

# TRANSFORMATION PROGRAMME

## HIGHLIGHT REPORT: Date 21st May 2013

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**Work stream lead:** Mark Perris  
**Member Oversight Group:** Cllr Beesley-Reynolds  
 Cllr Beaty  
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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:** to 21<sup>st</sup> May

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

Project Plan (Summary) Market Hall Implementation	Original Date(s)	Revised Date(s)	Status RAG/
<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	G
• 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

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### 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, have presented final design proposals to the Member Advisory Panel on 30 April 2013, who recommended approval to Executive. The design was, subsequently, presented to Executive on 13 May 2013 and was approved.

The Project Team have held a meeting with market traders, where all traders both general and antique market traders were invited. Officers shared the design proposals and revised timescales with traders and generally these were well received, although there was some concern from antiques traders over the space provided. In particular, the revised plan to ensure that there is no disruption to Christmas trading was very well received.

A further ALL trader meeting was held on Sunday 19 May 2013, primarily for Antiques Traders, to present the design proposals.

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.

Contracts have been placed for the project management of the construction works and for the pre-letting activities. The development of a brand for the new market has been commissioned and Quarterbridge will present proposals during June 2013.

A meeting has been held to discuss the existing trader agreements and a strategy and action plan is being developed to ensure that improvements works commence on schedule.

### Next Actions

A further meeting with the representative group of market traders is scheduled for 31 May 2013.

Initial pre-letting work to continue including preparation of brand, brochures and website. In addition, work will commence on developing the optimum tenant mix and developing rental levels for each unit. A new market brand will be developed and presented by Quarterbridge during June 2013.

Detailed design and specification will commence which will form part of the tender documents.

Work will commence on developing a solution for market management post completion of the improvement works.

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

Work will commence on establishing the formal process for ensuring that the traders are able to vacate the Market Hall to enable the improvement works to be undertaken within the correct timescale.

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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..	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. Monthly meetings to be reinstated and honoured.	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
Failure to “hand over” Market Hall to contractor in January 2014.	Action Plan & Strategy being developed to ensure all existing trader agreements are ended within correct timescales.	Verina Wareham	3	3