

# TRANSFORMATION PROGRAMME

## HIGHLIGHT REPORT: Date 28 February 2013

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**Member Oversight Group:** Cllr Beasley-Reynolds  
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### Brief Description of Workstream

#### Market Hall Redevelopment

Financially sustainable redevelopment of:

- Market Hall, to develop an increasingly commercial return, and ultimately to outsource market management activity.

**Period Covered From/To:** 28<sup>th</sup> February 2013

**Current Status:**    **Red**        **Amber**        **Green**   

| Project Plan (Summary)<br>Market Hall Implementation                                 | Date(s)          | Status<br>RAG/✓ |
|--|------------------|-----------------|
| <b>KEY STAGE 3 MILESTONES</b>  |                  |                 |
| • Appoint interim market manager   | 12 Nov 2012      | ✓               |
| • Commission pre-contract works required for tendering process (design & legal work) | 1 Dec 2012       | ✓               |
| • Develop trader mix and floor plan  | 25 March 2013    | G               |
| • Develop Performance Management Framework   | 28 Feb 2013      | G               |
| • Trader recruitment process   | 22 April - 4 Oct | G               |
| • Works to Market Hall   | 18 June - 11 Nov | G               |
| • Market Hall relaunch   | 11 Nov           | G               |

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### Update

The key dates above have been revised following detailed discussions with our market specialist partners. During the period since the last report. The following works has been commissioned;

- initial design works,
- construction advice for the redevelopment
- topographical survey
- general arrangement drawing
- specifications,
- specific advice in relation to construction phasing and trader decant provisions.

This will be completed by 25<sup>th</sup> March. The topographical survey of the Market Hall took place on 14<sup>th</sup> February.

As this work is behind the original schedule the work stream is indicating a RED status

### Next Actions

The next actions are to complete the following pieces of work

- undertake initial design works,
- receive construction advice for the redevelopment
- receive general arrangement and drawing specifications,
- specific advice in relation to construction phasing and trader decant provisions

In addition, there will be a meeting with the Market Hall traders to discuss the approach to the project and progress to date. Consideration will also be given to producing the Communication Plan for the project moving forward.

### Key to Risks

|                       |                     |                |             |
|-----------------------|---------------------|----------------|-------------|
| <b>L = Likelihood</b> | 1 Almost Impossible | 3 Low          | 5 High      |
|                       | 2 Very Low          | 4 Significant  | 6 Very High |
| <b>I = Impact</b>     | 1 Negligible        | 3 Critical     |             |
|                       | 2 Marginal          | 4 Catastrophic |             |

### Significant Risks to Achievement of Objectives

| Risk  | Mitigating Actions  | Owner            | L | I |
|---|---|------------------|---|---|
| Financial model not achievable for Market Hall building (high cost OR low income).                              | Develop fully tested business case supported by expert advice.  | Matt Bradford    | 3 | 4 |
| New HQ and market hall operating models not sustainable in terms of in-house staffing resources once completed. | Service redesign to incorporate "to be" requirements of property redevelopment.                                       | Norman Proudfoot | 3 | 3 |
| Market Traders lose support for the project through the period of redevelopment.                                | Better communications to be established with the traders through formal and informal mechanisms                       | Matt Bradford    | 3 | 3 |
| Complaints arise during the redevelopment work due to disruption to the market.                                 | A Communications Plan to be established to inform Market Hall users of the works and the desire of an improved Market | Matt Bradford    | 3 | 3 |

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|   |   |               |   |   |
|---|---|---------------|---|---|
|   | Hall for the future.  |               |   |   |
| Inability to secure a long-term partner than can deliver the desired financial results for HDC. Due to current trading conditions for retailers | Improvements made to the Market Hall in the short to medium-term through the redevelopment and improved management. | Matt Bradford | 3 | 3 |