

**HIGHLIGHT REPORT: Date 13<sup>th</sup> March 2013**

**Sponsor:** Anna Graves  
**Work stream lead:** Norman Proudfoot  
**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: March 2013**

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

<b>Project Plan (Summary) Market Hall Implementation</b>	<b>Date(s)</b>	<b>Status RAG/✓</b>
<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	A
• Trader recruitment process	22 April - 4 Oct	A
• Works to Market Hall	18 June - 11 Nov	A
• Market Hall relaunch	11 Nov	A

## 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; Quarterbridge, appointed to complete this work, expected to report back to on these items at the end of March.

These initial design proposals will be tabled at the first meeting of the Executive Advisory Panel for the project, which meets on Wednesday 10<sup>th</sup> April. The panel has the same cross-party membership as the panel for the Headquarters redevelopment project, but meets separately to consider the Market Hall project (in line with the separation of the project management and officer governance arrangements for the two projects).

The latest meeting with the market trader liaison group was held on the 6<sup>th</sup> March 2013. The traders have requested that the monthly meetings are reinstated to ensure progress and issues are regularly discussed. The traders are keen to see the design proposals and understand in more detail how the process of building works will happen. Other issues discussed were:

- Market development beyond the changes to the physical arrangements in the market hall and including the introduction of a 6-day general market (plus a continuing Sunday antiques market)
- The complete overhaul of the contractual arrangements between the Council and individual traders.
- The next meeting has been convened for the 23<sup>rd</sup> April.

Progression with the other areas of the project is not on track, and there is a genuine risk that delivery of the project overall will be delayed. The key areas are :

- (i) defining the procurement approach for appointing a contractor (given design and specification information will very shortly be available or use) AND
- (ii) Developing the legal framework required to deliver the operational changes needed to formally alter market trader agreements, originally planned to be implemented in late April 2013.

The delay primarily rates to a lack of staff availability to deliver on these workstreams of the project. An exception report has been prepared to set out the potential deviation from plan, and to provide recommendations for mitigating action. CMT was due to consider these recommendations on the 20<sup>th</sup> March 2013 which will enable a revised project plan to be developed.

## Next Actions

CMT to review mitigating actions and recommendations on 20<sup>th</sup> March 2013.  
 Revise project plan accordingly with regard to the exception report.  
 Designs and specifications for Market Hall changes available for comment and review by officers on 27<sup>th</sup> March 2013.  
 Proposals and updated project plan to be presented to first Executive Advisory Panel meeting on 10<sup>th</sup> April 2013.  
 Next market trader liaison meeting - resourcing proposals and The next actions are to complete the following pieces of work 3rd April 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	

<b>Significant Risks to Achievement of Objectives</b>				
<b>Risk</b>	<b>Mitigating Actions</b>	<b>Owner</b>	<b>L</b>	<b>I</b>
<b><i>Lack of available staffing resources to deliver critical path project activity; opening date slips.</i></b>	<b><i>Develop mitigation plan and recommendations to obtain supplementary resources</i></b>	<b><i>Norman Proudfoot</i></b>	<b>6</b>	<b>3</b>
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
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. <b><i>Monthly meetings to be reinstated and honoured.</i></b>	Norman Proudfoot	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	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	3	3