



**Manchester
Metropolitan
University**

CALL FOR COMPETITION

High Streets Task Force
Experts/Mentors/Facilitators

High Streets
Task Force

Key Details

Item

Contract Description:

Contract Details

We are seeking to create a register of Experts/Mentors/Facilitators who will work - on behalf of the High Streets Task Force - with local authorities and those involved in high street transformation across England to provide expertise and capacity.

Contract Duration:

4 years

Application Deadline:

April 3rd 2020



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Introduction

High streets and town centres have been the dynamic heart of our communities since the Middle Ages.

They have been places of commercial and social interaction, of entertainment, employment, education, access to transport modes and all sorts of other aspects that are important to everyday life.

However, over the last fifty years or so, the nature of our town centres has changed dramatically, with an increasing focus on retail, and a decreasing emphasis on community.

Now, we are currently experiencing a rapid and unprecedented decline in the fortunes of UK high street retail.

The combined impact of out of town and online retailing coupled with issues within the retail industry itself have left a legacy of far too much retail floor space in some of our district centres, towns and cities (as indicated by long-term vacancy rates that are above the national average).

In addition, there are other structural, technological and societal changes that make the management and development for high streets and town centres a very complex business.

This comes at a time when local authorities have had to make significant budget savings and staff reductions, therefore it is not surprising that that MHCLG identified a requirement to boost local authority capacity to manage town centres, so that they better serve their communities.



Section 1:

High Streets Task Force

Led by the Institute of Place Management (IPM), at Manchester Metropolitan University, the High Streets Task Force has been setup to help high streets, towns and city centres to thrive.

As a consortium of 13 partners, we work to build local capacity and expertise, collaborating with local authorities and a range of stakeholders and supporting their regeneration efforts.

The Task Force was commissioned by the Ministry of Housing, Communities and Local Government (MHCLG), in response to the recommendations of the High Streets Expert Panel, chaired by Sir John Timpson, who argue that successful change is created by local communities that have a vision for their high streets. (Link: [The High Street Report](#))

Together, the Royal Town Planning Institute (RTPI), Landscape Institute (LI), Design Council, and Institute of Place Management will oversee a register of Task Force Experts in planning, urban design, placemaking, landscape architecture, transport, valuation, asset management, investment, governance, data and analytics, place management and leadership. Task Force Experts will be respected professionals (at Members or Fellow level, or, in the case of The Design Council, Task Force Experts will be Built Environment Experts).

Task Force Experts will demonstrate significant and successful experience of working on high street/town centre issues.

1.1 High Streets Task Force Experts/Mentors/Facilitators

Through working with IPM, RTPI, LI, RICs and The Design Council, the High Streets Task Force will give local authorities access to expertise and capacity across the professions of place management, planning, landscape architecture, surveying, architecture as well as the practices of place making and urban design.

There are 972 towns in England and many more high streets, with just over 600 in London alone. Serving important economic, social and cultural functions, our high streets and town centres are the spatial hearts of communities in both urban and rural areas.

As essential institutions, it is hardly surprising that every single high street or town centre is the responsibility of one of the 300 plus local government bodies in England. Nevertheless, IPM's existing research demonstrates that, on their own, many local authorities will struggle to identify the capacity and expertise needed to bring about sustainable, high-street regeneration.

High Street Task Force Experts/Mentors/Facilitators will be prescribed in situations where additional expertise or capacity is needed to unlock the strategic potential of a high street/town centre.

In other words, if the problem the Local Authority is facing is complex and the solution is not able to be provided 'in house' or through existing consultancy services that could be procured in the normal way (e.g. master planning, capacity planning, economic studies, stakeholder capacity building, partnership working, etc).

Our High Streets Task Force Experts/Mentors/Facilitators will all need specialised understanding of the changing high street and its needs.

They must come with both knowledge and experience of enabling town centres and high streets to respond and transform – to be the dynamic heart of their community, once again, with a strong sense of place and identity.

Detail on the specialisms required (specific to applicants from each professional body) are included in Appendix 1.

Task Force Experts will receive training from the Task Force on interdisciplinary working and the latest thinking on the challenges facing high streets and town centres.

This approach will enable us to provide individual Task Force Experts/Mentors/Facilitators, or teams, to develop a sound strategic solution for the local authority.

Where services exist to take forward this strategic solution, the technical experts may give some general guidance for the procurement of these services (the Task Force is not intended to replace these services).



Section 2:

Overview of Task Force Roles

Task Force Role	Summary	Day Rate*	Services Provided (more detail on the services is included in the Guide to Experts, Mentors and Facilitators)
Expert	A High Streets Task Force Expert will be highly experienced, knowledgeable and with a proven track record in their professional area with substantial and recent experience of applying their professional knowledge in the context of high street/town centre transformation.	£800+ VAT	<ul style="list-style-type: none"> • Diagnostic visit • Specialist expertise • Lead Visioning workshop • Lead Place Making Programme workshop (stakeholder meeting). • Recommend additional services that are available commercially • Initial meeting brokerage between LA and specific strategic stakeholders. • Inspire decision makers to rethink existing proposals.
Mentor	The High Streets Task Force Mentor will be a successful place manager/leader from another location, who can inspire and support better partnership working.	£400+ VAT	<ul style="list-style-type: none"> • Ongoing meeting brokerage between LA and stakeholders. • Guidance and support for effective stakeholder engagement
Facilitator	High Streets Task Force Facilitators will be excellent communicators and presenters and engaged to assist with training and other development/delivery that the High Streets Task Force is involved in.	£400+ VAT	<ul style="list-style-type: none"> • Facilitating visioning workshops • Facilitating Place Making Programme workshops (stakeholder meetings)

*Please note day rates are fixed for the life of the contract and are the total amount payable.

Section 3:

Requirements of Task Force Roles

3.1 Expert

All High Street Task Force Experts will be members of one of the HSTF Consortium's professional bodies or The Design Council (but with professional body membership).

A High Streets Task Force Expert needs to be highly experienced and knowledgeable in their professional area with substantial and recent (within last 24 months) experience of applying their professional knowledge in the context of high street/town centre transformation.

They must appreciate the multidisciplinary nature of town centre/high street problems and respect the knowledge and input that can be provided from other Experts in other professions, and the local knowledge and insight provided by stakeholders.

They must be analytical, impartial and first-rate communicators.

High Streets Task Force Experts must be able to recommend workable solutions or ways forward to solve complex problems and communicate these in a way that a diverse range of high street/town centre stakeholders can understand.

It is also important that the High Streets Task Force Expert can appreciate the importance of consensus and recommend solutions that will start to build this.

This might include recommending the services of a High Streets Task Force mentor, for example, if relationships between key stakeholders are problematic.

High Streets Task Force Experts must have a genuine passion for places and really enjoy helping people.

- Leading 'Unlocking your Place Potential' diagnostic visit and workshop
- Provide bespoke guidance and advice to Local Authorities. Experts may be required to provide expert guidance either independently or in a team. When working in teams, a coordinator will be appointed. The coordinator is likely to be the Expert that undertook the initial diagnostic visit.
- Leading 'Developing a shared vision' workshops
- Leading 'Place Making Programme' workshops

As we want our High Street Task Force Experts to be at the forefront of their profession, we have consulted with the professional membership bodies and The Design Council to ensure parity across the High Street Task Force Experts and build confidence in the service they provide.

In addition to the requirements set out below, Experts should have significant experience working in town centres.

Professional body	Required level of membership	Educational/ Professional requirements	Experience requirements	Other requirements
Institute of Place Management	Fellow	Masters qualification (or higher)	6 or more years	A significant impact upon place management practice, policy or research
Landscape Institute	Member & Registered Practice	Chartership	5 years	Expert in relevant landscape specialisms linked to planning, design &/or management of public realm.
RTPI	Member	Chartership	5 years	Expert in relevant planning specialisms
RICS	Fellow	Chartership	5 years?	Champion, influencer, expert or role model

We feel that the requirements set out above represent the level of experience and professionalism that is required for a High Street Task Force Expert.

High Street Task Force Experts will be paid a flat day rate of £800 (+ VAT if applicable).

This day rate will include 3 hours of expert time, travel time and travel/subsistence costs for Experts that are required to provide their service in situ.

On occasions, Experts may not need to travel, in which case the day rate covers 6 hours of expert time.

3.2 Mentor/Facilitator

As well as High Streets Task Force Experts, an experienced Task Force Mentor or Facilitator may be provided to boost the capacity of local authorities, when capacity issues have been identified, through the diagnostic Task Force Visit.

The Mentor will be a successful place manager/leader from another location, who can inspire and support better partnership working.

The mentor will broker up to three meetings with the local authority and key stakeholders, to develop a partnership agreement for joint working.

Mentors will be members of one of the HSTF consortium's professional bodies and will have an aptitude for coaching and mentoring, although we will provide training. Finally, High Streets Task Force Facilitators may be engaged to assist with training and other development/delivery that the High Streets Task Force is involved in.

Facilitators will be members one of the HSTF consortium's professional bodies and will have excellent communication and presentation skills.

In keeping with our aim of improving the quality of advice and support provided to towns and high streets, we want Task Force Mentors and Facilitators to be professionally qualified and, again, we have undertaken some mapping of membership levels across the consortium.

Professional body	Professional membership	Educational/Professional requirements	Experience requirements
Institute of Place Management	Member	First degree (or graduate level competencies)	3 or more years
Landscape Institute	Member	Chartership	3 or more years
RTPI	Member	Chartership	2 or more years
RICS	Member	Chartership	2 or more years

Professional body Members represent the level of experience and professionalism that is required for a High Street Task Force Mentor and Facilitator.

The day rate for a Mentor/Facilitator will be £400 (+VAT if applicable).

This day rate will include 3 hours of mentor or facilitator time, travel time and travel/subsistence costs for Mentors and Facilitators that are required to provide their service in situ.

On occasions, Mentors may not need to travel, in which case the day rate covers 6 hours of mentor time.

Section 4:

Placing an Expert/Mentor/ Facilitator

Once the need for an Expert/Mentor/Facilitator has been identified, the High Street Task Force team will consult the register to find an appropriate Expert/Mentor/Facilitator with the requisite experience and in a suitable location.

Once the Expert/Mentor/Facilitator has been identified, they will be contacted directly by the Programme Management Office and asked to confirm acceptance of their allocation.

After they have completed the service, they will be paid by the High Streets Task Force team, directly.

A flowchart detailing this procedure can be found in Appendix 2.

Details on allocation:

- Individuals on the register may be allocated as an Expert and/or Mentor and/or Facilitator (dependent on eligibility) at different times
- Individuals will be allocated to Local Authorities based on specialism required, location/proximity of individual to Local Authority in need of support, and availability (see Appendix 2)
- Individuals will be contracted to provide support to the High Streets Task Force for a period of 4 years (1st July 2020 to 30th June 2024)
- Allocation of individuals throughout this period is dependent on need of Local Authorities (assessed by High Streets Task Force). As such, we cannot guarantee number/frequency of individual allocations



Section 5:

Support and Performance Monitoring

5.1 Support

Depending on the HSTF product/service the Expert/Mentor/Facilitator is providing, support will be available. This will include:

- Training (provided in June 2020)
- Pre-visit place research and analytics (All LAs receive a 'Transforming your high street' tailored report from IPM in response to the FHSF EOI submitted)
- Training materials, diagnostics, audit sheets
- Reporting and feedback templates
- Guidance from a senior member of the HSTF team (Dr Steve Millington)
- Additional support from individual professional bodies (to be agreed)

5.2 Monitoring & Evaluating the Task Force

The services that all Experts, Mentors and Facilitators provide to the Local Authorities will be subject to monitoring and evaluation.

The exact form of which is yet to be decided, but Experts, Mentors and Facilitators will be expected to meet minimum standards (to be agreed by professional bodies and the Design Council).

Experts/Mentors/Facilitators will be expected to assist with the monitoring and evaluation process and ensure that they complete and submit all High Streets Task Force paperwork in an accurate and timely manner. We will be relying on the feedback of both Experts/Mentors/Facilitators and service users to demonstrate the impact of the High Streets Task Force. Monitoring and evaluation will form part of the contract with Experts/Mentors/Facilitators.

Should an Expert/Mentor/Facilitators performance be deemed to be unsatisfactory, in the first instance, training will be offered, through their respective Professional Body (or if they are a BEE, through The Design Council).

If performance does not improve, or if the Expert/Mentor/Facilitators behaviour is likely to damage the reputation of the High Streets Task Force, it is at the discretion of the High Streets Task Force Team to remove an Expert/Mentor/Facilitator from the Register.

This course of action would only be taken if feedback from Local Authorities warranted this action and/or if the code of conduct or contract is violated. The High Streets Task Force team would, in this situation, involve the relevant professional body or The Design Council in this process.



Section 6:

Key Dates

6.1 Timetable

The tender process will take place according to the following timetable. Applicants must note that dates are indicative only and are not binding.

Activity	Date
Deadline for applications	April 3 rd 2020
Application assessment by professional bodies for suitability	April 6 th -April 22 nd 2020
Possible 2 nd stage of application, if required	April 15 th – April 30 th 2020
Successful applicants notified	May 1 st -May 15 th 2020
Procurement assessment processing (NB applicants reaching this stage of the process will be required to complete an Employment Status Indicator questionnaire to establish appropriate method of engagement).	May 1 st – June 30 th 2020
Experts training delivery	June 1 st – June 30 th 2020
Expert allocation to LAs begins	July 1 st 2020

Section 7:

How to Apply /supplementary information

Applications will be made directly to your respective Professional Body using a form designed specifically for that professional body.

Individuals will be required to complete the Application Form and return this to their respective professional body (by April 3rd 2020) via the instructions provided on said Application Form.

Initial assessment of applicants will be conducted by the respective professional body.

If necessary, a second stage of assessment may be carried out by the Institute of Place Management. This will coincide, where possible, with the Expert training days in June.

Successful applicants will be required to complete an Employment Status Indicator Questionnaire, which will enable the correct form of contract to be established.

Successful applicants will receive a contract for services that will cover the period July 1st 2020 to June 30th 2024.

During this time, individuals will be allocated to work on behalf of the High Streets Task Force on the basis described above and in Appendix 2 (*NB. Individuals on the register will be under no obligation to accept work allocated to them, and must confirm their acceptance of the work allocated with the Programme Management Office*).

Accompanying documentation

- Application form
- Guide to Experts, Mentors and Facilitators

Appendix 1.

Professional body specialisms

Design Council – specialist areas

- Civic activity, engagement and participation
- Diversity and inclusive design (for equality and social resilience)
- Healthy placemaking & social sustainability
- Sustainable building design for climate change adaptation
- Urban design and streets (when public realm/green and blue infrastructure are not a major focus)
- Heritage and historic buildings (not environments)
- Architecture
- Repurposing buildings
- Future trends insight
- Future proofing town centre environments (e.g. social and environmental sustainability, emerging technologies and digital transformation)
- Pedestrian movement and flow including service design and user research

Institute of Place Management – specialist areas

- Place leadership and visioning
- Place marketing and branding
- Stakeholder engagement, communication and management
- Governance, place management partnership structures (inc. BIDs)
- Place activation (events, festivals, arts and culture, markets, pop-ups)
- Consensus building and conflict resolution across councils, community and business
- Place analytics and dashboards (integrating and sharing sources of data)
- Place-based approaches to societal changes (e.g. homelessness)
- Identifying local priorities for improving vitality and viability
- Identifying and communicating complex trends and factors affecting town centres and high streets

Landscape Institute – specialist areas

- Design – public realm
- Masterplanning (including visioning)
- Visualisation and photography
- Sustainability, climate change and resilience
- Community engagement (including co-design)
- Inclusive design
- Landscape construction (& implementation)
- Landscape engineering
- Management of landscapes or parks management, or people/visitor management
- Procurement and tendering
- Water Management (including Water Sensitive Urban Design and SuDS)

Royal Institution of Chartered Surveyors – specialist areas

- Shopping patterns and changing town centre uses
- Accessibility and parking
- Restructuring town centres through land assembly and CPOs (including compensation)
- Investment
- Property/asset approaches to town centre regeneration
- Rating and modelling future rateable income
- Building surveying
- Place data, information and interpretation inc. health checks
- Asset transfers
- Urban economics

Royal Town Planning Institute – specialist areas

- Town centre/high street planning – general - all uses and mixes (including retail, commercial and residential, leisure, tourism, art and culture)
- Town centre/high street assessments including town centre and primary shopping area designations, boundaries review, range of uses, sequential approach, PDRS and application of policy
- Planning for heritage and conservation/historic environment in a town centre/high street context
- Urban regeneration, urban design and place making (when public realm/greenspace is not a major focus)
- Development and regeneration frameworks including masterplanning (when not anchored by public realm/greenspace)
- Transport and infrastructure planning and management
- Participatory planning (instead of community and stakeholder engagement)
- Assessments and modelling, including modelling/visualisation of visions/plans (via data insight and analytics)
- Environmental planning, sustainability and climate change resilience
- Health and well-being planning

Appendix 2.

Allocation process map

Experts Matching process

