



# Doncaster Council

## Report

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Date: 15 October 2018

To the Chair and Members of the  
Overview and Scrutiny Committee

### Update on the Enterprise Market Place (Phase 1) Project

Relevant Cabinet Member(s)	Wards Affected	Key Decision
Councillor J Blackham	All	No

### EXECUTIVE SUMMARY

1. This report will provide an update on the progress to date relating to the Enterprise Market Place (Phase 1) project (EMP1); will highlight key dates and milestones; and will also provide information relating to the potential future operating model of Doncaster Market. The project is on time and on budget. The Wool Market will open on Tuesday 26 March 2019 with a planned soft opening, building up to the weekend of Friday 29, Saturday 30 and Sunday 31 March (Mothering Sunday). This is an exciting project which will see the delivery of part of the urban centre master plan by redeveloping and enhancing one of the key retail anchors in the town.

### EXEMPT REPORT

2. This report is not exempt.

### RECOMMENDATIONS

3. It is recommended that the Elected Members note this update report.

### WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

4. The citizen of Doncaster will benefit from a full and modern market offer that will include a stage area to showcase demonstrations and events. The investment in the Wool Market, Market Car Park and Corn Exchange will future proof the buildings and estate for the enjoyment of future generations.

## **BACKGROUND**

5. Enterprise Market Place (Phase 1) incorporates the full refurbishment and update of the facilities within the Wool Market building at Doncaster Market; and forms one element of the wider Doncaster Urban Centre SCRIF Project. The EMP1 project also forms part of the Doncaster Urban Masterplan with a total scheme value of £6,956,373. This is just one of numerous schemes that are currently being delivered to transform Doncaster's town centre. We will also see the delivery of a new library and museum, cinema and restaurants, Quality street improvements to Hall Gate and Silver Street and transformation of the rail station forecourt area all being delivered within the next 2 years.
6. The aim of EMP1 is to deliver the following:
  - Relocation of the Wool and Irish Middle Market to existing stalls within the remainder of the Market Estate.
  - Redesign of the current Market Car Park to provide additional spaces and coach drop off facility, enhancing this key gateway to the Town and facilitating new Waterfront connections.
  - The conversion of the existing Grade II listed Wool Market to provide a multifunction space, accommodating new food outlets, retail units and events space which will contribute directly to the much needed diversification of Doncaster's retail and leisure offer.
  - Rationalisation of the Outer Market to respond to the enhanced Wool Market Offer, opening up sight lines and physical connectivity.
  - A public realm programme to enhance both the Market Square and wider linkages to the Minster, Waterfront and retail core.
7. The vision is for the creation of new enterprise space and to improve Doncaster's public realms, markets will become a vibrant retail and leisure hub, and a truly 21<sup>st</sup> Century enterprise market place. In seeking to provide a sustainable future for the markets it is vitally important that the existing ecosystem that makes them successful is supported and engagement will be key. The vision is to build upon the strengths of the existing markets but also create a new buzz of activity and enterprise with a refreshed retail offer and wider appeal, where activity happens throughout the day and into the evening economy providing a more consistent contribution to the urban centre. (Appendix A) Vision Graphics Wool Market.
8. Construction contractors (Willmott Dixon) commenced on site 11 December 2017. The majority of Wool Market Traders and a proportion of the Irish Middle Market Traders were successfully relocated to vacant units within the remainder of the Market Estate in December 2017. These traders took up temporary decant positions at favourable rates, and were also given a moving allowance to assist them with the cost of relocation. Other Traders from these areas took the decision to relocate to alternative units within the Town Centre, or made the decision that the time was right to retire from Market Trading. The remainder of the Irish Middle Traders are still in location and are trading until their extension date in November 2018.
9. The construction element of the project is well underway, with a number of initial phases completed, including – Improving rainwater management on the roof, decoration of the internal roof timbers, paint removal from the internal walls, the lifting of the existing floor slab, the re-laying of the new floor,

construction of the new toilet facilities, construction of the mezzanine frame and the installation of the extraction ducting within the roof space. Works continue to stabilise and glaze over the Medieval Well that was uncovered, in order to create a new visitor attraction. Additional security fencing has been installed at roof level with the adjacent property to improve security of the building.

10. Construction of the frames which will make up the food outlets and retail units has commenced, and most of the outer wall glazing is in place, including retractable doors on the Market Square elevation. The construction of the new electrical substation alongside Market Road is complete and is awaiting fit-out.
11. Willmott Dixon will take possession of the Irish Middle Market on 16 November 2018, work will then commence on the demolition of the Irish Middle Market units and the extension of the Markets carpark, with an expected completion date of 8 March 2019. Doncaster Council will take back possession of the Wool Market on 3 December 2018; at which point the entrance from Market Road should also re-open, allowing permeation of the Market Estate once again from this area. Work will then commence on the demolition of the Irish Middle Market units and the extension of the Markets carpark, with an expected completion date of 8 March 2019.
12. The Wool Market will open on Tuesday 26 March 2019 with a planned soft opening, building up to the weekend of Friday 29, Saturday 30 and Sunday 31 March (Mothering Sunday). Visit Doncaster and the Markets Team are in the process of working up proposals for the opening of the area which will include a visit from Sheffield City Region Mayor Dan Jarvis and Mayor Ros Jones on Tuesday 26 March 2019.
13. We are undertaking the pre-lettings process for the Food Outlets and Retail Units within the Wool Market. The focus has primarily been on the Food Outlets, nine of the twelve Food units have either strong interest or Heads of Terms in the process of being completed. Three of the Retail Units also have a strong interest, and an increase in the marketing of these units will build once the Food Offer is secured.
14. The Markets Team and South Yorkshire Police will take up units within the Wool Market building, with a “shop and collect” feature to assist shoppers with heavier bags and enable them to collect from the car park designated shop and collect spaces at a later time. This is a feature at forward thinking markets and it is hoped that it will encourage shoppers to return to Doncaster Market. The local police presence is part of Team Doncaster partnership working.
15. As part of the project, Willmott Dixon are obliged to deliver on some challenging targets in respect of the use of local spend and supply chain, training and apprenticeship opportunities etc. Presently, Willmott Dixon are on track to deliver these targets. It should also be noted that there have been no accidents to date.

## POTENTIAL FUTURE OPERATING MODEL

16. The Markets project procurement was agreed on 19 June 2018 when Cabinet approved the following recommendations:
  - a) Agree to commence the procurement process for the operation of the markets via a contract with a long-term lease element for the market estate.
  - b) Note that the Director of Regeneration & Environment and Director of Corporate Resources will complete the contractual documentation via a procurement process, in consultation with the portfolio holder for Highways, Street Scene and Trading Services.
  - c) A further report will be submitted to Cabinet prior to final award following the completion of the procurement process in order to agree the final proposal for the markets.
17. The Invitation to Tender has been issued on ProContract (the Council's e-tendering platform) and this will appear on the government tender portal Contracts Finder, and is advertised in the OJEU (Official Journal of the European Union).
18. The contract specification contains the following to allow the bidders to be informed on the key requirements of the Council and give the background of the markets. The specification is split into the following areas:

Background - Including Doncaster Overview, Doncaster Market Overview, Mexborough Overview

Operating the Market - Including Contractor Responsibilities, Events and Animations, Communications, Social Media/Internet, Advertising and sponsorship

Vision - Including Key elements of success

Asset Detail - Including Mexborough Market Overview, Developments Currently Underway, Future Development Opportunities

Financial Information - Including Summary Budget Position
19. There has been a set of focus groups with potential markets customers. The Markets are very well thought of and there is nostalgia about the past and agreement that changes are required. There was concern raised that the markets should not be gentrified as has been seen in other areas of the country. There was a true appreciation of the vibrancy and appeal that the fruit stalls bring to the corner opposite the Primark shop. This was seen as the traditional thriving market area with the look and feel of a street market. The recent changes that have been seen in the Fish Market with the introduction of Crab and Cork were expressed as a good thing to have.
20. The Delicious Doncaster food and drink festival was well received. Shoppers and traders have acknowledged the increase in visitor numbers in the town on the Saturday and Bank Holiday in May 2018. More events were encouraged and requests to see a brightening up of the area.

## **Procurement Timetable**

21. The key dates to complete the future long term market management operating model and assets lease project are as identified below:

Tender Opportunity Advertised and available to tenderers	10/09/18
Tender Opportunity closes	15/10/18
Tenderers shortlisted, before	31/10/18
Negotiation meetings commence with shortlisted tenderers	05/11/18
Final tender documents issued	29/11/18
Final tender returned	11/12/18
Tender evaluation, commencing	11/12/18
Tender award	20/12/18
Contract Start Date	11/03/19

Prior to contract award a final decision whether to proceed will be taken back to Cabinet, this is currently planned for January 2019.

## **Transport and Accessibility**

22. As part of the Quality Streets project there will be changes to Silver Street which will impact the 15 bus service. This will result in removing bus stops on Silver Street with a new stop being located on Markets Road. This will provide a direct bus service from the Market to the Transport Interchange where passengers can connect with all bus and rail connections serving Doncaster. There are on-going discussions with bus operators to explore options for a Town Centre Circular service to connect key destinations throughout the Town.

## **OPTIONS CONSIDERED**

23. This is an update report, there are no options to be considered.

## **REASONS FOR RECOMMENDED OPTION**

24. Recommend that the update report is noted.

## **IMPACT ON THE COUNCIL'S KEY OUTCOMES**

- 25.

	<b>Outcomes</b>	<b>Implications</b>
	<p><b>Doncaster Working:</b> Our vision is for more people to be able to pursue their ambitions through work that gives them and Doncaster a brighter and prosperous future;</p> <ul style="list-style-type: none"><li>• Better access to good fulfilling work</li><li>• Doncaster businesses are supported to flourish</li><li>• Inward Investment</li></ul>	Additional units for Doncaster market traders to use to launch their business ideas.

	<p><b>Doncaster Living:</b> Our vision is for Doncaster's people to live in a borough that is vibrant and full of opportunity, where people enjoy spending time;</p> <ul style="list-style-type: none"> <li>• The town centres are the beating heart of Doncaster</li> <li>• More people can live in a good quality, affordable home</li> <li>• Healthy and Vibrant Communities through Physical Activity and Sport</li> <li>• Everyone takes responsibility for keeping Doncaster Clean</li> <li>• Building on our cultural, artistic and sporting heritage</li> </ul>	Doncaster town centre needs a vibrant and modern market to contribute to the economy.
	<p><b>Doncaster Learning:</b> Our vision is for learning that prepares all children, young people and adults for a life that is fulfilling;</p> <ul style="list-style-type: none"> <li>• Every child has life-changing learning experiences within and beyond school</li> <li>• Many more great teachers work in Doncaster Schools that are good or better</li> <li>• Learning in Doncaster prepares young people for the world of work</li> </ul>	A safe place for learning about business, commerce and trade
	<p><b>Doncaster Caring:</b> Our vision is for a borough that cares together for its most vulnerable residents;</p> <ul style="list-style-type: none"> <li>• Children have the best start in life</li> <li>• Vulnerable families and individuals have support from someone they trust</li> <li>• Older people can live well and independently in their own homes</li> </ul>	Social value from market traders that are interactive with the shoppers.
	<p><b>Connected Council:</b></p> <ul style="list-style-type: none"> <li>• A modern, efficient and flexible workforce</li> <li>• Modern, accessible customer interactions</li> <li>• Operating within our resources and delivering value for money</li> </ul>	Team Doncaster partnership working.

	<ul style="list-style-type: none"> <li>• A co-ordinated, whole person, whole life focus on the needs and aspirations of residents</li> <li>• Building community resilience and self-reliance by connecting community assets and strengths</li> <li>• Working with our partners and residents to provide effective leadership and governance</li> </ul>	
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## RISKS AND ASSUMPTIONS

26. There is a risk that Brexit uncertainty will impact on the take up of market stalls in the Wool Market.

## LEGAL IMPLICATIONS [Officer Initials SRF Date 27/9/18]

27. There are no specific legal implications arising from this report. The Markets projects have received significant legal advice regarding the contractual arrangements surrounding the various developments and further advice will be provided as required.

## FINANCIAL IMPLICATIONS [Officer Initial LM 02/10/2018]

28. The original Enterprise Market Place (phase 1) capital budget of £6.956m has been increased as the project has evolved and now totals £7.607m. The table below shows the sources of funding underpinning the original budget compared to the current budget:-

Enterprise Market Place (ph1)	Original	Current
	£k	£k
SCRIF	3,189	3,189
Corporate Resources	307	307
Service Transformational Fund	310	310
IMF borrowing	596	596
Match Funding	2,554	3,205
<b>Total</b>	<b>6,956</b>	<b>7,607</b>

29. The match funding includes contingency of £0.346m which is likely to be used for phase 2 of the project.

## HUMAN RESOURCES IMPLICATIONS [Officer Initials AC Date 01/10/2018]

30. There are no HR implications specific to the update. HR engagement in the process will be required at the appropriate time to ensure there is sufficient focus on workforce issues.

## **TECHNOLOGY IMPLICATIONS [Officer Initials PW Date 28/09/18 ]**

31. There are no additional technology implications arising from this update report. Technology implications in relation to the Enterprise Market Place Project and future operating models for Doncaster Market have been provided in previous reports.

## **HEALTH IMPLICATIONS [Officer Initials RS Date 27/09/18]**

32. A vibrant town centre and market is a key indicator of a healthy place. Whilst this report identifies the physical construction challenges, decision makers will also want to ensure that social conditions are taken into account including healthy streets and maximising the use of the new asset into order to improve and protect the health of Doncaster residents

## **EQUALITY IMPLICATIONS [Officer Initials DO Date 27/09/18]**

33. Decision makers must consider the Council's duties under the Public Sector Equality Duty at S149 of the Equality Act 2010. The duty requires the Council, when exercising its functions, to have 'due regard' to the need to eliminate discrimination, harassment and victimisation and other conduct prohibited under the act, and to advance equality of opportunity and foster good relations between those who share a 'protected characteristic' and those who do not share that protected characteristic. There are no specific equality implications arising from this report. However, any activities arising from this report will need to be the subject of separate 'due regard' assessments.

## **CONSULTATION**

34. None required - this is an update report.

## **BACKGROUND PAPERS**

35. None

## **REPORT AUTHOR & CONTRIBUTORS**

Drew Oxley  
Head of Trading Services  
Telephone: 01302 862236  
Email: [drew.oxley@doncaster.gov.uk](mailto:drew.oxley@doncaster.gov.uk)

Dave Wilkinson  
Assistant Director of Trading, Assets and Property Services  
Telephone: 01302 737501  
Email: [dave.wilkinson@doncaster.gov.uk](mailto:dave.wilkinson@doncaster.gov.uk)

**Peter Dale**  
**Director of Regeneration and Environment**