

DELEGATED POWERS REPORT NO.**1646****SUBJECT:** Connecting Places and People Project (Cricklewood Town Centre) – contract arrangements**Control sheet**

All of the following actions MUST be completed at each stage of the process and the signed and dated report MUST be passed to the Governance Service for publishing

All reports		
1. Governance Service receive draft report	Name of GSO Date	Jeremy Williams 03.04.12
2. Governance Service cleared draft report as being constitutionally appropriate	Name of GSO Date	Maria Lugangira 20.04.12
3. Finance clearance obtained (<i>report author to complete</i>)	Name of Fin. officer Date	Jayne Fitzgerald 18.04.12
4. Staff and other resources issues clearance obtained (<i>report author to complete</i>)	Name of Res. officer Date	Not applicable
5. Commercial Services	Name	Craig Cooper
	Date	27.04.12
6. Commercial Assurance	Name	Lesley Meeks
	Date	12.04.12
7. Strategic Procurement clearance obtained (<i>report author to complete</i>)	Name of SPO	Susan Lowe
	Date	16.04.12
8. Legal clearance obtained from (<i>report author to complete</i>)	Name of Legal officer Date	Steven Strange 05.04.12
9. Policy & Partnerships clearance obtained (<i>report author to complete</i>)	Name of P&P officer Date	Andrew Nathan 03.04.12
10. Equalities & Diversity clearance obtained (<i>report author to complete</i>)	Name of officer Date	Andrew Nathan 03.04.12
11. The above process has been checked and verified by Director, Head of Service or Deputy	Name	Lucy Shomali
	Date	30.04.12
Signed & dated report, <u>scanned or hard copy</u> received by Governance Service for publishing	Name of GSO Date	Chidilim Agada 30.04.12
12. Report published by Governance Service to website	Name of GSO Date	Chidilim Agada 30.04.12
13. Head of Service informed report is published	Name of GSO Date	Chidilim Agada 30.04.12
14. Expiry of call-in period	Date	Not applicable
15. Report circulated for call-in purposes to Business Management OSC members & copied to Cabinet Members & Head of Service	Name of GSO Date	Not applicable

ACTION TAKEN UNDER DELEGATED POWERS BY OFFICER (COUNCIL FUNCTION)

Subject **Connecting Places and People Project (Cricklewood Town Centre) – contract arrangements**

Officers taking decision Assistant Director of Strategic Planning and Regeneration and
Director of Commercial Services

Date of decision 30 April 2012

Summary	This report seeks to formalise contract arrangements with Udenson Caldbeck Associates for the provision of project management services. These services are in connection with the delivery of the Connecting Places and People Project (Cricklewood Town Centre) funded by the Mayor's Outer London Fund.
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Officer Contributors Jodie Yandall

Status (public or exempt) Public

Wards affected Childs Hill and Golders Green

Enclosures Appendix 1 – Project Management Consultant Specification

Contact for further information: Jane Campbell, Assistant Project Manager (020 8359 7285)

Serial No. 1646

1. RELEVANT PREVIOUS DECISIONS

1.1 None

2. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS

2.1 The relevant corporate priorities and policy considerations are as follows:

- Corporate Plan 2012-2013 priority of 'A Successful London Suburb' and the strategic objective under this priority *to sustain Barnet as a successful place through regeneration and promoting enterprise and employment.*
- A Sustainable Community Strategy for Barnet 2010–2020 priority of a Successful London Suburb and the objective under this of *supporting enterprise (including town centres).*

2.2 The Connecting Places and People Project will:

- **Tackle the quality of the public realm** (e.g. support the emerging day and evening town centre economy by working with the council on improving the public realm and overall pedestrian experience, and making it accessible in the widest sense).
- **Provide support for local traders and businesses** (e.g. Developing and establishing Cricklewood as a place that visitors want to spend time in, connecting people, businesses and places north-south of Edgware road)
- **Maximise marketing and promotional activity** (e.g. with promotion and investment in the town centre with events, marketing and retail training programmes, vacant unit initiatives and shop front improvements).
- **Support young people** (e.g. through existing partnerships, offer apprenticeship and job placement programme services to young people including those wishing to be business entrepreneurs).

3. RISK MANAGEMENT ISSUES

3.1 I do not consider the issues involved are likely to raise significant levels of public concern or give rise to policy considerations as:

3.1.2 The cost of Udenson Caldbeck Associates' services (as set out in Section 5 below) will be met through the grant awarded to the Connecting Places and People Project by the Mayor's Outer London Fund and therefore there is no associated cost to Barnet Council. The council will recover costs (in arrears) from Design for London (the body accountable for the Fund) on a quarterly basis.

3.1.3 Since Barnet Council is the body accountable for the monies awarded through the Mayor's Fund, formal contract arrangements will be put in place with Udenson Caldbeck Associates for the provision of their services. The Council's standard terms and conditions will be used to formalise this arrangement and will require Udenson Caldbeck Associates to produce regular progress reports and to attend contract monitoring meetings with the Council.

3.1.4 In light of Barnet Council's role as the body accountable for the funds, the terms and conditions between the Council and Udenson Caldbeck Associates will require the procurement of any services required for future project delivery to adhere to the principles of the Council's Contract Procedure Rules.

4. EQUALITIES AND DIVERSITIES ISSUES

4.1 The actions and work streams of the Connecting Places and People Project support an aspiration to create the right environment for a vibrant and viable town centre that is accessible to and inclusive for all through the following measures:

- **Inclusive town centre design** - The Project aims to improve the design of the Cricklewood town centre to ensure that everyone, no matter with what level of mobility, is easily able to access local facilities. This will be achieved through the 'decluttering' of traffic lights, guard railings, bollards, assorted signage etc. By definition, these improvements will be of benefit to the whole community and will be targeted in key locations and routes to ensure that the maximum number of residents, visitors, shoppers and businesses can benefit. The Cricklewood Improvement Programme and partner boroughs will review detailed proposals for streetscape work and townscape enhancements with key user groups and stakeholders to ensure that local needs and aspirations are taken into account
- **Recognising the diversity of the area** - Cricklewood has a rich diversity with communities interacting with each other, sharing and learning from each other. The Project will capitalise on the Town Centre's ethnic diversity for example, by holding an annual Cricklewood Silk Road Festival (food feast, fashion, music, art inter-trading).
- **Inclusive participation** – the project will develop wider partnership and participation by working alongside schools and colleges, local residents, traders and other local stakeholders to revitalize the town centre by raising the morale of the small independent retailers suffering from the effects of large nearby out of town shopping opportunities.
- **Transparent and equitable processes** - a Town Centre Panel, facilitated by the Cricklewood Improvement Programme, will be set up to oversee the transparent and equitable distribution of small grants made available under the Project. The Panel will include local business and community representation.
- **Equal opportunities policy** - each partner involved in the delivery of the Project has an equal opportunities policy which is regularly reviewed and updated. For the purpose of this project, partners will all be made aware of Barnet Council's Equalities Policy and be required to work to it.

5. FINANCIAL, STAFFING, ICT AND PROPERTY IMPLICATIONS

5.1 The grant awarded for the Connecting Places and People Project from the Mayor's Outer London Fund totals £1,676,625 with an additional £591,750 in match funding. This amount includes £115,000 to cover the cost of a Project Management Consultant throughout the duration of the project which will run from 1st April 2012 to 31st March 2014. The full role of the Project Management Consultant is specified in Annex 1 to this report.

6. LEGAL ISSUES

- 6.1 The value of the contract is below the relevant threshold for the purposes of European procurement rules. Consequently, the Public Contracts Regulations 2006 (as amended) are not triggered. However, the Treaty principles of equal treatment, non-discrimination and transparency do apply.
- 6.2 Based on the value of the contract, the Assistant Director of Strategic Planning and Regeneration has delegated authority to award the contract as set out within the body of this report.
- 6.3 Formal contract documentation will need to be drawn up and executed on behalf of the council and Udenson Caldbeck Associates capturing the terms of the two year arrangement between the parties.

7. CONSTITUTIONAL POWERS

- 7.1 Council's Constitution, Part 3, Responsibility for Functions, paragraph 6.1- provides that Chief Officers can take decisions, without consultation with the Cabinet Member concerned, where it is a decision to authorise and accept quotations for contracts to the limits placed on Chief Officers by Contract Procedure Rules for approved schemes with sufficient estimate provision.
- 7.2 Council's Constitution, Contract Procedure Rules – Table 5-1 - provides that Directors/Heads of Service can accept contracts for works, supplies and services up to a value of £173,934 where the tender/quotation is the lowest or it represents value for money and is the best available option for the Council.
- 7.3 Council's Constitution, Contract Procedure Rules (May 2011), Section 6.11 (subject to Council approval from May 2012, Section 6.17) – provides that where the Director/Head of Service is satisfied, following the making of suitable investigations, that there is only one supplier in the market for the required supplies/services/works, the competitive tendering provisions will not apply provided that :
- the Director/Head of Service and Commercial Director approve the entry into the contract with the single provider; and
 - there is compliance with the Authorisation and Acceptance procedures.
- 7.4 The value of the services is within the acceptance threshold for Director/Head of Service.
- 7.5 The Assistant Director of Strategic Planning and Regeneration and the Commercial Director are satisfied, following the making of suitable investigations, that there is only one supplier in the market for the required services

8. BACKGROUND INFORMATION

8.1 Mayor's Outer London Fund

The Mayor's Outer London Fund is part of a major package of investment which aims to boost local high streets, deliver growth, new jobs and improve lives. Following approval from the Leader, the Regeneration Board (9 September 2011) agreed that bids would be submitted under Round 2 of the Mayor's Outer London Fund. The successful bids for Round 2 were announced in January 2012. LB Barnet was successful in securing funding of £1,074,060 for North Finchley and £1,676,625 for Cricklewood with an element of match funding.

8.2 Connecting Places and People Project (Cricklewood)

Supported with monies awarded from the Mayor's Outer London Fund (£1,676,625), the Connecting Places and People Project aims to take a coherent and joined up approach to improving the physical appearance of the Cricklewood town centre and to focus on the skills and marketing required to enable traders, businesses and the community to build on existing momentum and emerging opportunities, thus ensuring the Cricklewood town centre's continuing economic prospects and vitality.

8.3 Project Delivery

Responsibility for the delivery of the Connecting Places and People Project will rest with Cricklewood Improvement Programme (CIP). The Cricklewood Improvement Programme is lead by Cricklewood Homeless Concern (registered charity) as the latter has the infrastructure and record of delivering public sector contracts. Cricklewood Homeless Concern, under its trading arm Cricklewood Homeless Trading Ltd, will be the umbrella body for Cricklewood Improvement Programme activity. The organisation has a good track record of mobilizing statutory agencies and resources to help achieve economic and social targets for Cricklewood. It will work closely with Udenson Caldbeck Associates to deliver the project in line with the agreed action plan. The project is supported by local residents, traders, local police, community organisations and the London Boroughs of Barnet, Brent and Camden with London Borough of Barnet acting as the body accountable for any funds.

8.4 Udenson Caldbeck Associates – justification for single supplier status

In the Summer of 2011, the Cricklewood Improvement Programme collaborated with Udenson Caldbeck Associates in order to progress a bid to the Mayor's Outer London Fund and to this end, the partnership secured the support of the London Boroughs of Barnet, Brent and Camden. Bids for the Fund were originally sought from local community groups but as the bidding process progressed, Design for London, (the body accountable for the Fund), required a local authority to act as the body accountable for any funds awarded to a community group. Barnet Council agreed to take on this role but the timing of this arrangement precluded its involvement in the procurement of consultants for the day to day management of the project. Given Udenson Caldbeck Associate's historic involvement with the Project and the deadline for Project delivery (see Section 8.4), there is a need to formalise their appointment with the body accountable (Barnet Council) as a matter of urgency.

8.5 The involvement of Udenson Caldbeck Associates from the outset of the project has led to the organisation developing in-depth knowledge of the bid deliverables, requirements to meet outcomes and useful working relationships with local stakeholders. In addition, the organisation holds the intellectual property rights associated with the bid to the Outer London Fund. This project has a short delivery

period (from 1st April 2012 to 30th April 2014, including an evaluation period) and the introduction of a new project manager would delay project implementation significantly. It would also be detrimental to the good relationship the council has built with CIP who are committed to using Udenson Caldbeck Associates.

9. LIST OF BACKGROUND PAPERS

- 9.1 A copy of the Connecting Places and People bid to the Mayor's Outer London Fund (Round 2) is available from Jane Campbell, Assistant Project Manager, Strategic Planning and Regeneration (Tel: 020 8359 7285)

10. OFFICER'S DECISION

I authorise the following action:

- 10.1 The entry into a contract with Udenson Caldbeck Associates for the provision of project management services in connection with the delivery of the Connecting Places and People Project (Cricklewood Town Centre) for the period 1st April 2012 to 30th April 2014.**

Signed *Lucy Shomali*
**Assistant Director of Strategic Planning and
Regeneration**
Date **30 April 2012**

Signed *Craig Cooper*
Director of Commercial Services
Date **30 April 2012**

Project Management Consultant Cricklewood Outer London Fund

Contract Specification

1 Overarching requirements

- To lead in the delivery and project management of the following areas of CIP OLF project specification, ensuring that all outputs, outcomes and benefits are met, to time and budget.
- Represent the CIP in all matters relating to the CIP OLF as directed by the Chair, working closely with the three boroughs, residents, businesses and others to deliver a successful project.
- Agree a communication strategy with partners and lead on implementation.
- Lead on the evaluation of the CIP OLF.
- Support partners in the production of a governance procedure for CIP OLF
- Monitor and manage project plans, a Risk Register and flag up any issues with project/delivery board.
- Liaise with funders regarding matters relating to project implementation/performance.
- Ensure synergy between CIP OLF Project strands
- Provide quarterly project update reports and attend quarterly progress meetings with the council to facilitate its contract monitoring process.
- Adhere to Barnet Council's procurement rules when writing briefs and commissioning contracts
- Adhere to the requirements of the Outer London Fund Grant Agreement including all outputs, outcomes and performance measures associated with the below activities and those set out in Appendix A (Table 1 and Table 2).

2 Specific requirements

Supporting our businesses:

1. Engage and manage a business support consultant to provide support and advice to Cricklewood town centre businesses.
2. Engage and manage a Visual Merchandising Consultant to help deliver the VM element of the CIP OLF project
3. Ensure that outputs, outcomes and benefits as identified in the project specification are fully met and in line with targets set out in the Grant Agreement.
4. Develop a Business Association based on a sound business formation principles that aims to give the association a life beyond OLF
5. Identify buildings for improvements and engage their landlords with the aim of participating in the building improvement programme of the CIP OLF
6. Identify empty shops and engage landlords for the purpose of utilising premises for meanwhile uses.
7. Work with Creative Cricklewood and other relevant bodies to identify and implement innovative meanwhile uses for empty shops, contributing to the long-term vitality and viability of the area. Engage an Architect to provide technical advice, design shopfronts and sign off finished works.
8. Foster relationship and linkages with the Association of Town Centre Management and other relevant business support agencies in the locality.

9. Seek to establish a membership scheme for the Business Association in the second year of the CIP OLF in order to provide sustainable funding.
10. Explore the feasibility of a BID for Cricklewood town centre.
11. Ensure synergy between 'supporting our businesses' and other areas of CIP OLF

3 Marketing and Promotion

1. Produce a direct marketing literature for the purpose of promoting the CIP OLF projects to beneficiaries through outreach work
2. Employ various media to effectively publicise CIP OLF projects and raise the profile of Cricklewood town centre to local businesses, partners, funders and all those interested in Cricklewood as a place in London.
3. With Partners devise and undertake a concerted and targeted marketing campaign at the 'educated professional' dominant demographics with the aim of increasing their patronage of the centre.
4. Plan, organise and implement the Silk Road Festival in collaboration with London Outdoor, Creative Cricklewood, residents and businesses.
5. Implement tasteful Christmas Displays along with high profile switch on events.
6. Support Creative Cricklewood in delivering 2 Art/photographic exhibitions
7. Tap into regional calendar events to maximise publicity and optimise the profile of the area.
8. Implement 4 markets for the CIP OLF as well as explore the possibility of a permanent market outside the Crown Moran Hotel
9. Produce newsletters for the Business Association.
10. Work with CIP Project Co-ordinator to ensure that the work of CIP and the town centre is effectively marketed through the web and social media.

4 Public Realm Improvement

1. Work with London Borough of Barnet (LBB) to identify and finalise deliverables within the Allied Morrison's Action Plan and to meet desired aspirations of Design for London
2. Work closely with London Borough of Barnet's Project Team to ensure that the Public Realm Strand of the CIP OLF is delivered to time and budget
3. Ensure that the Design Charter delivers the aspirations of residents and businesses
4. Seek to achieve a seamless transition and symbiotic relationship between the landscape and the architectural improvements to achieve a high impact outcome including the development of a Brief for a Design Advisor to ensure the project is delivered holistically
5. Deliver a vibrant, tasteful and colourful floral display which accomplishes: uplift and attractiveness of the centre
6. Work with LBB to secure a public space for events and markets.
7. Support LBB in establishing a cross- borough officer-working group to bring about improved working relations, better use of available funds and continuation of projects and maintenance of investments post CIP OLF.

5 Youth Engagement Scheme (YES)

1. Ensure that YES is keyed into other strands of the OLF, especially, Business Support and Pop-up projects to help it deliver on apprenticeship and enterprise outputs.

6 Information Resource

- 1 In addition to already known gaps in the land use and economic data sets and database available to Cricklewood, along with boroughs, identify further gaps and fill them as much as possible.
- 2 As part of an exit strategy, through an officer-working group, work with the boroughs to develop effective future monitoring of the impact of the OLF and build on the outcomes.

7 Project Evaluation

- 1 Undertake and deliver baseline data, and organise a mid/final term evaluation for the CIP OLF and provide copies to Design for London and partners
- 2 Provide other relevant information to LB Barnet's Project Officer to facilitate performance reporting by LB Barnet as required by the Outer London Fund Grant Agreement
- 3 Incorporate lessons learned and recommendations into an Exit Strategy
- 4 Communicate the Exit Strategy to partners

APPENDIX A

Table 1 – Project outputs, outcomes and performance measures

Projects	Outputs	Outcomes	Performance measures
Supporting our businesses to improve the economic viability of local businesses through a series of interventions	<ul style="list-style-type: none"> • 20 x business mentoring and advice • 30 x visual merchandising • 4 x Networking events • 7 x business meetings • 50 x building/shopfront improvement • 2 x Crime prevention clinics • 2 x Retail Exchange Visits • 3 x case studies 	<ul style="list-style-type: none"> ✓ Maintain job security ✓ Increased business growth ✓ Increased business turnover ✓ Improved business offer 	<p>At least 60 jobs secured</p> <p>5% increase in turnover <i>(data gathered before and after project implementation through evaluation forms)</i></p> <p>5% business survival rate</p> <p>Baseline data 60-63% (borough level)</p>
Public Realm Improvements	<p>Support Barnet, Brent and Camden local authorities in the delivery of public realm improvements:</p> <ul style="list-style-type: none"> • Improvement to junctions and pavements • Production of a Design Charter • Unified and co-ordinated signage and street furniture • Provide for cycles and cyclists 	<ul style="list-style-type: none"> ✓ Improved public perception ✓ Co-ordinated look and identity ✓ Increased dwell time ✓ A new public space ✓ Improved access and linkages ✓ Improved facilities for cyclists ✓ Safer environment for pedestrians ✓ Better facility for cyclists 	<p>60% satisfaction rate in Perception survey</p> <p>At least 'good' rating in town centre yearly Health check qualitative indicator</p>
Marketing and promotion	<ul style="list-style-type: none"> • 2 x Silk Road Festival • 4x outdoor specialist market • Regular monthly market • 2 x Exhibitions • 1 x Website • 4 x Newsletter • Spring/summer banner project • Seasonal floral display • Series of innovative 'pop up' shops 	<ul style="list-style-type: none"> ✓ Increased awareness of town centre offer and spend ✓ Improved collaboration between, business, residents and councils ✓ Increased overall economic output of the area ✓ Increased footfall ✓ Increased investment ✓ Increased confidence in the town centre 	<p>5% increase in turnover</p> <p>20% increase in footfall (due to a lack of footfall data, a pedestrian count will be undertaken at the start of the project, again in April 2013, then annually.</p> <p>At least 3 residents associations engaged and participating in activities.</p> <p>30 youths engaged and participating in activities</p>
Youth Engagement Support (YES) Community Employment Business Incubator	<ul style="list-style-type: none"> • 35 x business support/training • 50 x pre-incubation services • 7 x new business start up • 30 x management advice 	<ul style="list-style-type: none"> ✓ Increased number of young people involved in training, business development and apprenticeships ✓ Increased opportunity for 	<p>30 people will receive business support/training</p> <p>90% will increase their employability levels, self esteem and confidence</p> <p>15 will either secure a</p>

	<i>Link up with apprenticeship programme in supporting our businesses</i>	disenfranchised young people to make positive life style changes	job or will become self employed 10 placed in apprenticeships 14 new jobs created
Legacy	<ul style="list-style-type: none"> • A fully established Business Association • CIP capacity building 	<ul style="list-style-type: none"> ✓ Increased advocacy for the business community ✓ A strong voice lobbying for the business community ✓ A precursor to developing a Business Improvement District (BID) ✓ Increased cross-borough working ✓ A common focus and voice for all community interests 	At least 50% of businesses registering as members Data gathering improved by 70% More than 50% of residents engaged. (Feedback forms & surveys)

Table 2 – Project logic chain, outcomes and performance measures

LOGIC CHAIN			
Indicators of market failure: <ul style="list-style-type: none"> • Reduction in primary retail frontage/retail activities; 18% and 20% increase in takeaways in primary and secondary frontages respectively. • 7% steady climb in vacancy rate • Low spending pattern in Cricklewood • Fallen off the list of GOAD's retail ranking 			
Market failure/trend	Activities	Rationale from activities to outcomes	Outcomes
Public Realm Improvements - Overhaul and transform the environment in Cricklewood through high quality design and use of quality and durable materials, making it accessible to all and increase dwell time			
Deterioration of town centre as a shopping and leisure destination due to poor quality of public realm with inconsistent and thus aesthetically displeasing array of street furniture Poor pedestrian environment due to vehicular dominance	<ul style="list-style-type: none"> • Street furniture decluttering and renewal • Streetscape cleansing • Road improvements • Tree planting • Signage review • Traffic management review • Production of design charter • Flower baskets 	Greater accessibility and greater aesthetic experience of the high street and reduction in dominance of traffic through streetscape improvements such as trees.	Qualitative – Improved experience and pride for local residents of the town centre Quantitative – Reduction in environmental impact of stationary or slow-moving car; and accidents
Supporting our Businesses - Improve the overall economic performance of the town centre ensuring that it fulfils its potential as a district centre in London and meets the needs of its users			
Businesses not maximising their potential leading to	<ul style="list-style-type: none"> • Business support, advice and mentoring • Building and shop front 	These activities will increase the investment in marketing and	Increased retail turnover to local retailers Improved Retail offer

<p>poor retail offer; lack of awareness raising of what the town centre has to offer; limited opportunities for businesses to work together.</p>	<p>improvements</p> <ul style="list-style-type: none"> • Visual merchandising training • Pop-up shops • Establishment of Business Association • Website, newsletter and social media • Networking events 	<p>merchandising skills of local businesses. This will in turn improve their retail offer and the perception of that retail offer by the potential catchment population. The utilisation of vacant shops for meanwhile uses will help introduce the type of businesses suitable for the area's catchment population which will hopefully lead to long term occupation.</p>	<p>Reduction in vacancy rate Improved spending pattern Improved retail ranking</p>
<p align="center">Marketing and Promotion - To improve the poor perception of Cricklewood town centre and increase its profile in London through a number quality events</p>			
<p>Generally poor perception of Cricklewood and its retail offer</p>	<ul style="list-style-type: none"> • Events and market • Festive lights • Cultural events programme • Outreach for project 	<p>The events programme marks a significant contrast to that previously undertaken in Cricklewood. It will focus much more heavily on the cultural strengths of Cricklewood and will target the untapped dominant demographic group with high disposable incomes than previous events and in a more direct and intensive fashion.</p>	<p>Improved and more well-known image and brand for the town centre which will encourage retail turnover, trader confidence and local pride in the community Increased footfall; and dwell time</p>
<p align="center">Youth Engagement Scheme - Improve the employment and skills of young people and increase levels of self employment</p>			
<p>Youth disenfranchisement (large youth population: 14.06% compared to GB 11.48%)</p>	<ul style="list-style-type: none"> • Mentoring services to business entrepreneurs 	<p>The employment market for young adults is currently difficult. Although these activities will not address the core issue of a relatively stagnant economy, they will support young adults to develop further skills and opportunities to gain income; the absence of which is a major cause of disengagement.</p>	<p>Increased number of youths engaged; up-skilled and self employed</p>