

HIGHLIGHT REPORT: Date 15th April 2013

Sponsor: Norman Proudfoot
Work stream lead: Mark Perris
Member Oversight Group: Cllr Beasley-Reynolds
 Cllr Beatty
 Cllr Dr Hill
 Cllr Hall
 Cllr Johnson
 Cllr Smith
 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: April 2013

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

Project Plan (Summary)	Date(s)	Status
Market Hall Implementation		RAG/✓
KEY STAGE 3 MILESTONES		
• 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	24 June 2013	G
• Develop Performance Management Framework	22 May 2013	G
• Trader recruitment process	6 May 2013	G
• Works to Market Hall	6 Jan 2014	G
• Market Hall relaunch	24 Mar 2014	G

Update

The project plan has been revised with new target completion date for the project. This will ensure that there is no disruption to Christmas trading for the market traders. This will also assist with the lettings strategy as the Christmas trading period will coincide with the anticipated low point in the letting process, ie mid range between marketing commencement and re-opening.

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; Quarterbridge, appointed to complete this work, have presented initial proposals to officers on 27 March 2013 and these were reviewed and comments incorporated into the design. Subsequently, a meeting has taken place with the member advisory panel on 10 April 2013, primarily to present the design proposals and enable members to provide comments.

Resource issues were identified previously, and the Council has recently appointed a Corporate Asset Manager who will project manage the workstream.

Next Actions

A further trader liaison meeting is to be held on 23 April 2013
 Additional ALL trader meetings will be held to present the design proposals.
 The design will be finalised and will ensure affordability, this will be presented for approval by the Member Advisory Panel on 30 April 2013 to allow the works to be tendered.
 Contracts will be placed for the project management of the construction works and for the pre-letting.
 Initial pre-letting work to commence including preparation of brand, brochures and website.
 Communications Strategy to be finalised to ensure a positive message is delivered and that suitable promotion opportunities are realised.

Key to Risks			
L = Likelihood	1 Almost Impossible	3 Low	5 High
	2 Very Low	4 Significant	6 Very High
I = Impact	1 Negligible	3 Critical	
	2 Marginal	4 Catastrophic	

Significant Risks to Achievement of Objectives

Risk	Mitigating Actions	Owner	L	I
Lack of available staffing resources to deliver critical path project activity; opening date slips.	Develop mitigation plan and recommendations to obtain supplementary resources	Norman Proudfoot	6	3
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..	Norman Proudfoot	3	3

ITEM No. 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.	Norman Proudfoot/ 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.	Norman Proudfoot/ 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.	Norman Proudfoot/ Mark Perris	3	3