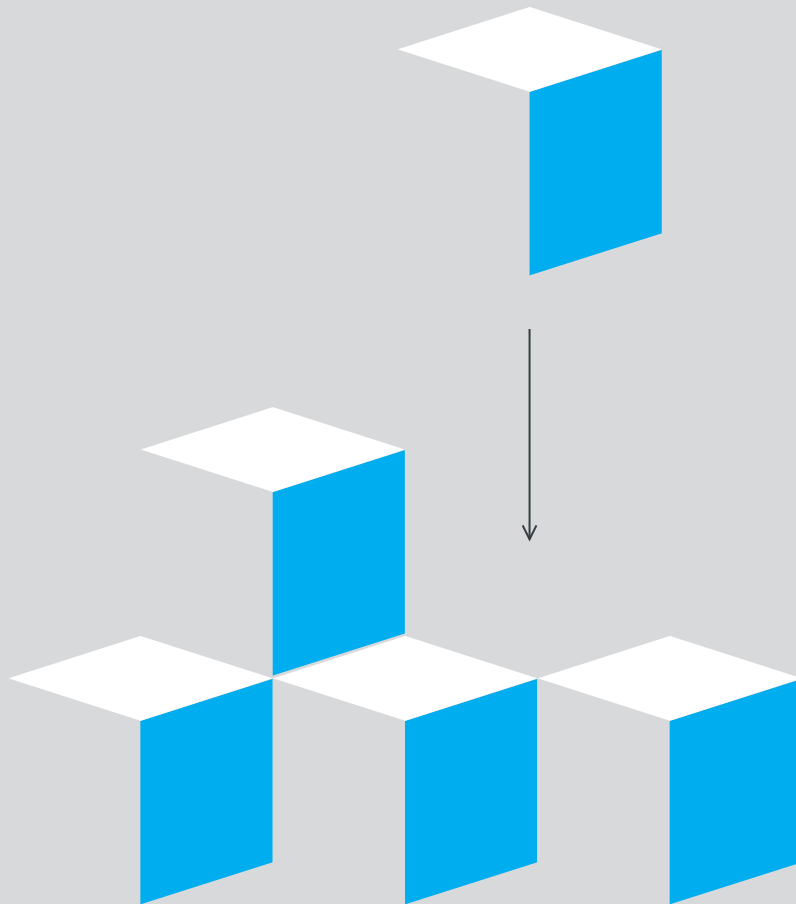


**MAYOR OF LONDON**

---

**GOOD GROWTH FUND  
STAGE 2 APPLICATION**



# GENERAL INSTRUCTIONS

- The first section of the form is a summary of our feedback, including a proposed allocation of funding. Please use the comments provided as a starting point for developing your application, and if anything is unclear please ask your GLA contact
- Applications that are not presented in this template will not be considered.
- Where the response provided exceeds the stated word limit, information beyond the maximum word count will not be considered.
- Completed application forms and supporting documentation should be submitted in electronic (PDF) format by email to **goodgrowthfund@london.gov.uk** by **4pm on 05 January 2018**.
- Feedback cannot be provided on drafts of your application but if you have any queries about how to complete your form please email your query to **goodgrowthfund@london.gov.uk**. Please note the last possible date to do this is 22 December 2017
- A valid application must include:
  - A completed copy of this form including the signed declaration at the end (a digital signature will suffice)
  - A completed funding and milestone schedule (Excel spreadsheet)
  - A signed financial forecast declaration (digital scan or hard copy) from your Chief Finance Officer or equivalent agreeing to the financial forecasts proposed.

# DETAILED FEEDBACK

**Applicant Contact Name**

**Lead Organisation Name**

**Project Name**

**Overall feedback indicating project strengths, weaknesses,  
and areas to be developed to secure funding**

**Proposed allocation of funding**

**Type of funding**

**Capital grant**

**Repayable grant**

**ESF Revenue**

## PROJECT SUMMARY AND DESIGN

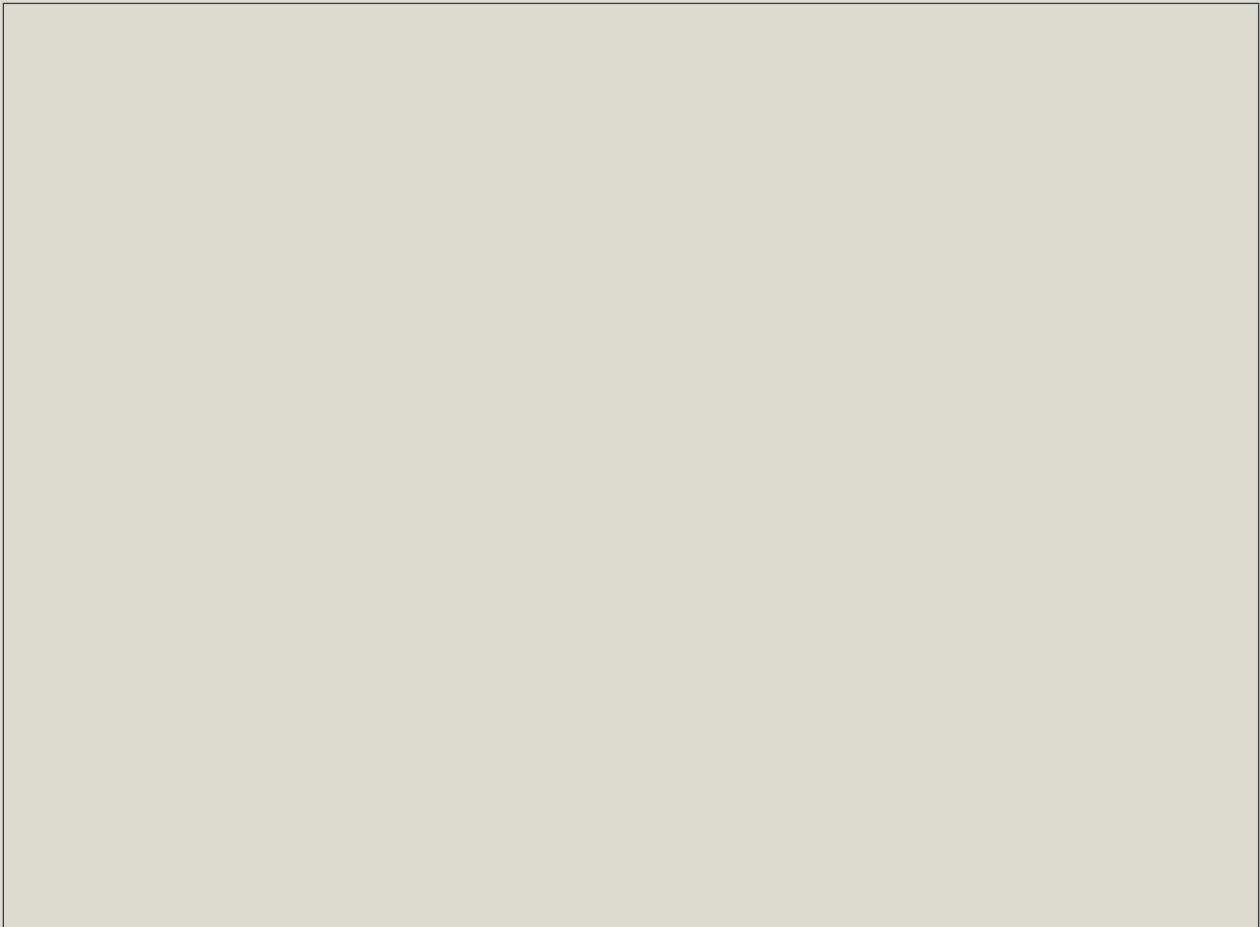
Please provide an updated version of the project summary from your EOI. Outline the steps involved in delivering your project, making explicit reference to the activities and milestones required to enable delivery and the responsible parties involved

Please provide a brief overview of the context that your project is responding to.

In doing so please set out:

- Any specific socio-economic characteristics which the project is responding to / seeking to influence
- Any existing projects or activities that your project will be looking to complement
- The main groups and communities that the project will impact upon (either directly or indirectly)

Please include additional documents as required to describe the project and its activities (e.g. Location plan / site plan, Site photographs, Design documentation, including reports, architectural drawings, sketches, design and access statements, Planning consents, Business plans)



## **Design Management Arrangements**

The Mayor is committed to the quality of projects across London, particularly where he is investing. As such, we encourage the consideration of design review and wider design management at the outset of projects.

Please describe the design management arrangements that you intend to undertake for each project phase. This will include how you intend on working with the GLA Regeneration Team, any in-house or local authority expertise (design officers, heritage officers etc), and/or any procured professional services. Please also consider when a design review, carried out by a local design review panel or the London Review Panel would be most beneficial.

**Headings can be adjusted, added to or omitted as required.**

## FUNDING SCHEDULE AND MILESTONES

Please populate the attached spreadsheet using clear and achievable milestones (key stages in the delivery of the project that will demonstrate progress) and a forecast spend for all sources of funding related to the project. All GLA spend must be completed on or before 31 March 2021. An additional 12 months – financial year 2021/22 – is allowed in order to collect and validate output and outcome data, during which match funding can also be spent. If relevant, milestones should still be included for activity in financial year 2021/22 even though GLA funding will not be available.

Please also complete and sign the attached financial forecast declaration

## EVALUATION AND IMPACT STRATEGY

As part of our commitment to understanding the impact of our interventions, we want to encourage all projects to take a proactive and robust approach to evidence collection and evaluation.

To underpin this process we are asking all projects to think about how you will undertake monitoring and evaluation from an early stage. This section is an opportunity for you to outline how you intend to monitor and evaluate your project, including allocation of resource, strategy, and key areas of focus.

Please refer to the accompanying Monitoring and Evaluation handbook for further guidance.

## Your Project Logic Chain

The project logic model is an important foundation for delivery as it provides a clear way to think about the essential components of your project. It provides a summary of the rationale for the project, the activities being delivered and, importantly, the manner in which these activities support various outcomes and impacts.

**Building on the above, please use the template attached to complete your project logic chain.**

Further guidance on completing the logic chain is provided in the Monitoring and Evaluation handbook.

### Components of a logic model

Part 1: Context and Rationale

Part 2: Aims and Objectives



Part 4: Project Outputs & Outcomes



Part 3: Project Design and Activities





## Evaluation Focus

The GLA self-evaluation template provides a set of topics that each evaluation will need to cover. It is important that you design your evaluation to respond your project.

Please set out the key questions that you will be looking to answer via your evaluation. In doing so, please identify the audience.

## Your Approach to Monitoring and Research

The evaluation will need to summarise the performance of your project against a number of measures. We are keen that projects use both quantitative and qualitative research to come to robust judgements.

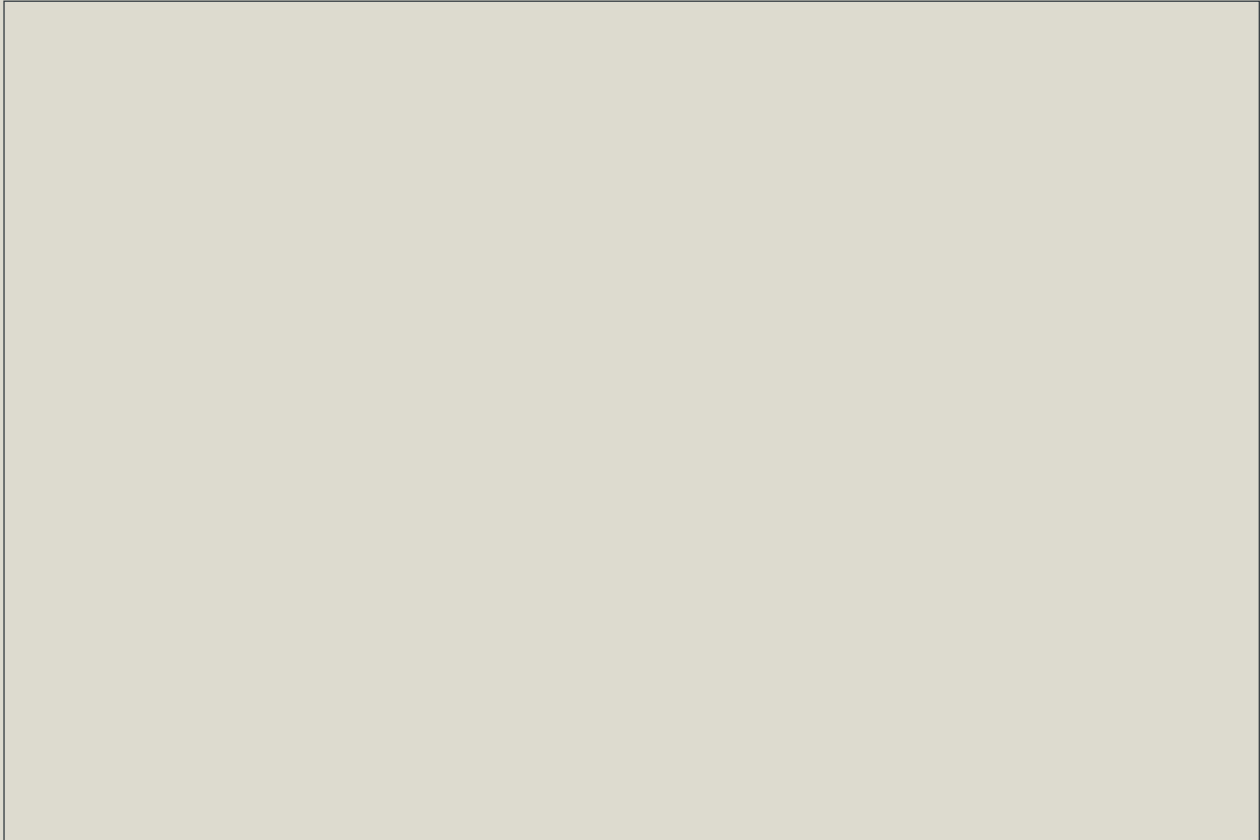
Please set out your initial ideas on how you will undertake this research:

- Your approach to gathering information on performance against outcomes
- Your approach to gathering wider qualitative insights on project impact (e.g. case studies)
- Your approach to gathering insight on the project delivery processes (e.g. stakeholder consultation)

## Evaluation Resource and Timings

Please provide an overview of the practical mechanisms that you will use to undertake monitoring and evaluation. In doing so please consider:

- Who will be responsible for collecting evidence during delivery?
- How often will information be collected?
- Will the self-evaluation be conducted in-house or externally?
- Have you set out a clear resource plan?

A large, empty rectangular box with a thin black border, intended for the user to provide an overview of practical mechanisms for monitoring and evaluation. The box is currently blank.



## DECLARATION

The declaration must be completed by a Director of the organisation or equivalent. Applications without a completed declaration section will not be considered.

As a public organisation we have to follow the Data Protection Act 1998 and the Freedom of Information Act 2000. We have a data protection policy, which is available from our website at [www.london.gov.uk](http://www.london.gov.uk)

We also have a Freedom of Information policy which is also available from our website at [www.london.gov.uk](http://www.london.gov.uk)

**By signing this application form, you agree to the following:**

**A. We will use this application form and the other information you give us, including any personal information, for the following purposes.**

- To decide whether to award your proposal support.
- To provide copies to other individuals or organisations who are helping us assess and monitor support. After we reach a decision, we may also tell them the outcome of your application and, if appropriate, why we did not offer you support.
- To hold in our database and use for statistical purposes.
- If we offer you funding or support, we will publish information about you relating to the activity we have funded, including the amount of funding and the activity it was for. This information may appear in our press releases, in our print and online publications and in the publications or websites of any partner organisations who have funded the activity with us.

**B. You have read the GLA data protection and freedom of information policies and accept how we generally plan to treat your application and other related information if someone asks to see it under the Freedom of Information Act 2000.**

**Tick this box if you consider that we should treat your proposal as confidential information.**

**Tick this box if you consider that we should treat your financial information, such as your budget and any business plan, as confidential information.**

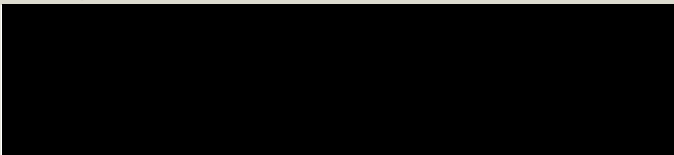
**Tick this box if there is any other information you have provided that you consider to be confidential information. You must tell us what that information is and give us your reasons below or in a separate letter. If you are sending us a separate letter, please write 'letter included' below.**

- C. Please note that your project summary and any images or videos that you supply may be published if your project is selected for further development or if you are asked to submit a more detailed application form. By submitting this text and any accompanying materials you give us full permission to use them on our website and in other publications and marketing materials produced by the Mayor of London.**

## **Declaration**

**I certify that the information provided in this Expression of Interest is complete and correct and that I have the authority to submit this application on behalf of the applicant organisation.**

## **Signature**



## **Print Name**

---

## **Position**

---

## **Date**



#### Introduction:

The Harrow Good Growth Fund programme has 4 project strands that are interwoven together to ensure a holistic seamless package of interventions. An overview of the Design Management Arrangements related to the governance of the programme and design reviews are initially provided in this section followed by project specific design management arrangements in order to provide sufficient details.

The 4 project strands of the programme are:

1. Public Square
2. Pod Kiosks
3. Markets and Events
4. Pop Up and Scale Up Test Trade Restaurant

#### Overview of Embedding Design Management Arrangements into the Governance of the Programme:

Design Management arrangements will be embedded within the overall governance structure of the programme to ensure the best quality and outcomes of the projects are delivered. This will also ensure the physical outputs, such as improved public realm, are fit for purpose within the context of the site and are built creatively, and are aspirational linked to the vision and usage of the site with future proofing considered.

A governance chart setting out the overall governance structure is set out later in this section.

#### GGF Programme Board:

Approvals relating to key milestone decisions of the projects will be sought from the Programme Board. The Board will sign off each end of RIBA Stage Report and approve progress onto the next stage of the project. The Programme Board will be formed specifically for the duration of the project and will comprise of specialists from a range of professions and interests including; the Business, Planning and Regeneration Portfolio Holder; the Community, Culture and Resident Engagement Portfolio Holder; the Environment, Crime and Community Safety Portfolio Holder; a Ward Councillor; Head of Economic Development; Head of Traffic, Highways and Asset Management; the GLA Area Manager and GLA Senior Regen Officer. The Project Manager and project deliverers including lead architects, will attend the Programme Board to present and seek approvals. The Programme Board will also be attended by project sponsors as applicable relating to the meeting agenda and item(s) requiring approval. Members of the Programme Board will also be invited to comment on project briefs, evaluate tenders and be a part of the interview panel when considering contractors. As part of the end of stage RIBA approval, the Programme Board will also consider development of the latest designs based on any feedback from design reviews along the process.

The Programme Board and Project Manager will be fixed for all project strands to ensure continuity and maximise linkages between the four projects.

#### LBH Regeneration Board:

Monitoring progress will take place by the Council's Regeneration Board – advised by a residents' panel. The Board is chaired by the Leader of the Council, and includes the Cabinet Members for Regeneration/ Planning, Property, Finance, Environment/Housing.

#### Design Reviews by LBH:

The designs for the public square (incorporating the pod kiosks and the market kit infrastructure) and the fit out of the test trade restaurant will be presented to the Harrow Design Review Panel. Formed in January 2017, the Design Review Panel includes 25 experts in a range of disciplines (see below). This is in a bid to ensure that the quality is maximised within the scope of the project and that the language of the public realm design complements and connects with its surroundings and usage. The design review process will strengthen the designs by being cross-examined and scrutinised by a range of experts in a range of fields spanning architecture, public realm, planning, engineering and development.

The designs will be presented in the latter stages of RIBA Stage 2 (Concept Designs). This will ensure that the Project Team has worked through the concepts at a sufficient enough detail but that the designs and options are still fluid so the panel can comment, challenge, steer and recommend approaches and principles. This will allow the feedback to shape, steer and feed into an updated Draft RIBA Stage 2 that will be presented to the Programme Board for approval. The GLA Senior Regeneration Officer will be at each forum including the Programme Board, Design Review and Project Team meetings to ensure consistency in the principles of the design as they develop.

The designs will be presented again at the latter stages of Draft RIBA Stage 3 (Detail Design) so comments can be taken into account in developed stage designs before it is presented to the Programme Board for approval.

In considering the design of the fit out of the test trade restaurant, industry experts will be in attendance to ensure that factors which will affect profitability (e.g. number of covers) will be considered in the design. It will be presented at draft RIBA Stage 2 to also ensure that concept design options have been considered but enough flexibility and fluidity is allowed for steer, comments and principles to be incorporated.

#### Information on LBH's Design Review Panel:

Harrow's design review panel meets bimonthly to look at schemes. All significant development in Harrow will be eligible for design review, including: Large residential schemes, schools and public buildings, infrastructure and public realm projects. The aim is to form consistent panels for key individual schemes.

The Panel contains a pool of 25 expert Members to make up the design review. Experts will be available from the following disciplines:

- Architecture
- Urban design/town planning
- Landscape architecture (including public realm and drainage)
- Conservation and heritage
- Civil/structural engineering
- Sustainability



- Development

Panel members and Chairs are required to be able to demonstrate excellent relevant experience and professional qualifications. This may take the form of:

- Membership of relevant professional body
- Holding a senior position in practice/relevant organisation
- Professional accolades and awards
- Experience of architectural criticism e.g. previous design review experience, academia, publications

The Panel will be conducted in line with the Design Council Cobe's 10 Principles of Design Review.

The core management group for design review will be:

- [REDACTED], Head of Development Management and Building Control
- [REDACTED], Head of Regeneration and Design
- [REDACTED] GLA Senior Regeneration Officer and Principal Urban Design Officer

There will be a pool of 3 chairs, either of which will chair the LBH design review:

- Neil Deely is founding partner of Metropolitan Workshop, a practice that specialises in architecture, masterplanning and urbanism. Neil has more than 20 years' experience designing, reviewing and enabling architectural projects.
- Eleanor Fawcett's background is in architecture and urban design. She currently leads the design and urban strategy work of the Old Oak and Park Royal Development Corporation. She champions the role of excellent design to enable successful regeneration.
- Richard Cottrell co-founded Cottrell & Vermeulen Architecture in 1992. His role as Director includes overseeing the design and management of numerous office projects.

GGF Client Project Management Team:

A Project Management Team comprising of LBH officers will be created to assist the development of the project through the RIBA stages and assist with any issues that need to be addressed. All end of stage RIBA reports will have been developed through a robust process by this team ensuring deliverability and progression onto the next RIBA stage before being presented to the Programme Board for approval. The process will ensure that issues have already been worked through and that the scheme is deliverable and ready to progress to the next RIBA stage. The Client Project Management Team will be led by a Project Manager and Project Support who will manage all strands of the programme to ensure linkages are maximised, value is delivered and that consultation and communications are streamlined.

Given the nature of projects as they develop, a pool of LBH Officers is envisaged to attend meetings at different RIBA Stages until issues pertaining to their areas are addressed and closed. As the site of the project sits within the Harrow Business Improvement District (Harrow BID) boundary, the CEO of Harrow BID will also form a part of the Client Project Management Team. The GLA Senior Regen Officer will also be in attendance. The commissioned lead consultant project deliverer will also be in attendance for their

respective project strand meetings to present draft designs and deliver workshop themes at the meetings with the officers to work through issues. When draft reports are compiled, they will be circulated to the Project Team for comments which the lead consultant, in consultation with the Project Manager will consider in an updated draft with comments. This cycle will take place again to allow on-going dialogue between all parties before the report is presented as an updated draft, version 3 to the Programme Board. Experience shows that allowing time at this stage leads to a seamless and swifter progress through the design stage.

#### GGF Consultant Project Delivery Teams:

A lead consultant will be sought for delivery of the various project strands. They will be issued a clear brief as part of the tender stage with outputs, milestones, budget, aims and objectives, timeframes, approval process, stakeholder details, stages of the projects and frequency of meetings. They will be required to attend Project Team Meetings, Design Review Process, Programme Boards and any workshops in between the RIBA Stages. Further information on the Consultant Project Delivery Teams is in the rest of the section below.

#### GGF Programme Governance Chart:

A governance chart for the programme is included on page 14 of the supporting document submitted with this proposal. It highlights the governance process which ensures that the objectives of the projects are met through the operational, strategic and approval process of the programme. The Programme will be delivered in line with PRINCE 2 methodology. Terms of Reference will be issued to the Programme Board and Project Teams and Role Descriptions will also be issued to them that highlight the core scope of their roles. A Decision Making Flow Chart will also be issued and meeting dates for the duration of the projects will be set in advance and calendar invites in respective diaries.

#### Design Management Arrangements:

All four projects have design management arrangements embedded to deliver high quality project. For ease, we have grouped and addressed them into the following two groups:

- i) Public Square, Pod Kiosks and Markets
- ii) Pop Up Test Trade Restaurant

#### 1. Project Scoping Public Square, Pod Kiosks and Markets

##### Public Square Scope

The project will appoint a 'team of specialists' with a lead architect to design the public square. The team will be contracted from RIBA Stage 1-4. They will also be retained to oversee RIBA Stages 5-7.

The square will be required to create a sense of neighbourhood and community ownership. It will be multi-functional, built on the feedback we have had from residents for space for activities (eg Boules rink, table tennis, slide etc) and will complement the borough's Food Strategy, providing outdoor seating for congregation and space for the adjacent test trade restaurant, pods and to watch events.

The square will host space for activities, events, and, outdoor markets, specially centralised around a food theme. Market infrastructure will also be bought as part of the project.

The square will be accessible to all, shared by different stakeholder groups that use it to activate the space, and overlooked by the new residential developments under construction.

The project seeks to enliven this part of the town centre. The square will be curated by HA1 BID with activities and events. It will be a useful space in the town centres as places to pause, eat, and enjoy, offering necessary breaks from the more intense part of the town centre on St Ann's Road around the corner from the square.

The square will capitalise on spill out spaces of the test trade restaurant and will have active edges with the test trade restaurant, food pod kiosks, retail kiosks and exhibition space kiosk.

The square will assist to accommodate growth in the area by being a part of the wider jigsaw linking into being an attractive place to live, work and visit.

Digital infrastructure and smart furniture will also be considered on the site to make it more convenient to dwell in.

The red outline of the proposed public square is 1,510m<sup>2</sup>. It sits at the eastern end of St John's Road and includes the surface car park. Parking provision will need to be carefully factored into the designs by the architect to ensure that the Mayor's aspiration to create 'Healthy Streets' by reducing traffic, pollution and noise, and by creating more attractive, accessible and people-friendly streets are met.

The team of specialists will also undertake consultation at each RIBA Stage from 1-4 with local residents, businesses, third sector and community groups to shape the designs. This links to being part of an inclusive area where community ownership' and citizen involvement are encouraged in making spaces more inclusive. Similarly, community groups will also be engaged in regards to volunteering elements , such as delivery of events.

The team of specialists will also undertake extensive consultation with market operators to ensure their requirements feed into the designs of the square. Examples include power, water, loading facilities, locations of stalls in the square, pedestrian flow, space to also allow events to complement the stalls, outdoor cooking requirements in the square linked to complementing other uses, and influencing the provision of market infrastructure kit that will be purchased as part of the project. The consultation will take place with Harrow BID, Harrow BID's seasonal market operators, Harrow Council's Commercial Services in regards to the Food Market. They will also consult the Monthly Market Operator who will be contracted by the time that the stage relating to the markets project is underway. These stakeholders will also be involved in the branding of the market kit infrastructure.

Similarly, consultation will also take place in regards to the pod kiosk to ensure that designs are fit for purpose and based on the needs of the uses. Consultation will take place with

Harrow Council's Corporate Estates Team who will manage the retail pod kiosks, the test trade restaurant operator who will manage the food kiosks and local creative workspace providers and the University of Westminster in regards to the exhibition kiosk.

The budget for this project (including the pod kiosks and market infrastructure) is £765,000 and it will be delivered from 2018/19 – 2019/20.

#### Pod Kiosks Scope:

The project also seeks to install 5 kiosks onto the new public Square from which a range of food and non-food uses and activities can be delivered. The kiosks will provide an attractive installation allowing for new things to be tested, sold or hosted in the Square. They will be adaptable and flexible so that occupants can be rotated regularly.

Retail kiosks will be managed the London Borough of Harrow (Corporate Estates Team), 2 food kiosks will be managed by the Restaurant Operator managing the test trade restaurant on the ground floor of the Origin housing development. A further unstaffed Exhibition Pod Kiosk will be managed by a creative workspace operator.

The 2 retail kiosks managed by LBH will provide opportunities for local small businesses. We have tested the concept before with our meanwhile space (2015-2017) and empty shop window (2017-2018) projects and found a demand for space. These will be let on a rotating basis and will be offered to retail provision that will assist to enliven and curate the public square.

The 2 kiosks managed by the Restaurant Operator will offer additional opportunity for food related activities including sales, demonstrations and training. This will tie in with proposals for the new Square to be used for outdoor food markets/late night food events, amongst others. The food kiosks, along with the test trade restaurant will assist to create a food cluster on the square.

The Exhibition Kiosk will showcase the work of a variety of creatives, designer, makers, fashion designers and artists. This will also be let on a rotating basis and will also assist to curate the space and attract footfall. Users will be encouraged to host a launch event when they use the Exhibition Kiosk and will be encouraged to invite their stakeholders. This will also ensure a regular programme of events take place at the square. Creative workspace operators, third sector organisations, community groups and local education provision, such as the University of Westminster will be invited to tender for the operator contract of the exhibition space.

#### Markets Scope:

The new Square will be designed to facilitate outdoor markets and entertainment, ranging from food markets, general retail, street entertainers and more. A successful market will offer much to the local community – economically, socially and environmentally, and will provide an additional offer to shoppers at the Town Centre and to act as a destination for people outside of the borough.

The seasonal markets will be operated by HA1 Business Improvement District who already delivers a number of Seasonal markets in the Town Centre including a French Market and a Food from Around the World Market. The market is currently held on St Ann's Road but will also be held on the new square when it is ready. It is anticipated that there will be three seasonal markets per year on the new square.

Harrow Council will require the market operator to reserve a minimum number of market stalls for new businesses – to be identified by Harrow Council/Pop Up Restaurant Operator. This will ensure that there is a process as part of the programme to support both start ups and those businesses scaling up.

The option to relocate the existing weekly market that operates on Greenhill Way Car Park on the other side of the town centre to this site will also be investigated.

A Monthly Market operator will also be sought to hold markets on the square.

## 2. Brief writing

We will procure a team of specialists to: design the Public Square; design the 5 kiosks to be delivered on the Square; and design the market infrastructure kit also to be delivered on the Square.

They will bring a mix of skills to the area to transform the space in a key strategic part of Harrow Town Centre, into a new public square which provides a better environment for people, and street markets, more opportunities for rest and play by providing a space that can be used for events such as food markets but also provide an improved space for the new residents in the area.

Our priority will be that they develop a bold, innovative design which will complement recent public realm works in the town centre e.g. St Ann's Road and be robust to the challenge of maintenance, traffic orders, load bearing, drainage, safety standards (play), planting, the needs of market operators and is fully accessible. We will appoint an experienced public realm architect that understands the transformative role that design and improvement to public spaces have on the everyday lives of residents and visitors, and accordingly delivers this to make a truly special project.

The need for excellent communication skills to engage with a wide range of stakeholders including different internal departments at Harrow Council, will be stated as will the ability to take a flexible approach to team working as different elements of the space may require different design emphasis.

Also, to engage and involve the community identifying wherever possible opportunities to develop a greater sense of ownership over the place. We want a design which will continually engage residents, previous examples have included (table tennis, basket ball and green gym at Lowlands with OLF funding, and infographics and logs on Station Rd with High Street funding). It will upskill the community in the design process by delivering workshops

on design principles and using the project as an opportunity for the local community to get involved.

The architect will be asked to ensure their design enhances the surroundings in a truly holistic way, taking into account future developments in the area and importantly for this project, the development of the test trade restaurant at the site of the former Cumberland Hotel site which overlooks the new Square. The design and density of Lyon Square development being constructed by Redrow Homes and which overlooks the north part of the proposed space should also be taken into consideration

There will be requirements for the designer to produce tree planting specifications and details and where appropriate to explore SUDs design. Also, street furniture considerations (including benches, bins, signage, wayfinding and lighting).

Placemaking is a key element to this scheme, so brand identity or graphic identity will need to be produced. This should also cover the pod kiosks to ensure that they are viewed as one package to ensure that the fit on the square is right in terms of location, events, pedestrian flow and links to Station Road.

Ensure a Golden Thread runs through all elements of the project and linkages with the wider Town Centre and BID.

In addition to the brief for the team of specialists, further briefs will be produced at a later stage for: -

- o Corporate Estates to Manage the 2 retail kiosks
- o The Pop Up Test Trade restaurant operator to manage the 2 food kiosks
- o LBH Commercial Services to manage the Food Market, and
- o Harrow BID regarding management of the 3 Seasonal Markets.

Briefs will also be produced to procure operators the exhibition kiosk and the Monthly Market operator (see 'Selection Criteria' for further details).

### 3. Procurement:

Procurement will be carried out under the Council's Contract Procedures Rules which will ensure that stewardship and probity are maintained within the Council and that Approved Officers obtain Best Value services and Value for Money from purchasing arrangements. The Council's Contract Procedure Rules are designed to ensure compliance with the Council Constitution, Council policy, Public Procurement Regulations and English law

The process is underpinned by the requirements of the Public Procurement Regulations which include equality of treatment, transparency and non-discrimination.

The Council will at all times act with integrity and comply with statutory requirements. Council officers must at all times act transparently and avoid acting in an unfair and discriminatory way

Gateway reports will be submitted to the divisional Contracts and Procurement Board and once approved be submitted to the Commercial, Contracts and Commercial Board for final comment and approval.

The tender opportunity will be advertised on the council's portal. Architects in the GLA's Specialist Assistance Team will also be informed of the tender opportunity and will be directed to the council's portal.

The tenders will be evaluated by members of the Project Team and Programme Board to ensure a variety of skills set assess the bids. The GLA will also be invited. The same approach will be mirrored at the interview stage.

Given the breadth of the commission, constrained resources and stated desire for a creative and functional approach, it is anticipated that the team of specialists will enable different expertise to contribute at different times.

#### 4. Selection Criteria:

The selection criteria for the team of specialists will be experience and expected skill sets in:

- o Architecture, public realm and landscape design, and urban design
- o Transport Planning
- o Civil engineering
- o Cost consultant
- o Graphic design
- o Community and business engagement and event delivery

The team of specialists will be experienced in working in London, ideally on town centre improvement projects of a similar scale and nature. Candidates are asked to set out their methodology and approach in providing the varied skillset desired in their written submission.

The selection criteria for the pod kiosk operators and the private market operator include:

- i. Organising the market
- ii. Coordinating and planning legal requirements, including licences and approvals
- iii. Letting of the stalls, including street trading licences and food hygiene/safety certificates
- iv. Ensure a certain percentage of traders are local Harrow businesses.
- v. Ensure a certain percentage of traders are new start ups or scaling up
- vi. Logistics on market day
- vii. Advertising and promoting, publicising the market to increase footfall to that part of the Town Centre.
- viii. Work with the Council's design and communications team to brand the market
- ix. Develop and deliver a marketing plan to be agreed with the Council to promote the market to the local and wider community
- x. Engage with stakeholders, including the Town Centre BID, and other local businesses and explore ways of working with these groups to maximise footfall
- xi. Ensuring the right type of market offer for the local community

- xii. An annual programme of special events and activities to supplement the market, and targeted to the local community
- xiii. An operating model that is sustainable and transparent
- xiv. Based on any specific quality standards that they enforce at the market, for example, Healthier Catering Commitment

The selection criteria for the pod kiosk traders will be analysed based on the following selection criteria:

- i. Their business plan including cash flow, legal set up, marketing and branding
- ii. How established the aims of their business are
- iii. The skills they have acquired to achieve their business aims
- iv. Understand their time commitment in running a business
- v. Evaluate their ability to start a business and/or scale up
- vi. Assess the potential of a business idea
- vii. Assess their knowledge of the market demand for their product
- viii. Product knowledge
- xi. Organised, self- motivated, efficient
- xii. Good communications skills
- xiii. Literate & numerate
- xiv. IT literate
- xv. Resources - money, venue, friends, additional expertise/sources of support
- xvi. Any quality standards that they are a part of (listed below)

#### 5. Quality Standards:

The Pod Kiosk and Market Operator will also be assessed on the quality standards that they have signed up to and how many of their users they will also have signed up to the standards. The operators will also be expected to support their users towards achieving the standards, where relevant. The standards that will be assessed include, but not limited to:

- i. Fair Trade Foundation
- ii. Healthier Catering Commitment
- iii. The Baby Friendly Initiative with Unicef UK
- iv. Living Wage Foundation
- v. Sustainable Fish Cities
- vi. Compassion in World Farming
- vii. Capital Growth
- viii. London Food Link
- ix. Sustain
- x. TriFOCAL

They will also be assessed on the following:

- i. Promoting seasonal products
- ii. Reducing processed foods and bottled water
- iii. Reducing waste
- iv. Using environmentally friendly cleaning products
- v. Healthy menus



## vi. Staff training

### 6. Design Development:

As discussed earlier in the section 'Overview of Embedding Design Management Arrangements into the Governance of the Programme', the project will implement several operation elements to guide the projects.

A project delivery team comprising Harrow staff from Economic Development, Regeneration, Transport Highways and Asset Management teams, the selected design architect and the GLA Senior Regeneration Officer. The Project Team will meet every 3 weeks up to the end of RIBA Stage 5 (construction).

The principals of the designs will be steered by Harrow Council's in-house design review. This will be at RIBA Stages 2 & 3 to ensure that the design review steers and feeds into the development of the designs.

The end of each RIBA Stage from 1-4 will be presented to the Programme Board for approval.

The team of specialists will require a strong understanding of the RIBA stages and the outputs required at the end of each stage. The project will follow a strong governance structure linked to signing off at RIBA stages and any Change Control process.

The team of specialists will produce public realm designs for the new Square. This will include the Highway design complying with the Construction Design and Management Regulations 2015 H&S legislation ensuring that all designer activities have design risk assessments undertaken and risks are mitigated through an audited process. The lead design consultant will be required to undertake the role of Principal Designer as set out in the Construction Design and Management Regulations 2015

Develop and design detailed proposals, including highway and construction layouts, for the proposed Town Square and Headstone Drive improvements. These will be to a sufficient level of detail for consultation and construction stages of the project.

Produce drawings in accordance to the RIBA stages up to and including RIBA Stage 4 drawings.

The team of specialists will be retained to oversee RIBA Stages 5-7 to ensure that the quality of the build reflects the designs and that any unknown issues that arise on site also have a design solution analysed.

- Produce a construction package to issue to Kier (the Council's term contractor) to build
- The team of specialists will be required to commissions the required surveys relevant to the project (topographical/stats/land searches and any other required surveys) and will be required to base their designs on the findings or suggest solutions within the scope of the project to address them.
- Integrate sustainable urban drainage systems into the design

- To factor cycling guidance principles into the design of the cycle lane and to link to any wider cycling initiatives in the borough.

## 7. Design Review

See previous sections – Design Review LBH and Information on LBH’s Design Review

## 8. Delivery

The project delivery team is undoubtedly the sum of its many parts with collectively 100 years’ experience of running regeneration and business support programmes, through the High Street Fund, Mayor’s Regeneration Fund, Outer London Fund, New Homes Bonus, European Social Fund, European Regional Development Fund and Transformation Challenge Award. Harrow Council won national and regional awards from DCLG, London Councils, and the Federation of Small Businesses for its regeneration and business support programmes.

### • Project Management

Harrow Council has an experienced and successful team. This year we were cited as a case study in the Future of London report “Making the Case for Place”, we won best Employment Project at Place West, and OFSTED awarded our Adult Community Learning good and praised the integration between learning and employment outcomes. In the last 4 years we have won awards for our work to create apprenticeships in our supply chains, being the Best Business Friendly Borough, and for our work on Lowlands and North Harrow. [REDACTED]

[REDACTED] will manage the programme, He has 16 years’ experience of town centre management, business and community engagement in Harrow, Ealing and Brent. He currently manages the LRF Wealdstone Square and LRF Whitefriars Studios projects and also delivered the High Street Fund and NHB Meanwhile Space projects. He is the Council’s liaison officer with the existing business associations across the borough. He will be line managed by [REDACTED], Head of Economic Development. They will be supported by [REDACTED], the Council’s Head of Regeneration and Design. [REDACTED] has successfully led development, masterplan and regeneration projects in many of London’s town centres, on brownfield sites and in employment areas, helped develop the GLA’s Places of Work initiatives and the implementation of infrastructure, mixed-use housing and public realm projects.

### • Performance Monitoring

[REDACTED] will manage and monitor the contracts with delivery partners supported by a project officer. He will hold progress meetings every 3-weeks with contractors and delivery partners to discuss progress, issues affecting progress and financial spend. Payment for work delivered will be in line with progress on agreed milestones and outputs as set out in delivery partners’ contracts/SLAs. Progress report meetings will be minuted as evidence of activities undertaken and actions for follow up before or at the next progress meeting.

### • Administration

The Economic Development administration team will be responsible for the day to day monitoring and financial management of the project drawing on their existing programme management capacity and processes for managing the team’s other regeneration and skills programmes.

## Restaurant Operator

### Design Management Arrangements

#### 1. Project scoping

The project seeks to bring the former Cumberland Hotel site back to life by creating a fully fitted test trade restaurant, including an industrial kitchen, relevant equipment and seating, within the ground floor of the new residential led Origin Housing development

The Council will enter into an agreement with Origin housing to use the ground floor of the development for a test trade restaurant enabling individuals to 'test' their restaurant concept, before committing to a more long term option. A lease will be offered by Origin Housing to a Restaurant Operator procured by the Council for 5 years who will subsequently fit out and curate the space for local food entrepreneurs to utilise. In addition, the Operator will also manage two food kiosks situated in the new public 'square' and in close proximity to the test trade restaurant, offering additional opportunity for food related activities, including sales, demonstrations, training etc. The council has issued Heads of Terms for a lease subject to grant funding.

#### 2. Brief writing

Design management arrangements will be a key consideration in our brief to commission design architects for the Pop Up Test Trade Restaurant.

The Council will undertake a thorough procurement exercise to select an experienced restaurant operator with the experience to:

- i) enter into a lease with Origin housing,
- ii) re-fit the ground floor to create a test trade restaurant, this will include producing detailed design drawings (the operator is expected to commission this element to their architect),
- iii) produce bill of quantities
- iv) submit any necessary updated planning consent
- v) carry out the fit out works of the ground floor
- vi) input into the public realm design and into any public realm design that relates to the private land of the test trade restaurant
- vii) carry out the building works that relate to enabling the ground floor to be used for a test trade kitchen
- viii) manage the space by selecting restaurateurs to occupy the 'test trade' kitchen on a rotating basis,
- ix) manage the two kiosks located on the new 'square' delivering food related activities from within them on a rotating basis
- x) support the restaurateurs with business support and food hygiene training
- xi) design concept for the project identity, logo, fonts, website, posters, window graphics and any menu promotional material
- xii) Design concept for placemaking of the project is key, so brand identity and graphic identity including logo, fonts, colours to website, posters, window graphics and any promotional material must be included
- xiii) Ensure a Golden Thread runs through all elements of the project and linkages with wider projects including the neighbouring new public 'Square', the Town Centre and BID.

### 3. Procurement

The procurement for this project will mirror the same procurement mentioned in the section above for the Public Square Project relating to the council's procurement rules.

### 4. Selection Criteria

The selection criteria for the operator and users of the Pop Up Test Trade Restaurant will mirror the same selection criteria mentioned under the Pod Kiosk and Market operator above.

### 5. Quality Standards

The quality standards for the operator and users of the Pop Up Test Trade Restaurant will mirror the same selection criteria mentioned under the Pod Kiosk and Market operator above.

### 6. Design Development

The design development will be guided by a project team comprising Origin Housing, the selected Restaurant Operator, LBH and the GLA. The final design may be commissioned to architects but priced and delivered by the Restaurant Operator

Develop and design detailed proposals to re-fit the ground floor to bring about intensive physical change, this will include

- i) produce bill of quantities
- ii) submit any necessary updated planning consent
- iii) carry out the fit out works of the ground floor
- iv) feed into the public realm works

Feed into the design of the two kiosks to ensure brand identity and graphic design align with the test trade restaurant

The design process will engage and involve the community identifying wherever possible opportunities to develop a greater sense of ownership over the place. It will involve new restaurateurs on the design process and principles and deliver workshops allowing locals to get involved.

### 7. Design Review

See the section above on Design Review by LBH and Information on LBH's Design Review which will mirror the design review for this project.

### 8. Delivery

See delivery model section above which is also relevant to this project.