

Covered Market Action Plan – Short Term Actions

Action	Timing	Cost	Budgeted Y/N	Comments
Appointment of Markets Manager: Interim specialist manager to assume responsibility for the market operation	Completed	Total capital cost £104,000	Y	Markets Manager, Elaine Philip appointed on 22 nd April 2014.
Events Programme	Completed	Nil (Work completed 'in house')	N/A	Events group formed, consisting of 5/6 market traders, markets manager and CC events manager. Monthly meetings held to plan suitable events for the covered market. See appendix 8.
Trader Handbook & Trader Development: Setting out management and retailer standards including extended training and business development	Completed in draft	£9,800	Y	A tenant handbook has been drawn up and a draft copy is with all traders for their feedback/input before going to print. See appendix 6. The handbook contains checklists that traders can use to support commercial initiatives for their business. Separately planning and conservation guidance is being updated and simplified for use by traders when considering alterations to premises.
External Trading: Extension of trading onto Market Street to animate the street and attract new customers	First trial completed	Nil (Costs paid for by traders) Delivery and erection of stalls were subsidised by LSD Promotions	N/A	First event held last November which was very successful. Future events are planned for Market Street later this year in April, July, September and November. This cannot be full time practice because of access issues for both market traders and neighbouring businesses with access rights.

Website: New consumer website to link to trader specific content	Completed	£1,500	Y	The website has been upgraded by traders and City Council which was a jointly funded venture. Further amendments are currently in progress.
Tenant Strategy: Revising the trader mix policies and including additional mix categories	Completed	£8,375	Y	A new 'Trading opportunities' document has been completed and will be posted on the market& council website, its aim is to attract new traders. The markets manager will review and identify a list of target uses on an annual basis to share with traders. Higher standards of fit out and shop presentation will be aimed for with future new businesses. A leasing strategy document has also been prepared in draft and will be presented to CEB

Covered Market Action Plan – Medium Term Actions

Action	Timing	Cost	Budgeted Y/N	Comments
Marketing: A new campaign and brand to be developed	Sept 15	Nil	N/A	To be owned and managed by traders. Markets Manager currently in discussions with traders.
Signage: New signage at access points	On-going	N/A	N	A signage strategy has been drawn up. It is currently with market traders for feedback/comments. See Appendix 7 A signage working group has been established to progress that strategy. As plans are in the early stages they are not yet budgeted.
Car & Van Free Entrances: A vehicle free zone outside the entrance	On-going	N/A	N/A	It is unlikely that this is deliverable in the short term; however, a revamp of the service yard is being progressed to improve the layout and provide more cost and efficient procedures for dealing with waste and refuse.
Food & Beverage: Improvement of quality including casual dining	On-going	N/A	N/A	This is very much dependant on new lettings or assignments. Although the introduction of Sasi's Thai is wholly in line with this action.

Covered Market Action Plan – Long Term Actions

Action	Timing	Cost	Budgeted Y/N	Comments
Covered Market Quarter: The potential to extend the identity and brand into the surrounding streets to create a more recognisable destination	N/A	N/A	N	This should be a long term consideration and is dependent on a vast array of 3 rd party consultations with both landowners and adjacent tenants.
Covered Market Oscars: Featuring best performing traders	2016	N/A	N	There is an intention to do this in 2016, perhaps starting on a smaller scale to begin with.

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Action	Timing	Cost	Budgeted Y/N	Comments
5. The Council consider improvements to the Market St entrance. Negotiate with traders on loading & unloading requirements with the aim of freeing up space for the ext. of outdoor trading. Additional cycle parking required	On-going	Nil	N	The signage strategy details improvements to the Market Street entrance. The market yard review is on-going(see medium term actions) to find improved solutions. There is no additional cycle parking space available.
6. More visible signage for Market Street	Completed	£5,234	Y	The current signage has been improved with the addition of a solid backing panel and improved spotlight to make lettering more prominent. A signage strategy has been developed, which includes more visible signage for Market Street. See appendix 7
7. High Street market avenue improvements	Start Feb 15 Complete Oct 15	£100, 000	Y	This project is underway, it involves infilling the roof area of avenues 2 & 3 including redecoration and lighting of all 4 avenues at High Street end. This will both enhance the entrances and provide additional security to the market.
8. Commission design options for changes to the market, including the service yard	N/A	N/A	Y	High Street entrances are all being improved and the market yard is scheduled for a revamp. Further improvements to the market gates are planned.

Covered Market Action Plan – Other actions not part of The Retail Group list

Action	Timing	Cost	Budgeted Y/N	Comments
Newsletter	Completed	Nil, produced 'in house'	N/A	The first edition of a quarterly newsletter for market traders was issued in February 2015
Superfast Broadband Proposal	Completed	Nil, as above	N/A	Proposal developed for traders for grant support of the government backed scheme. Insufficient trader support for Superfast Broadband
Deep Clean	Completed	£11k	Y	A first deep clean was scheduled last October with further quarterly cleans scheduled
Sprinkler System Refurbishment	Completed	£120k	Y	Upgrade of sprinkler system to meet current standards and insurers requirements.
Emergency Lighting Improvements	Completed	£80k	Y	Revise coverage to include lighting on all escape routes, compliance with British and EN standards.
Drainage project	Completed	£30k	Y	Re-lining of all the underground drainage pipework.
Asbestos Removal	1 st phase complete, 2 nd phase in progress due for completion by end April	£40k	Y	Removal of asbestos panels in avenue 4 and replacement window panels fitted.