

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</p> <p>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>	disfranchised 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.	<p>Qualitative – Improved experience and pride for local residents of the town centre</p> <p>Quantitative – Reduction in environmental impact of stationary or slow-moving car; and accidents</p>
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>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>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>