Kirklees / Contractor-Liam Wilcox & Robert Williams (KC Procurement)

ID: 6.07

Risk Description: HVM risk assessment requires higher level of specification

Impact Description: HVM or blast related mitigation measures impact the design and operational success of the scheme

Mitigation Actions

-Proposed: Security assessment being commissioned by Kirklees to advise on the risk factors and to assess whether the proposed measures are adequate

-Taken: Waiting for appointment

Owner: Kirklees / GSA-Liam Wilcox & Nick Mitchell

Upload risk register

D2 - 220702_Huddersfield Risk Register v2.xls

If you are intending to award a share of your LUF grant to a partner via a contract or sub-grant, please advise below

N/A

What legal / governance structure do you intend to put in place with any bid partners who have a financial interest in the project?

N/A

Summarise your commercial structure, risk allocation and procurement strategy which sets out the rationale for the strategy selected and other options considered and discounted

The full procurement strategy can be found in Appendix D3. Below is a condensed version.

Procurement

At this stage, it is envisaged that the preferred procurement route for the scheme will be via a tender process which is compliant with the UK Procurement Regulations, the Council's Corporate Procurement Strategy and Contract Procedure Rules. This will be via the Council's electronic tendering portal (YORtender).

Procurement Method

The assessment of options for procurement needs to take account of the stage the scheme has reached and makes most effective use of invested knowledge and work to date. Issues that are relevant are:

- Whether the estimate for the scheme implementation is over the UK Procurement threshold (£4,733,252);
 - Achieving best value;
 - Funding from the LUF is fixed. Price certainty is critical;
 - Provision needs to be made for seasonal / night-time and event related traffic embargos made on behalf of the Councils;
 - Minimising the impact on the travelling public during construction.
- The value of the scheme will be in excess of the UK Procurement threshold and therefore the scheme will be subject to advertisement in Find a Tender Service (FTS); UK e-notification system and will need to comply with the Public Contract Regulations 2015 (as amended). All evaluation methodology will need to be aligned to procurement policy and be compliant with industry best practice.

Procurement Routes

The following four potential procurement strategies for the detailed design and construction stage of the project have been considered:

- In-House Provision
- Traditional
- Design and Build
- Early Contractor Involvement

The procurement of the multi-disciplinary team to progress the design has already been undertaken through a national framework. This team have been procured to support and provide the necessary expertise for the in-house Project Manager and Programme Manager.

There is a range of frameworks available to KC to procure a suitable building contractor that is experienced in both heritage and new build elements. Officers are confident that they will be able to access the right framework for the required works at any stage and a national framework such as Yorbuild III will be pursued to procure the building contractor.

A Clerk of Works will be appointed to ensure quality of the work is carried out by the contractors. Liam Wilcox as the responsible Project Manager will work with the architect (Greig & Stephenson) and clerk of works to ensure quality of the project is delivered and the programme milestones are met. The expected programme, used for this business case, can be found in Appendix D4. The Project Team have agreed a procurement route for procuring the contractor for HOMH in line with Public Procurement Regulations as set out in the following sections.

The project is made up of 3 main elements:

1. Public realm
2. Refurbishment and restoration of heritage asset
3. New build outdoor market structure

The public realm element will be carried out by the internal highways Direct Labour Organisation (DLO)

Tendering for contractor

KC's intention is to use KC's internal highways Direct Labour Organisation (DLO) for the highways works. In relation to the procurement of highways and building contractor KC has access to a number of established and trusted frameworks that can be used for large capital schemes such as HOMH. The Council also has mechanisms for the purchasing of materials such as stone which will accelerate lead in time for delivery. The Council benchmarks the costs of elements of its in house services in the 'market place'.

In conjunction with KC's Procurement team, the Project Team have agreed that the most appropriate forms of tendering to procure a building contractor, given the current tendering climate and high demand for contractors, is for two stage tendering as referred to above. A "Bidders Day" will be held to present the project to tenderers and obtain feedback.

Public Procurement Regulations

The Project Team agreed a way forward to procure the contractor with the Council's Procurement team to ensure adherence to Public Procurement Regulations. The summary below provides a concise step by step summary of the procurement process.

1. The regulations apply as the value of the Works exceeds thresholds

2. Options are :-

Follow the regulations detailed procedures and procure this project on an individual project basis (can be expensive and time consuming).

Utilise of any existing "in house" framework (KC do not have one)

Utilise an existing established and available "external" framework such as CCS or Yorbuild (preferred option).

Procurement

3. Construction project procurement routes available

a. Traditional (design, bid, build) – The client prepares and commissions the design and a separate contract is awarded for construction

b. Design and build (D&B) – The contractor takes responsibility for both design and construction to the client's brief

c. Construction Management – The client contracts directly with separate trade contractors who carry out the construction work

d. Management Contracting – A management contractor is paid a fee to manage the construction works and let subcontractors to work contractors

4. The foregoing are the "classic" procurement routes considered appropriate for this project that is of a "standard" form in terms of materials used and design

5. Traditional procurement is suited to the heritage elements of the work and the outdoor market hall would benefit from contractor design and buildability input. Traditional Procurement with Contractor Designed Portions for certain elements of the Works was therefore considered most appropriate.

The Financial Procedure Rules set out how KC carry out their statutory duty to plan for the proper administration of its financial affairs and to secure a Chief Financial Officer as a responsible officer. They are found in Appendix D5.

KC's Contract Procedure Rules form an integral part of the constitution and can be found in Appendix D6. It covers issues such as how conflicts of interest and procurement processes are handled. KC's Modern Slavery Strategy (2018 – 2021) can be found in Appendix D7.

A copy of the new draft Procurement Strategy is going to Cabinet in Autumn 2022.

Capital Risk

The contract tendered by the Council will place the risk with the contractor. The contract will stipulate that the agreed works in the contract will be carried out within the price agreed through the procurement exercise. Any changes to the scope of the work agreed or asked for by KC will be paid for by KC. Necessary unforeseen changes of scope will also be paid for by the client.

The contract is expected to be standard with some smaller elements being design and build. Ultimately the main contractor will take on most of the risk and there will not be a bill of quantities. KC are confident that a contractor will be identified on these terms. Multiple surveys have been carried out to ensure that the risk of anything unforeseen arising is minimised, but KC recognise that the nature of renovating a heritage asset is riskier than a standard scheme. The two-stage building contractor tendering process which is expected to take place - rather than a traditional single stage tender process – will provide greater certainty to contractors which will further minimise risk.

The completed market structure will be entirely owned by KC and therefore at the point of completion, when the structures are handed over to KC, the risk and maintenance of the building will belong to KC. There are no plans to dispose of the asset and therefore the risk and maintenance will remain the responsibility of KC.

Operations Risk

Once the market begins to operate the risk of the operation will be held by the Council. The markets team are experienced market operators that have operated the markets for several decades. The Management Case (see section 6) sets out Market Place Europe's recommendations as to how the market will be managed. To ensure a successful market operation the team will supplement their knowledge and expertise with new staff, consultant advice and/or by teams from within KC.

Social Value

In accordance with both the Council's Contract Procedure Rules and the Government's Construction Playbook (not compulsory for Local Authorities) KC is committed to maximising social value through its contracts. A draft Social Values Strategy can be found in Appendix D8. This document will also be ratified by Cabinet in October 2022.

Green Skills Net Zero

Kirklees has set a target of reaching net zero carbon emissions by 2038. This target is in line with the West Yorkshire Combined Authority target, and the regional target for Yorkshire and Humber set by the Yorkshire Leaders Board. The Council is committed to follow all current legislation as illustrated above, all contractors and supply chains will be vetted to ensure they are fit and proper to undertake work for the Council. Being a Grade II* listed building, the market hall presents limited opportunity to meet the toughest net zero targets however the carbon impact of refurbishing this heritage building will likely be less than the embodied carbon created through a comparable new build. Design will be undertaken consciously limiting carbon production and retrofitting low carbon solutions where appropriate.

Who will lead on the procurement and contractor management on this bid and explain what expertise and skills do they have in managing procurements and contracts of this nature?

Liam Wilcox is the project manager who will lead the procurement and contract management of the contractors.. KC's procurement team led by Robert Williams will help ensure the procurement exercise complies with the council's contract procedure rules (see Appendix D6).The design team led by Greig and Stephenson Architects will also be involved in the procurement exercise of the contractor. Sarah Collins will also input as the Huddersfield Blueprint Programme Manager, ensuring the project meets the expectations of the Blueprint. Nigel Hunston, is KC's Heritage Advisor to the Blueprint Projects and the Team Leader for town centres conservation and design, will also be involved in the procurement exercise to ensure the heritage elements of the contract are properly considered.

A team has been brought together from the public and private sector to ensure the right blend of expertise. The public sector team member's pen portraits are

described below and private sector pen portraits can be found in Appendix 9.

Liam Wilcox–Project Manager

Liam is a well organised, forward-thinking and efficient construction professional, with a successful career as a Project Manager. Accustomed to working to tight deadlines under pressure as a proven team member and as an intuitive individual worker. Possessing a wide range of technical and communication skills.

Project Managing a diverse spectrum of projects from conservation projects, school extensions and refurbishment, public realm works, social housing and Leisure facilities, Liam uses the council's Prince II based Project Management Methodology systems as well as taking forward the strategic vision of Huddersfield's Blueprint with Senior Officers. Project values range from £1m to £35.5m plus, using both the JCT raft of contracts as well as NEC III.

Robert Williams–Procurement - Strategic Category Manager Construction and Infrastructure

Robert has over 10 years' experience of procuring high value construction infrastructure contracts for Kirklees Council (contracts up to £100m). He believes in a collaborative approach ensuring all stakeholders are engaged throughout the procurement and there are clear mechanisms within the contract for effective delivery. He is qualified to Level 6 Professional Diploma in Procurement and Supply from the Chartered Institute of Procurement and Supply.

Sarah Collins MRICS–Programme Manager

Sarah is a Chartered Planning and Development Surveyor with 20 years' experience working on regeneration projects within both the private and public sector. Sarah has client-side managed numerous capital programmes and projects from inception to completion. Within the private sector Sarah is experienced in preparing site specific and area wide viability reports, property market assessments, development appraisals and feasibility studies.

Throughout her career Sarah has worked on numerous projects involving heritage buildings from those in conservation areas, Grade II, Grade II* to Grade I and Scheduled Ancient Monuments so understands the complexities and constraints a project involving a heritage requires.

Nigel Hunston-Heritage Advisor to the Blueprint Projects-Team Leader (Conservation and Design)

Nigel has over 25 years' post qualification experience in heritage conservation and urban design. Nigel is the heritage and urban design advisor to the Council's Town Centre and Major Projects Teams aiding the delivery of the Blueprint

Are you intending to outsource or sub-contract any other work on this bid to third parties?

Figure 4.3 presents the project management team visually at each stage of the project lifecycle and their advisers.

Sarah Collins is the Huddersfield Blueprint Programme Manager who reports progress and seeks sign off from the Huddersfield Blueprint Board. Sarah will ensure that the objectives of the project align with the Huddersfield Blueprint's aims and objectives whilst delivering the needs of the Market service. Sarah will take advice from Liam Wilcox as the scheme's project manager as he will lead and manage the Project Team consisting of the design team and verification from the Council's internal technical advisors, such as Andy Vaughan as the client design advisor, helping ensure the design is deliverable and fit for purpose and the Council's three technical service managers: Richard Lowe (mechanical); Peter Kilburn (electrical); and Ilyas Ramjan (structural). Involvement of the Council's internal technical team will assist the smooth delivery of the project and ensure operationally the building will comply with the Council's requirements.

The Project Team led by Liam Wilcox is made up of service client; end users; heritage; planning; sustainability; public realm and highways; and capital delivery team.

Sarah Collins and Liam Wilcox have worked with the Project Team and Robert Williams from the Procurement Team to procure appropriate external multi-disciplinary design team (Architect Greig and Stephenson, Structural Engineers, Quantity Surveyors Gateley Vinden, Mechanical) to work up concept design. The team appointed have considerable experience in heritage and market projects.

The following series of gateways explain the distinction between Sarah and Liam's role throughout the project life cycle.

- Huddersfield Blueprint Project Board sign off the preferred design team ahead of appointment

Concept Design with costs and viability assessment progressed – Project Manager to lead the multi-disciplinary team and when appropriate seek advice from internal technical advisors

- The Huddersfield Blueprint Project Board signs off Stage 2 Concept Design / Business Case before Stage 3 commences

Sarah Collins will continue to lead the Project Team, engaging and coordinating with relevant Council officers to develop the project.

Liam Wilcox will lead the Design Team and when appropriate seek advice from internal technical advisors as required to completion of Stage 3 Developed Design and submission of planning application

- The Huddersfield Blueprint Project Board signs off Stage 3 Developed Design and submission of planning application

Sarah will oversee the delivery of projects within the Blueprint programme

Liam Wilcox will lead the Design Team through Stage 4 and provide progress reports to the Huddersfield Blueprint Project Board.

Following the pre-tender estimate, the Project Team are involved in any value engineering exercises required to ensure the project is brought in on budget

- Following pre-tender estimate the Huddersfield Blueprint Project Board approve tender for contractor for issue

Liam Wilcox will lead on the procurement of the contractor in liaison with Sarah Collins. Appropriate members of the Project Team such as Sarah Collins, Nigel Hunston and Robert William will also be involved in the evaluation process of Contractor selection. KPIs will be developed during the tender exercise.

- Huddersfield Blueprint Project Board sign off the preferred contractor and refers up to the Programme Board for approval to appoint

Liam Wilcox will lead on the construction and liaison with the contractor, provide regular progress reports to the Huddersfield Blueprint Project Board and prepare appropriate reports to external funding providers.

- The Huddersfield Blueprint Project Board will need to sign off all significant changes to the project as part of the change control process

Liam Wilcox will manage the fit out of stalls and lead the process to handover to the Market Service

Projects which will require end of project evaluation. This will be managed by Sarah Collins.

In terms of ensuring the market is successful long term and creates the desired impact for the northern end of Huddersfield Town Centre, the Project Team has been taking advice from Market Place Europe, a leading marketing operator, to inform the concept design and provide financial projections (Appendix D10) of the income the project could achieve to ensure its long-term viability.

The Council's Markets team have a strong working relationship with the traders and consideration has been given about these elements in producing the concept design until further consultation with the traders can be pursued as the team progress into detailed design.

The Project Team meet fortnightly- weekly when required- to ensure progress. Report on progress are then provided to the Huddersfield Blueprint Board which meets monthly. KC have brought together the right blend of private and public sector knowledge for the Project Team (see Appendix D9).

How will you engage with key suppliers to effectively manage their contracts so that they deliver your desired outcomes

To help ensure a supplier who can deliver the contract successfully is identified a performance bond and/or parent company guarantee will be sought. Financial checks will also be carried out by KC during the procurement process to help ensure that the company contracted is suitable.

KC believe that there are several suitable contractors available in the Kirklees and West Yorkshire sub region capable of doing the works. Therefore, should the contractor fail to complete the works, or fail to complete them to the required standard, it is expected that a suitable contractor to complete the works will easily be identified. A two-stage procurement exercise may need to take place to ensure that the contractors can be onboarded given many will need to know substantial detail before they tender for work.

KC's procurement and legal specialists will set out and agree the requirements in and contractual obligations with the contractor before the procurement process is complete. This will take account of the current volatility in the construction market and will be reviewed to ensure contingency arrangements are put in place as far as practicable. The expectations of the KC's procurement and legal team from the contractor will include, at the initial stage, details on principal parties, obligations, scope, scheme timetable, payment mechanisms, quality and security.

A clerk of works will be appointed who will work with Liam Wilcox as the project manager. The Architect will continue to work with the project team and a conservation architect has been appointed to ensure the works are of a high quality and are in keeping with the structure's listed status. The project team, advisors and contractors will meet regularly to discuss progress and risk. Risks and issues will be fed into the Huddersfield Blueprint Project Board which interfaces with the most senior officers of KC. These interfaces are shown in Figure 4.1.

KC have recently successfully delivered schemes of a similar nature with significant conservation elements to the scheme. These are described below.

George Hotel – Huddersfield

The George Hotel in Huddersfield, West Yorkshire, England, is a Grade II* listed building famous as the birthplace of rugby league football in 1895. The 60 bed hotel was built in 1851 and closed in January 2013, with the receivers looking for a new buyer. The building was listed in 1977.

The contractor took possession of the site in April 2022. Their works include re-roofing the main building with traditional Welsh Blue slate, extensive external stone repairs, replacement & repairs of wrought iron rainwater goods, window repairs and redecoration. The Conservation Architect, surveyors and accredited structural engineers have worked closely with conservation planners and Historic England to ensure all works are sympathetic to the existing building using traditional skills.

Pioneer House – Dewsbury

Pioneer House was originally built in 1878 by the Dewsbury Pioneers' Industrial Society, a co-operative society founded in 1857. It acted as their headquarters and Co-operative Central Store, with stabling facilities to the rear of the building. Over the years, the building has been home to a wide variety of tenants, including a theatre, cinema, library, French polishers, butchers, cobblers and a renowned Italian restaurant. The building was listed in 1977.

The building's interior of colourful Minton Hollins tiles, stained glass partitions, period ornate ceilings and intricate carved woodwork, external stone elevation and re-roofing with traditional Welsh grey slates and traditional lead flashings are a few of the unique features being retained due to extensive conservation works in the refurbishment. Visually the building has some interesting elevations, the shop frontages are being retained while the inside has been remodelled into classroom spaces. The side and rear elevations are mill buildings including period stone archways and a tower clock.

Cliff House – Shepley

Cliffe House was the home of a local family who gifted the property to the council in the 70's and was listed as grade II building in 1988. It is Complete £2m refurbishment which including re-roofing, heating systems, up-grading showers toilet facilities, up-grading IT & comms technology, rewiring, new fire safety systems, re-decoration throughout as well as restoration of historical features.

Byram Arcade & The Estates Building – Tender Stage

Byram Arcade located in the centre of Huddersfield was completed in 1881 and listed in 1978. It has a central glazed atrium with shops are located over four stories connected by walkway. Conservation works include re-roofing with a mixture of Welsh Blues and Burlington's as well as stone and window repairs. The building will remain open for business through the works reaming almost fully open to the public. Working with conservation planners and architects all works will be undertaken in the traditional methods and well as materials.

The Estate Buildings, in Railway Street, were designed by W.H. Crosland, and were built around 1869-1870 for Sir John W. Ramsden and listed in 1978. They were built chiefly for use as the Ramsden Estate Office and included rooms for the agent, cashier, surveyor, drawing office, general office etc., together with warehouses, shops and accommodation for the Huddersfield Club.

The building has hipped roofs, corbelled parapets with various carved stone elements to the building. The building is to undergo full restoration externally with conservation works to the stonework, window repairs and full reroof all using traditional material and methods of construction as agreed with the conservation Architect and conservation planners.

Set out how you plan to deliver the bid

Delivery Plan

RIBA Stage 2 Concept Design was completed in June 2022
The delivery programme can be found in full in the Appendix D4. A summary of the programme is described below.

Item (Duration; Timeframe)

RIBA Stage 3 Detailed Design (1/08/22-23/6/23)

Stakeholder Engagement (84 weeks; Mon 31/08/20–Fri 14/07/23)

Engagement (13 weeks; Mon 29/08/22–Mon 28/11/22)

Public Engagement (2 weeks; Mon 14/11/22–Mon 28/11/22)

Public online engagement /presentation

Public exhibition (drop-in)

Receive and respond to feedback

Members & Portfolio Holder Engagement (12 weeks; Tue 30/08/22–Mon 21/11/22)

Online Engagement/Presentation

Receive & respond to feedback

Planning (30 weeks; Mon 10/10/22–Mon 08/05/23)

Outstanding surveys

Planning submission determination

Discharge pre-start conditions

PUBLIC REALM (40 Weeks; Mon 12/09/22–Fri 16/06/23)

Public Realm – Procurement (11 Weeks; Mon 12/09/22–Fri 25/11/22)

Eol

Tender Period

Review

Award Contract

Public Realm – Construction Phase (29 weeks; Mon 28/11/22–16/06/23)
•Mobilisation period (Includes for Christmas)
•Construction

KC Stage 4 – Contractor Procurement/Two Stage Tender Period (42 weeks;
Mon 26/09/22–Fri 14/07/23)
•EOI through to award of contract

KC Stage 5 (RIBA Stage 5)–Construction New Covered Market (Mon
17/07/2023–Fri 22/03/24)
•Site mobilisation though to decant of existing covered market stall holder to
new undercover market

Refurbishment Market Hall (57 weeks; Mon 25/03/24–Fri 28/03/25)
•This includes construction, commissioning and trader fit out

See Appendix D14 for 2020 RIBA Plan of Works / KC Project Management
Handbook Alignment

Expertise

Sarah Collins - is the programme manager for HOMH and will continue to report to the Huddersfield Blueprint Board until the scheme has secured funding and planning approval and will then the delivery of the capital works will be lead by Liam Wilcox Both Liam and Sarah will be closely involved in the contractor procurement. Sarah would ensure that the Project Team continued to liaise robustly with stakeholders throughout the procurement and construction period given her role as the Town Centres Programme Manager. Sarah will ensure the communications strategy (see Appendix S4) is carried out and updated.

Matt Garbutt – is an officer in the Council's asset management team. Matt is a Chartered Surveyor with 15 years' experience working for KC. Responsible for the Council's Commercial Portfolio of non-operational properties as well as providing strategic property advice to other Council services. This has included the Council's markets service where Matt has provided advice on rents, lease issues and valuation for over 10 years and the Council's Town Centre teams where Matt has provided strategic input into various regeneration projects in Huddersfield and Dewsbury.

Nigel Hunton – is the conservationist at KC. Nigel has over 25 years' post qualification experience in heritage conservation and urban design. Nigel is the heritage and urban design advisor to the Council's Town Centre and Major Projects Teams aiding the delivery of the Blueprint schemes and major transport initiatives across Kirklees ensuring that heritage and urban design are paramount to the projects. Nigel is also the Project Manager for a number of externally funded heritage schemes such as the Historic England funded Huddersfield High Street Heritage Action Zone and Dewsbury Heritage Action Zone as well as the recently completed National Heritage Lottery Funded Dewsbury Townscape Heritage Initiative.

Kerry Holdaway – is the communications officer that will manage the public relations plan for the scheme. Kelly is a communications professional with 10 years of experience working in public sector. Responsible for issues of reputational risk, management of press office and a team of 27. Kelly provides strategic advice and direction in anticipation of and response to sensitive issues that arise across council services. Kelly is the communications lead for the council's most high profile regeneration schemes including the Cultural Heart, George Hotel and wider Huddersfield Blueprint. Also, the Dewsbury Blueprint and local centres programme.

Simon Tidswell – Simon is a professional Civil Engineer with over 33 years of experience in the field of highways and traffic, working in both public and private sector. Simon is currently leading on the development and delivery of several public realm improvements in the town centres throughout Kirklees. Simon is advising on Traffic Regulation Order (TRO) requirements, although any variations to existing TROs is expected to be minimal.

How the delivery teams interact with each other is presented in Figure 4.1. The

private sector members of the Project Team will supplement the gaps in the knowledge of KC's officers. Their pen portraits can be found in Appendix D9.

Budget management will be carried out jointly by Sarah Collins and Liam Wilcox in conjunction with the QS (Gateley Vinden). To ensure the scheme is delivered on budget value engineering will take place during the detailed design phase and at every gateway point. Significant cost increases, due to current market conditions, will be brought to the attention of the Huddersfield Blueprint Board. If required it would be escalated to KC's Finance Team/Section 151 Officer.

Planning consent is also expected to be granted. The conservation architect has a strong relationship with the Planning Authority and officers of KC's Planning Team have been consulted throughout the scheme's development. The architects will continue to work with Liam Wilcox's project management team.

A Clerk of Works will be appointed to work with the Project Manager to ensure a high-quality product is delivered. The budget and risks will be discussed at project team meetings which will be held fortnightly and will include advisors and contractors.

Monitoring and Evaluation

Once the capital works of the scheme are completed the management of the operation of the renovated building will be handed over to the Head of Markets. They are considered to be the end user (and therefore in a sense the client) throughout the scheme development. The input of the markets manager is important given the success of the amalgamation of the markets and the new offer will rely heavily on those operating the market.

Monitoring and Evaluation will be a key component of the scheme and the Monitoring, Evaluation and Realisation Plan can be found in Appendix D11. This sets out the key components of the scheme that will be delivered and how they will need to be monitored.

Demonstrate that some bid activity can be delivered in 2022-23

The public realm construction phase, which is set to significantly enhance the area surrounding the market, will commence on site in January 2023. Once the majority of the public realm works are completed the construction of the outdoor element of the new market will begin in July 2023. Once this outdoor element is complete the traders currently occupying the Open Market will move into the new structure and enable the market traders to be operational whilst work on the existing market hall can commence. It is anticipated this second phase of the market's construction (the refurbishment of the original market hall) will commence in March 2024 and is due to complete in March 2025.

The detailed programme can be found in Appendix D4.

Risk Management: Set out your detailed risk assessment

A detailed Risk Register can be found in Appendix D2. The top three risks are described below. Each risk is scored against a set of criteria and those with the greatest risk are identified. A clear risk owner and mitigations are put in place.

Risk ID and description: 1.03 High services / utilities restrict improvement works

Impact Description: The cost of lowering or diverting services / utilities impacts the wider, more tangible deliverables of the above ground works and finishes.

Mitigating Actions Proposed: Detailed review of existing survey information and procurement of additionally required surveys.

Mitigating Actions Taken: Design team have reviewed the depth of services

and have identified high / low risk items. Slit trenches proposed to further derisk the proposals for new natural stone treatments. Back-stop options considered for alternative surface treatments should diversions / lowering of services (or material cost) prove to be prohibitive.

Latest update on the risk: Strategic locations for slit trenches agreed to verify pavement / carriageway construction. Commissioning survey works.

Owner: AECOM - David Burton.

Risk ID and description: 4.10 Utilities assessment on available load capacity and diversions for utilities, wayleaves, easements and access requirements.

Impact Description: Significant engagement costs and upgrades to design.

Mitigating Actions Proposed: Our MEP team will assess the impact for the gas, electric, telecoms and mains water supplies to minimise the utility impact on the scheme. Consideration to the existing utility transformer within the market demise and utility diversion (sewer, gas main and 11kV cabling).

Mitigating Actions Taken: AECOM to update.

Latest update on the risk: None.

Owner: AECOM - David Burton.

Risk ID and description: 6.01 Phasing does not keep continuity of trade

Impact Description: Impacts the operational capability and perception of the project team.

Mitigating Actions Proposed: Continuous consultation and communication at each phase with market management and traders' representatives would inform client & design team to obtain the best solution for all and the most sensible economy in terms of cost and time.

Mitigating Actions Taken: Phasing strategy to be development at Stage 3 with early contractor engagement to assess deliverability strategies.

Latest update on the risk: None.

Owner: Project Team.

Provide details of your core project team and provide evidence of their track record and experience of delivering schemes of this nature

KC has robust governance structures in place to deliver a multitude of services and capital projects. This section seeks to describe the programme and project management for delivering schemes such as those found in the Huddersfield Blueprint. The programme management function is supported by several project managers. Figure 4.1 shows the management structure.

Programme Management

The ultimate authority is the Council and the Council's Cabinet and these bodies set the vision for the direction of Kirklees. The vision brought forward by the Council is delivered by the Council's officers. Huddersfield Blueprint Programme Board (HBPB) identifies several schemes aimed at regenerating the town centre. The HBPB is made up of:

- Joanne Bartholomew –Director of Development and Covid-19 recovery;
- Simon Taylor –Head of Strategic Investment;
- David Martin –Head of Business and Skills;
- Kath Wynne-Hague –Head of Culture and Tourism.

The project manager for the Town Centre Programme, who reports to the HBPB, overlooks all schemes that pertain to town centres in Kirklees.

Director of Development – Joanne Bartholomew

The officer ultimately responsible for the delivery of the scheme is the Director of Development, Joanne Bartholomew. She currently has responsibility for over 500 staff, a £20m revenue budget and a £650m capital investment programme. Her key responsibilities include:

Development and Master Planning - Responsibility for the Blueprint for Huddersfield and Dewsbury, overseeing the implementation of our major regeneration programs as well as key initiatives such as the small centre's program and our work to progress the Station to Stadium Gateway. Strategic

oversight of the remaining key regeneration projects, in particular the Cultural heart ensuring that projects are properly structured, resources are allocated, program management methodologies are being followed and that the ultimate delivery will deliver the ongoing service outcomes.

Housing Growth and Regeneration - Identify and build relationships with public and private sector partners to help deliver significant housing growth across the district putting in place a strategic pipeline and supporting funding streams.

Housing Services - Provide leadership of all matters relating to the Council's housing role including collaborative working with Registered Housing Providers and other housing bodies both in the public and private sector. Alongside strategic leadership of the Council's Homelessness service including prevention of homelessness, rough sleeping, and temporary accommodation.

Corporate Landlord and Capital - Leadership of both the development and delivery of the Council's capital investment program including our in-house construction delivery and design functions and the Corporate Landlord (FM) function.

Core Project Management

Sarah Collins will manage the project until it is handed over to Liam Wilcox for delivery. A pen portrait of each team member is set out below:

Sarah Collins

Sarah is a Chartered Planning and Development Surveyor with 20 years' experience working on regeneration projects within both the private and public sector. Sarah has client side managed numerous capital programmes and projects from inception to completion. Within the private sector Sarah is experienced in preparing site specific and area wide viability reports, property market assessments, development appraisals and feasibility studies. Throughout her career Sarah has worked on numerous projects involving heritage buildings from those in conservation areas, Grade II, Grade II* to Grade I and Scheduled Ancient Monuments so understands the complexities and constraints a project involving a heritage asset requires. Sarah's main focus is to ensure the project delivers the needs of the service within the constraints posed and ensuring the project can be delivered on time and to budget.

Liam Wilcox

Liam is a well organised, forward-thinking and efficient construction professional, with a successful career as a Project Manager. Accustomed to working to tight deadlines under pressure as a proven team member and as an intuitive individual worker. Possessing a wide range of technical and communication skills.

Project Managing a diverse spectrum of projects from conservation projects, school extensions and refurbishment, public realm works, social housing and Leisure facilities using the council's Prince II based Project Management Methodology systems as well as taking forward the strategic vision of Huddersfield's Blueprint with Senior Officers. Project values range from £1m to £35.5m plus, using both JCT raft of contracts as well as NEC III.

On completion of the market, after trader fit out, the renovated HOMH and outdoor market will be handed over to KC's market team. KC runs multiple markets across Kirklees and have decades of experience. Kath Wynne Hague will manage this team. The market operations team have also had input into Market Place Europe's report (Appendix D10) which outlines how the market will be operated and managed on completion of the scheme.

Set out what governance procedures will be put in place to manage the grant and project

Assurance

As with every scheme delivered by KC, robust assurance processes will be integral to the delivery of the HOMH Regeneration Project. The management structure is shown in Figure 4.1 and decision and change management is described in the subsection below.

A suite of assurance processes are being put in place to ensure that all aspects of the scheme delivery are adequately covered. This work will continue throughout the project's life and will be carried out in detail during the extensive procurement exercise taking place in 2022 (see the programme in Appendix D4). The work currently being carried out by the project managers, the assurance during the procurement exercise, and the ongoing work of the project management team will ensure there are no blind spots (i.e. scheduling, finance and performance). KC has devised its own processes, that it has used on multiple other schemes, called the "Framework for Successful Projects" which is founded on the Prince II approach to project management.

To ensure the design of the market is appropriate, KC has consulted with a number of stakeholders. This primarily has included the Markets Team, who have extensive knowledge of operating markets, the stall holders themselves, and also with market experts Market Place Europe. Market Place Europe have extensive experience of advising on, and operating, modern successful markets and are seen as experts in their field.

The Huddersfield Blueprint Programme Board shown in Figure 4.1 will oversee the delivery team. Any issues will be escalated to the appropriate level quickly and effectively. To ensure quality during the site mobilisation and construction periods the contractor will be expected to carry out and undertake the quality assurance procedures through KC who will employ a Clerk of Works for the building and carry out Monitoring and Evaluation of the project. There will be regular onsite progress meetings which will give KC's delivery team (and ultimately the programme board) additional opportunity to inspect the work and discuss, issues risk and change.

Change management assurance

The need for change can arise at any stage of the project design and delivery. It is therefore important to put robust processes in place to manage change. The decision to change the scope of the scheme, and therefore what is being delivered, also means contracts must be adjusted to ensure the implementation of change. Considering how change will be handled between the council and third parties throughout the life of the project is essential to successful delivery of the project.

The decision to implement change will ultimately be taken by KC. Council officers have existing delegations commensurate with the seniority of the officer. Due to the size of the scheme, and the potential reputational and financial ramifications to the council, throughout the development of the scheme the programme board and project managers will seek approvals and delegations from the Council's cabinet. Council officers can operate within existing delegations unless the scale of the change requires further approvals or delegations. Figure 4.2 presents a flow chart visually depicting Kirklees's change management process.

Anti-fraud, anti-corruption and anti-bribery strategy

KC takes fraud, corruption and bribery seriously and has developed a strategy aimed at reducing the risk of KC being the victim of fraud, bribery or corruption. The strategy can be found in Appendix D12.

The strategy explains that fraud arises where there is motivation, opportunity and intention, and this influences the control arrangements necessary to prevent and detect fraud. The implementation of the strategy therefore aims to create a culture at KC based upon honesty and opposition to fraud, corruption and bribery. KC expects that all organisations associated with them to act with integrity and its employees will lead by example.

Audit plays an important part in preventing fraud, corruption, and bribery. The Cabinet and Corporate Governance & Audit Committee play an active role in the implementation of the strategy and auditors have a key role in detecting

and combatting fraud.

Kirklees Technology Strategy (2020 –2025)

Cyber security is key to KC's technology strategy (Appendix D13). Kirklees has carried out two cyber risk assessments that are supported by the Local Government Association (LGA) and the National Cyber Security Centre (NCSC). As a result of this they have implemented an improvement strategy and begun the first phase of delivering intelligence lead technology systems. They have carried out a privacy impact assessment in line with the Data Protection Act.

The outcomes that will be achieved by these key areas will mainly be: (i) data and intelligence provided proactively; and (ii) reduced impact of cyber-attacks.

If applicable, explain how you will cover the operational costs for the day-to-day management of the new asset / facility once it is complete to ensure project benefits are realised

KC already have a successful Market Team that run multiple markets across Kirklees. They therefore have an excellent understanding of the costs associated with running a market and they have also taken expert advice from MPE who have produced forecasts for the first five years of trading

The aim of the market is for there to be no need for subsidy once established and it is anticipated will achieve at least 80% occupancy. The annual forecasts are available in the MPE report (see Appendix D10), are presented in Table 4.1 and are summarised below.

Annual Figures 100% Occupancy 80% Occupancy

	100% Occupancy	80% Occupancy
	[REDACTED]	[REDACTED]
	[REDACTED]	[REDACTED]

Improved Market Offer

Ensuring quality traders

Existing Open Market traders will relocate to the new Outdoor market, the intention is to attract new traders to the new indoor market Traders will be invited to pitch for a stall. Information provided by traders will be scored against a predetermined set of criteria. Successful applicants will then be interviewed. This will give traders a chance to provide further information and samples of their stock. This method has been successfully deployed elsewhere in the region for markets of this nature . It is key is that marketing of the opportunity is strong prior to the application process opening.

KC are committed to supporting and upskilling existing traders and future stall holders to ensure a sustainable and high-quality market. KC are also committed to working in partnership with National Association British Market Authorities (NABMA) and the National Market Trader Federation (NMTF) who both provide excellent support and advice to both market authorities and market traders. See Appendix D15 for more details.

Getting the right mix of traders

The main aim of the investment in the market is that the quality of the market is improved. The product mix will have to ensure it includes basic goods that attract shoppers such as fresh food, meat, fish, deli and the prepared food

offer. The wider offer of the market will be determined by the applications received however the marketing campaign will be aimed at traders that will enhance the offer of the market.

The application process will be transparent and robust to ensure unsuccessful traders are aware of the rationale, which could also include duplication with other traders. The policies of the market will be flexible enough to enable the landlord to change the product mix as certain types of goods become more or less desirable. Restabilising the balance over time, while also allowing the market to grow organically, will be key to the future success of the market. It will aim to be at the forefront of tastes and goods.

Operational team

The new indoor and outdoor market will continue to be operated by KC. The management structure will not follow the model of Landlord vs Tenant and will instead seek to see the stall operators and the market managers as a single team to create a successful market.

The estimated level of staffing (see Appendix D10) is presented below.
Estimated staffing levels of the market

KC Staff

- Market Manager (Central) – 30% of time
- Market Manager (Huddersfield)
- 2 Market Officers
- 4 Assistant Market Officers

Stall occupiers/traders

- 2x FTE per hot food outlet (8 are proposed)
- 2x FTE bar
- 3.5 FTE per dry goods (approx. 20 stalls anticipated)
- 2.5 FTE per each fresh food outlet (7 outlets proposed)

Promotion and Communications

The Markets Team are part of the Culture & Tourism service and benefit from cross working with the Creative Development & Events, Museum and Galleries and Tourism areas. As part of this joint working the newly established Events Team will support delivery within the Markets Service, from programming and delivery of events. The new team of permanent staff is headed up by an events manager, co-ordinators and developers who will hold events at the market.

The Culture & Tourism service has invested a marketing and promotion website and app, and a staff that will manage the website, app, social media channels and newsletter which already has 8000 people subscribed to it.

Upload further information (optional)

D10 - Market Place Europe June Report Final.pdf

Set out proportionate plans for monitoring and evaluation

A monitoring, benefits realisation, and evaluation plan (MREP) has been developed to ensure that the benefits of the plan are realised. The monitoring and evaluation elements align with the objectives of the HOMH Regeneration Project and the Logic Map that was developed.

The MREP can be found in Appendix D11

Figure 4.1 shows the management structure of the delivery team. The Huddersfield Programme Board will oversee the Monitoring and Evaluation of the Huddersfield Blueprint schemes and will ensure that the lessons learned from the monitoring and evaluation are disseminated to ensure maximum learning.

Sarah Collins as the Town Centres Programme Manager will be responsible for the delivery of the Monitoring and Evaluation and will liaise with the necessary teams within KC and will procure consultants if required.

To monitor the delivery of the project, Kirklees Council proposes to:

- Create a detailed monitoring and evaluation plan, and a benefits realisation framework.
- Publish monitoring and evaluation plans on the Kirklees Council website and make available to the public.
- Provide progress reports on the evaluation process throughout the project lifecycle through its rigid management structures.
- Provide an initial report based on data collection annually throughout the project lifecycle.

Before ground is broken, a baseline report will be produced against which the impacts can be measured. This will be a development of the MREP. An annual monitoring report will subsequently be published throughout the lifetime of the scheme and for five years after its completion. This monitoring report will analyse the implementation, outputs, and outcome identified within this M&E plan, in addition to providing an accompanying qualitative assessment of the project.

It is envisaged that data collection will be drawn from existing contracts the Council holds, will be collected by officers, will be provided by other authorities (such as Public Transport demand from WYCA) or expert consultants will be procured.

Monitoring methodology

As part of the procurement exercise, milestones and monitoring arrangements will be developed to ensure that funding is spent appropriately, and the scheme is being delivered as expected. Baseline data and benchmarks, what the forecasts are before the scheme is completed, will also be developed through the procurement stage. Some have been developed through the business case stage.

Outputs of the intervention will be monitored. A summary of the contents of the MREP is provided below:

- Indoor Market – LA officers to keep detailed records of the market stall take up and opening of the stalls. They will also keep records on the success of the market stalls. This will be done Quarterly.
- Outdoor Market – LA officers to keep detailed records of the market stall take up and opening of the stalls. They will also keep records on the success of the market stalls. This will be done Quarterly.
- Public Realm – the public realm is delivered to the required standard, or it isn't. Quality assurance will be carried out by LA officers at the time of completion.

Outcomes will also be monitored. A summary of the content of the MREP can be found for each below:

First Order

- Improved visual amenity and active frontages
- Improved lighting
- New pedestrian routes through the north of the town from the station
- Improved active mode environment
- New market facility
- A diversified food and drink offer
- A new small scale animation area

The method of monitoring and evaluation is expected to be

- Collection of footfall data
- Project delivery records
- Market team to collect take up data - number of food and drink venues in operation
- Markets team to collect events data - number and type of event, attendance

Second Order

- Crime in the north of the town centre is reduced
- Active travel is encouraged and increases
- Jobs at the markets are safeguarded
- New jobs and opportunities are created
- The town centre as a whole benefits from the diversified offer

-St Peters has a renewed focus and new purpose

The method of monitoring and evaluation is anticipated to be

- KC to collate official data
- Market team to collate jobs data
- KC to collate VOIDS data
- WYCA to provide PT data

Third Order

- The image of Huddersfield is improved and is more attractive to investors
- Increased number of trips to Huddersfield
- Town centre more attractive to visit by public transport
- Improved land values in the town centre

The method of monitoring and evaluation is anticipated to be

- KC to collate footfall and Land Registry data
- KC tourism team to collate visitor data
- WYCA to provide PT data

Evaluation methodology

Different outputs and outcomes will require different evaluation methodologies. Initially a Monitoring and Evaluation budget of £30,000 has been identified for the first few years following the opening of HOMH. This will utilise the baseline data collected during the procurement and construction phases and any data that can be obtained prior to the start of the of the scheme.

Simple methodologies will initially be employed such as comparisons in the level of footfall before and after the intervention. When evaluation is more complex industry experts may be sought to ensure any evaluation is robust. For example, analysis of increases in active mode travel or public transport (given the intervention is adjacent to a station) transport planning officers employed at WYCA will be contacted.

The scale of the scheme warrants Monitoring and Evaluation but it must be proportionate. It is believed that the majority of the data requirements for the evaluation exercises is already collected by KC (or partner authority) or is available online. Evaluation methodologies for the contents of the MREP are also expected to be standard. The identified budget is expected to be able to cover any gaps identified during the contractor procurement stage and supplement the team's knowledge with experts if required.

An Evaluation Report will be published in 2030, five years following the project's completion. This will evaluate the project against impacts on the local area, and will report results and recommendations of the full process.

Senior Responsible Owner Declaration

Upload pro forma 7 - Senior Responsible Owner Declaration

LUF Round 2 Pro formas V6.1 Proforma 7 SRO.docx

Chief Finance Officer Declaration

Upload pro forma 8 - Chief Finance Officer Declaration

Signed LUF Round 2 Proforma 8 S151.docx

Publishing

URL of website where this bid will be published

<https://www.kirklees.gov.uk/>

Additional attachments

Additional file attachment 1

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Upload attachment D4 - New Market Program V7 1 July 2022.pdf

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Upload attachment D5 - Financial procedure rules.pdf

Additional file attachment 16

Upload attachment D6 - Contract_Procedure_Rules_Constitution-part-47.pdf

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Upload attachment D7 - Draft MS Strategy V0.7 2021 - 2023.docx

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Upload attachment D8 - Kirklees Social Value Policy v2-4.docx

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Upload attachment D9 - Pen Portraits 220727.pdf

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Upload attachment D10 - Market Place Europe June Report Final.pdf

Additional file attachment 21

Upload attachment D11 - HOMH - Mon, Eval and Benefits Realisation.xlsx

Additional file attachment 22

Upload attachment D12 - AntiFraudCorruptionBriberyStrategy.pdf

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Upload attachment D13 - Kirklees_Technology_Strategy.pdf

Additional file attachment 24

Upload attachment D14 - 2020 RIBA STAGES KC PM Handbook Alignment.pdf

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