



# Doncaster Council

## Report

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Date: 16 October 2019

To the Chair and Members of the  
Overview and Scrutiny Committee

### REPORT TO PROVIDE AN UPDATE ON THE DELIVERY OF MANAGEMENT OF DONCASTER MARKETS

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

#### EXECUTIVE SUMMARY

- 1 This report provides an update on the progress to date relating to the delivery of management of Doncaster and Mexborough Markets by Market Asset Management (Doncaster) Ltd. The report will highlight the first four months of management from 15 May 2019 to 15 September 2019.
- 2 This report provides a more indepth examination of the matters arising at these meetings. Future reports will provide a summary of contractual matters, notable events which have taken place during the period and notable forthcoming events.

#### EXEMPT REPORT

- 3 This report is not exempt

#### RECOMMENDATIONS

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

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

- 5 The citizens of Doncaster will continue to benefit from a vibrant and modern market offer that includes a stage area to showcase demonstrations and events. The investment in the Wool Market, Market Car Park and Corn

Exchange have enhanced the buildings and estate for the enjoyment of future generations. The management of the market is second place to the retail shopping and food experience enjoyed by the residents and visitors to Doncaster.

## **BACKGROUND**

- 6 The Markets were transferred to Market Asset Management (Doncaster) Ltd on 15 May 2019 after a full tender and evaluation process. The decision was called into Overview and Scrutiny and it was recommended that Regeneration and Environment Overview and Scrutiny receive regular updates after the transfer.
- 7 The Wool Market opened 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 worked up proposals for the opening of the regenerated building by Mayor Ros Jones. The opening was very well received and had coverage on local and regional news channels.
- 8 The aim of the transfer was to enhance the markets offer, including recent changes carried out by the Council:
  - 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.
- 9 The staff transfer was seamless and all staff had Trade Unions and Management briefings on the week of transfer. The staff continue working at the Markets and additional staff have been employed to fill vacant posts that were in place at the point of transfer.
- 10 The vision was for the creation of new enterprise space and to improve Doncaster's public realms, markets would become a vibrant retail and leisure hub, and a truly 21<sup>st</sup> Century enterprise market place.
- 11 The mission was 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.

- 12 The Council started the Wool Market offer in March 2019 and Doncaster Friday Night live sessions provided entertainment that culminated in a DN One Live show in the market square that attracted large crowds to the town. The headline act Bang Bang Romeo was a support act on Pink World Tour 2019.
- 13 The Medieval Well that was uncovered and glazed over in order to create a new visitor attraction has remained an attraction to the area.
- 14 Contract management meetings take place with Market Asset Management (Doncaster) Ltd every two months and the KPI's are reviewed on an annual basis.
- 15 The first meeting took place on 27 June 2019 and was to discuss events in detail:
  - MAM have now been in place for two months following the successful handover on 15 May 2019 that followed on from the Wool Market launch and Tour de Yorkshire start during the transition period between contract award and commencement. Delicious Doncaster took place Friday 17 - Sunday 19 May that was the first event held at the market under the management stewardship of MAM with the event itself run by the Council.
  - The Events Team advised MAM that they would like to coordinate future monthly events meetings as MAM had requested more detail about events already in the planning process. The Christmas event was discussed and further preparation is required from the joint working of both MAM and Council Events Teams. MAM confirmed that events between now and November are in the early stages of planning and Jayne Sanderson and Maggie Evans are leading on these from the MAM perspective.
  - Alcohol licence has been discussed for the Market Square and any events held in the square need Temporary Event Notice.
  - The Service Level Agreement with Street Scene was discussed and MAM made the decision to deliver the service themselves. The Head of Service had a separate meeting with MAM.
  - Discussions about plastic glasses and the use of reusable polycarbonate in the market buildings took place. MAM are going to continue discussing this with the traders and keep us informed of any developments.
  - The Council is working on a Heritage Zone Fund application within the Strategic Performance Unit with MAM.
  - MAM have been invited to the Visit Economy Group, which will provide them access to council-collected data such as T-stats (Town Centre statistics) and footfall.

- The Key Performance Indicator baseline data has been supplied; this will be updated annually and reviewed every quarter.
- No financial management information was supplied in the meeting. This will be a standing agenda item at future contract management meetings.
- Drew Oxley had attended two meetings with all of the traders upon contract commencement and both Mexborough and Doncaster traders were generally happy and were anticipating the future investment to improve the markets. There were some complaints about the standard of cleaning in Doncaster Market and an explanation was given about future staffing appointments to address the shortfall.
- There have been two issues logged which were both regarding stall tops not being taken down at the end of market day and were left in place. Both requests to address the shortfall and the issue had been rectified within 24 hours.
- The Markets buildings remain the Council's assets and the Council was responsible for the redesign of the Wool Market and therefore has funded the Wool Market temporary and permanent heating solutions
- Business Doncaster has offered to work with MAM to fill voids in the market place. MAM have just launched a new campaign that had produced 22 enquiries in the following 9 days. Further information on this will be reported at the next contract management meeting.
- Footfall report was discussed for May and MAM are to liaise with a Town Centre Officer about an additional footfall camera to be located in the market place.
- A joint media protocol was discussed and a copy of MAM's communication plan was requested. The Regeneration and Environment Communications Officer is to attend the first events meeting.
- Car parking in the market place car park was discussed and a request to increase the length of stay for these bays from a maximum of 2 hours to 4 hours was made and a request for more enforcement on Sundays when no charge applies.
- The role of MAM in case of an emergency was outlined fully during the first meeting by Rosalind McDonough from the Emergency Planning and Resilience Team.
- The Shop and Drop unit and Trading Republic, the MAM store, will be operational before Christmas 2019.
- Controlling the building internal temperature at the Wool Market will be challenging in cooler months and has the potential to impact on trade -

discussed options relating to the design of the building and temporary heating solutions.

16 The second meeting took place on 7 August 2019.

- The Information Communication Technology Service Level Agreement was discussed and prices would be sent to MAM.
- The majority of the meeting was spent looking at ideas and concepts that will be worked up into a formal presentation in late October 2019 to go to a Directors meeting. These included investments in the international food hall, corn exchange and basements. MAM are still consulting on the look and feel of Doncaster and Mexborough markets going forward.
- There was a request to look at the peddlers license income, this was refused and requested that more temporary income solutions be explored.
- Meeting to be set up with Mexborough Councillors to discuss Christmas and other events. The internal market stalls at Mexborough have one vacancy that is being discussed with potential traders. At the point of transfer there were five vacant units.
- MAM would explore options for the outside Market to open the area more in the future.
- There was a tentative request for borrowing from the Council and this was turned down.
- Cross selling between businesses and sponsorship was discussed.
- Christmas events planning meetings were to be held between MAM and Events team.
- Heritage Zone - High Street Fund aggregate bid between MAM and Council with a big focus on community art, community engagement and mobilisation of capital bids to support were outlined.
- Closed Circuit Television Service Level Agreement needed to be expedited as it was causing operational difficulties.
- Location for the Mining Statue to be agreed at a meeting in January with the artist and Heritage Services Officer.
- The food outlets and retail units within the Wool Market were well received and after a strong focus primarily on the food outlets all twelve-food units have strong business and there has not been any relets to date. The retail units are filling and should be all let for Christmas 2019.

17 Significant events during this period were:

- The Delicious Doncaster food and drink festival was once again very successful building upon the previous two years. Shoppers and traders had a knowledge about the increase in numbers in the town on 17 to 19 May 2019.
- DN One Live was well received with large crowds and a festival feel to the Markets square and surrounding businesses.
- The Prime Minister visited Doncaster Market in September 2019, where he toured the markets with the Chief Executive and various areas were showcased as a vibrant busy retail environment. The visit was reported on international news streams and channels.

### OPTIONS CONSIDERED

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

### REASONS FOR RECOMMENDED OPTION

19 Recommend that the update report is noted.

### IMPACT ON THE COUNCIL'S KEY OUTCOMES

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	<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>	<p>Additional units for Doncaster market traders to use to launch their business ideas.</p>

	<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>	<p>Doncaster town centre needs a vibrant and modern market to contribute to the economy.</p>
	<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>	<p>A safe place for learning about business, commerce and trade</p>
	<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>	<p>Social value from market traders that are interactive with the shoppers.</p>
	<p><b>Connected Council:</b></p> <ul style="list-style-type: none"> <li>• A modern, efficient and flexible workforce</li> <li>• Modern, accessible customer</li> </ul>	<p>Team Doncaster partnership working.</p>

	<p>interactions</p> <ul style="list-style-type: none"> <li>• Operating within our resources and delivering value for money</li> <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**

- 21 There is a risk that Brexit uncertainty will impact on the take up of market stalls in the Markets.

## **LEGAL IMPLICATIONS [Officer Initials NJD Date 27/9/19]**

- 22 The Council's Constitution states that subject to matters being referred to it by the Full Council, or the Executive and any timetables laid down by those bodies, Overview and Scrutiny Management Committee and its Panels will determine its own Work Programme (Overview and Scrutiny Procedure Rule 6a).
- 23 This report provides an update on the progress to date relating to the delivery of management of Doncaster and Mexborough Markets by Market Asset Management (Doncaster) Ltd. The report is for noting only. Therefore, there are no legal implications deriving from this report.

## **FINANCIAL IMPLICATIONS [Officer Initials JC Date 25/09/19]**

- 24 There are no financial implications as a direct result of this report, which serves as an update following the decision made at Cabinet on 29 January 2019 to agree the proposed model for the delivery of the management of Doncaster Markets.
- 25 As outlined in the Cabinet report, MAM will pay a guaranteed annual amount of £122k to the Council (inflated by CPI each year), regardless of footfall and income levels. MAM will also cover the cost of insurance and pay the market rate for the Council's lease at Mexborough market. The first quarter charges to the end of June have been paid in full.
- 26 To date the financial information provided by MAM as part of the contract management meeting has focused on the trading income position. Management accounts will be submitted by MAM to allow review of their full

trading activity and forecast financial position; the financial position will be reported at the contract management meetings.

- 27 The Markets buildings remain the Council's assets and the Council was responsible for the redesign of the Wool Market and therefore has funded the following in respect of the Wool Market temporary and permanent heating solutions
- Temporary heating solution; expected to cost approx £10k and will be funded from the Markets revenue budget. This will show as a one-off revenue overspend in 19/20.
  - Permanent glazed infill solution; estimated to cost £120k and will be funded from unallocated capital resources relating to the Markets capital scheme.
- 28 Additional footfall cameras, estimated to cost £4k, will be funded from the remaining markets operational cost capital scheme. The cameras will be linked to the Town Centre Management Team's Springboard monitoring system. Additional revenue costs may be incurred as a result of additional cameras re maintenance and monitoring costs, these costs still need to be confirmed and funding considered if necessary.
- 29 The Council has allocated capital funding of £1.4m (£350k pa from 20/21 to 23/24) for Markets scheduled maintenance. The programme of works still needs to be agreed between the Council and MAM, to tie in with the wider investment plans.
- 30 Changes to car parking introduced in August now allow people to stay for a 3rd or 4th hour. The service is not expecting that this will have any impact on their budget. Discussions around the additional enforcement on Sundays are still ongoing, if this additional enforcement is agreed financial implications will need to be considered.
- 31 MAM have submitted a joint Heritage Zone fund application, if successful it is assumed the proposed scheme will not have any financial implications for the Council, other than considering how the works may impact on the capital works programmed as part of the Markets scheduled maintenance scheme.

#### **HUMAN RESOURCES IMPLICATIONS [Officer Initials: AC Date: 25/09/2019]**

- 32 Staff in the markets team transferred to MAM (Doncaster) Ltd on 15 May 2019 in line with TUPE legislation. There are no legacy or liability issues and therefore there are no HR implications specific to this update.

#### **TECHNOLOGY IMPLICATIONS [Officer Initials PW Date 25/09/19 ]**

- 33 The ICT Service Level Agreement including prices was sent to MAM on 20/8/19 and we are still waiting for a response/agreement. Further consultation would be needed with ICT in relation to any technology requirements to support future changes to the markets, which may then need to be considered and prioritised

by the Technology Governance Board (TGB).

#### **HEALTH IMPLICATIONS [Officer Initials CT Date 26.9.19]**

- 34 Public Health supports the intention to reduce the use of single use plastics at the site and would like to see an Action Plan developed so that progress can be measured and any challenges be discussed and mitigated against.
- 35 Public Health would also like to see discussions regarding the Refill Scheme initiated with vendors to encourage sign up.

#### **EQUALITY IMPLICATIONS [Officer Initials HF Date 24.09.19]**

- 36 The Council has a statutory requirement to have due regard to the protected characteristics of those affected by the proposals under the Equality Act 2010. The original report contained a due regard statement that outlined how equality would be monitored. Governance as part of the contract management has been put in place to ensure that proposals put forward by MAM would be beneficial to all parties.

#### **CONSULTATION**

- 37 None required - this is an update report.

#### **BACKGROUND PAPERS**

- 38 None

#### **GLOSSARY OF ACRONYMS AND ABBREVIATIONS**

MAM Market Asset Management  
T-STATS Town Centre Statistics

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