

**HIGHLIGHT REPORT: Date 21st June 2013**

**Sponsor:** Norman Proudfoot  
**Work stream lead:** Mark Perris  
**Member Oversight Group:** Cllr Beesley-Reynolds  
 Cllr Beaty  
 Cllr Dr Bremner  
 Cllr Hall  
 Cllr Dr Hill  
 Cllr Johnson  
 Cllr Spendlove-Mason

**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:** to 21<sup>st</sup> June

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

<b>Project Plan (Summary) Market Hall Implementation</b>	<b>Original Date(s)</b>	<b>Revised Date(s)</b>	<b>Status RAG/</b>
<b>KEY STAGE 3 MILESTONES</b>			
• Appoint interim market manager	12 Nov 2012	12 Nov 2012	✓
• Commission pre-contract works required for tendering process (design & legal work)	1 Dec 2012	1 Dec 2012	✓
• Develop trader mix and floor plan	25 March 2013	24 June 2013	G
• Develop Performance Management Framework	28 Feb 2013	22 May 2013	A
• Trader recruitment process	22 April - 4 Oct	6 May 2013 – 21 March 2014	G
• Works to Market Hall	18 June - 11 Nov	6 Jan 2014 – 21 March 2014	G
• Market Hall relaunch	11 Nov	24 Mar 2014	G

**Update**

The design work and specification for construction of improvements to the Market Hall, together with advice on the best approach to implementing these physical changes is progressing well. The Council has subscribed to "constructionline", a government led scheme and the UK's largest register for pre-qualified contractors. This will provide an easier process for establishing a tender list of contractors, and allows selection based on distance from the scheme.

Approval was obtained from Executive to progress the planning application.

A new brand (name & logo) for the re-launch has been agreed, and will be utilised in all new marketing literature. Artist impressions are being progressed and are due for completion within the next week.

Other work to prepare for the re-launch has commenced including criteria for traders, letting brochures/website, development of optimum tenant mix, suite of new legal agreements and establish rental levels. These will be presented to the Executive Advisory Panel in July 2013.

A meeting was held with the Equalities Group to discuss disabled access and provision within the Market Hall, and several positive suggestions were made and will be incorporated into the scheme.

Officers met with the representative group of traders on 31 May 2013, and positive discussions were held around the redevelopment works in addition to addressing current operational issues.

The Market Manager has started to collect baseline data for the Performance Indicators being developed, including footfall data, rental income and space let.

Work has commenced on the preparation of a specification for future market management.

A presentation on the legal process involved in taking the project forward and ensuring improvement works commence in January 2014 was provided to the General and Food Hall traders on 11 June 2013. The relevant notices were handed to traders at one to one meetings on 14 and 18 June 2013.

Officers are continuing to pursue venues from which the markets can trade during the period of closure. This has included two nearby schools for the Antiques Fair and the Market square for the Weekday market.

The Communications Strategy has been developed to ensure a positive message is delivered and that suitable promotion opportunities are realised and will be subject to continual review.

**Next Actions**

Negotiations on the surrender of the existing general and Food hall traders will commence, with a view to completing this exercise by mid July 2013.

Work is due to commence on the construction design package, which will form the basis of the tender documentation. An advert welcoming expressions of interest from

contractors will be placed on Source Leicestershire and within the local press, and requiring contractors to register on constructionline if they are not already registered.

The Project team will continue to pursue alternative venues from which the market could operate during the course of the improvement works from January to March 2014.

The pre-letting process will commence on approval of the various support documents detailed in the previous section.

A further meeting with the representative group of market traders is scheduled for 28 June 2013.

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.	Norman Proudfoot	3	4
Market hall operating models not sustainable in terms of in-house staffing resources once completed.	Service redesign to incorporate requirements of effectively managing the market after the redevelopment phase has been completed.	Mark Perris	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. Monthly meetings to be reinstated and honoured.	Mark Perris	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 Hall for the future.	Mark Perris	3	3
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.	Mark Perris	3	3
Failure to “hand over” Market Hall to contractor in January 2014.	Action Plan & Strategy has been developed to ensure all existing trader agreements are ended within correct timescales.	Verina Wareham	3	3

**ITEM No. 3**

Financial Risk associated with statutory compensation process	Draw down for Reserves	Simon Riley	4	3
No suitable venue for market during closure	Continue dialogue with all options for re-location, and provide regular updates to traders.	Mark Perris	3	3