



Designing and delivering the 'London Made Me' retail development programme

TENDER SPECIFICATION

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1. SUMMARY

The Greater London Authority (GLA) is the governing body for London and is composed of a directly elected Mayor (the Mayor of London) and a separately elected Assembly (the London Assembly). The Mayor provides citywide leadership, setting an overall vision for London and creating plans and policies to achieve it.

Creative industries are key to London's success. London's creative industries are worth £51.7bn – 12.1 per cent of the capital's economy. In 2021 one in every five jobs in the capital was a creative one; and four out of five visitors to London came because of culture. The creative economy is based around small businesses, sole traders, and freelancers – from a fashion business working on a new line of sustainable clothing range, a micro enterprise working on their collection of 3D printed jewellery, to an illustrator selling handmade prints of London's landmarks.

The recent crises have had a negative impact on the stability of the creative industries, and the post-pandemic recovery has varied widely across the different sub-sectors. At the same time, the COVID-19 pandemic forced millions of Londoners to work from home, with many businesses required to adapt to the various lockdowns. The recovery from the pandemic has been slower in central London. Footfall to retail and recreation venues in central London was markedly low in the first year of the pandemic and the area is yet to recover from the impact of COVID-19.

The '[London Made Me](#)' retail development programme responds to these challenges by giving London's artists and creative businesses the opportunity to build and launch their own collective pop-up shop in a central London location. The programme, now in its third edition, is the result of a collaboration between the Mayor of London's Creative Enterprise Zones programme and Alice Mayor, a leading creative retail consultant and the founder of We Built This City. The Mayor's Creative Enterprise Zone programme supports artists and creatives to put down roots in the city.

The Mayor of London's Creative Enterprise Zones team is seeking to appoint a delivery partner to design and deliver the third edition of the 'London Made Me' retail development programme for artists and creative businesses which culminates in setting up and running a pop-up shop over the festive period in a central London location.

2. PROGRAMME OVERVIEW

The 'London Made Me' retail development programme gives London's talented artists and creative businesses the opportunity to learn the ropes of high street retail and launch their own retail offer to the public in a collective pop-up shop in a central London location.

Through participating in the programme, artists and creative businesses learn how to market and sell their products to customers in a live trading environment, receive commercial feedback on product and pricing, as well as develop and test immersive customer events and workshops that help bring their brand to life.

In addition, the programme offers expert training and guidance on how to scale a creative business including best practice around marketing, ecommerce development, PR, and finances. The group aspect of the programme also provides the participants with vital peer to peer learning and promotes valuable connections for future collaborations and business development.

The programme typically supports between 10 to 15 artists and creative businesses per edition. Some of these could be a collective of artists trading under a single representative banner and led by 1-3 artists.

Programme structure

The 'London Made Me' retail development programme consists of the following 3 phases. **The delivery of a training course as part of Phase 1 (LEARN) is not part of this tender.**

1. **LEARN**

An in-person training course for programme participants covering key topics including business planning, visioning and location, customer experience, storytelling, marketing, promotion, events, retail administration and logistics. **Please note that the LEARN PHASE training course will take place in person in a central London location and will be delivered by an external provider.**

2. **BUILD**

Participants take part in a 'real time' shop-build alongside designers and tradespeople to develop an enticing, interactive and inclusive retail space.

3. **TRADE**

A month long public trading period which includes public events taking place in the shop curated by the supplier and participants. The shop will be staffed by participants on a rotation basis, supported by paid retail assistants.

Achievements to date

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The 'London Made Me' retail development programme has:

- Supported 26 creative businesses over a total of 2,200 hours of business support and development.
- Generated over £110k total sales across the two rounds.
- Seen over 5,300 items sold, with between 80 and 100 purchases happening each day and shoppers spending on average around £34.00 per visit in Round 2.
- Helped four Round 1 participants join forces for new pop-up shop opportunities in their local areas following the programme

For criteria for participants and a full list of programme alumni [please refer to our website](#).

Retail unit

The 'London Made Me' retail development programme team will secure the retail unit, sign the lease, and cover the cost of the lease and business rates for the 2024 edition of the programme. The retail unit specification is a 1500-2500sqft white box unit (ideally with toilets, heating, lighting) in a high footfall, shopping destination in London such as Piccadilly, Regent Street, Soho. The pop-up shop was located on Regent Street in 2022, and in Carnaby Street in 2023.

Sales Commission

As the programme will incorporate a live trading site, there will be revenue generation for all participants through on-site sales of products. The supplier shall monitor the sales amount throughout the duration of the programme, provide daily reports to participants, and confirm the final amount with the GLA in a final evaluation report. To note, all retail sales are subject to a 25% commission fee that helps to contribute to the shop and trading costs (such as lease, utilities, maintenance, packaging, and live events costs). The use of the 25% commission fee is at the discretion of the supplier for amounts up to £100 with anything over requiring written approval from the GLA. Any remaining sales commission must be transferred by the supplier to the GLA upon programme completion.

Branding

The supplier shall use the 'London Made Me' retail development programme visual identity and logo lock-ups across programme outputs, and in marketing and communications, including across social media platforms to help promote the benefits of the programme and raise awareness.

3. PROGRAMME GOVERNANCE

The supplier shall attend regular check-ins with the programme team and participate in project board meetings upon key milestone completions.

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About the Mayor of London's Creative Enterprise Zones programme

The Creative Enterprise Zones programme seeks to:

1. Protect existing and create new affordable creative workspaces so artists and creatives can put down roots in their local area.
2. Build entrepreneurial skills and offer business support to creative businesses.
3. Develop policy which supports artists and creatives in Local Plans, housing, and business rates policies.
4. Create socially inclusive places.

Creative Enterprise Zones are [12 specific geographic areas across London](#) which are home to a range of cultural organisations and creative businesses – from fashion and textile designers, makers, musicians, illustrators to artists and jewellery designers. The zones are managed by local delivery teams, which comprise local authority officers and local consortia of creative businesses, artists, and cultural venues.

By 2026, the 12 zones will deliver 71,000 sqm of affordable creative workspace, support 1,000 businesses, and provide 5,000 young Londoners with guidance on jobs in the creative industries.

The [Creative Enterprise Zones Impact report 2018 – 2021 \(PDF\)](#) has found that London's first six Creative Enterprise Zones have recovered faster from the pandemic and performed better than London's wider creative economy.

The 'London Made Me' retail development programme is a flagship initiative of the Mayor's Creative Enterprise Zones programme. **The artists and creative businesses participating in the 'London Made Me' retail development programme must work or live in a Creative Enterprise Zone.**

About Alice Mayor Consultancy Ltd

Creative retail consultant Alice Mayor is on a mission to help reimagine London high streets with meaningful and inspiring retail concepts built in collaboration with the city's most exciting artists, designers and makers.

Alice is founder of We Built This City, an award winning pop-up retail destination revolutionising the London souvenir on Carnaby Street (2014-2021), as well as a consultancy agency that supports clients in launching successful creative retail and pop-up concepts across London.

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In collaboration with the GLA, Alice was Project Director for the London Made Me retail development programme in both 2022 and 2023 and now works as Strategic Advisor to support the development and delivery of future programmes.

Alice started her career at HAVAS building brand partnerships and PR profile for organisations looking to increase accessibility to the arts including The Arts Council and the Own Art scheme. In 2010, Alice became Brand Director for online creative marketplace CultureLabel.com, before supporting Pip Jamieson in 2013 to launch the-dots.com in the UK and Europe.

Regularly invited to share her journey in creative business and entrepreneurship, Alice's speaking engagements to date include: City Hall - Mayor of London, The Daily Telegraph, Telegraph Business Live, The Guardian, Google, Retail Week, SohoCreate, REMIX, University of Arts London, The British Council, London School of Economics and many more.

4. PURPOSE OF THE COMMISSION

Equipping artists and creative businesses with the practical skills and knowledge to run a pop-up shop can help contribute to strengthening the resilience of London's creative industries.

To this end, the Mayor of London's Creative Enterprise Zones team is seeking to appoint a delivery partner to design and deliver the third edition of the 'London Made Me' retail development programme, building upon the pioneering and successful flagship London Made Me retail development programmes of 2022 and 2023.

The 2024 London Made Me retail development programme objectives are:

1. To deliver a high quality, supportive and inclusive hands-on learning environment across BUILD and TRADE phases of the programme, as well as offering coherent and cohesive programme management that fuses all programme phases (including participants onboarding, the LEARN phase, programme evaluation, and after-care) into one seamless and successful 2024 programme.
2. To work with participants to design, build, and launch a pop-up shop which provides a welcoming, inclusive, and highly engaging retail experience for customers and maximises the opportunity for sales.
3. To work with participants to ensure they are implementing the learnings of the LEARN phase into their BUILD and TRADE phases (e.g. branding, pricing, product development, promotional strategies).
4. To ensure the commercial success of the London Made Me retail shop and offer continuous guidance to participants on how they can maximise sales and success throughout the programme.
5. To work closely with the London Made Me retail development programme team throughout the programme to deliver efficient and seamless liaison around Mayoral messaging, launch events, media profile, and other communications and stakeholder engagement activities. The communications strategy for the programme will be produced by the London Made Me retail development programme team.
6. To curate a series of public workshops and events taking place in the shop with programme participants ensuring the successful promotion of the events for maximum public engagement. Examples of events from last year include live canvas painting and portrait painting demonstration in-store, a drop-in nail art session, and a kids Christmas arts and crafts workshop.
7. To provide pastoral care to participants throughout the lifecycle of the programme in a way that acknowledges and responds to participants' individual needs and lived experience.
8. To embed Equality, Diversity and Inclusion (EDI) principles in the programme design and delivery so that all participants regardless of their background can fully benefit from the programme's offer, social value is considered through

subcontracting, and development and partnership opportunities are maximised.

9. To generate a total value of sales that is equal to or greater than the 2023 total of £80,000 over 4 weeks.

We expect the long-term outcomes of the programme to be:

1. A pipeline of diverse creative entrepreneurs is supported to access new markets, establish innovative business models, and share learning with others in the creative community.
2. Londoners from all backgrounds can access the skills and training they need to build their careers in the creative economy.
3. London's artists and creative sector workers can put down roots and thrive.
4. The London Made Me retail development programme model is strengthened, developed further, and can be scaled up and offered at a local and national level across the UK.

The supplier shall design their delivery programme to meet the programme objectives and long-term outcomes of the programme.

5. DELIVERABLES

Your involvement in the programme and the deliverables are set out below.

Two strands of deliverables form part of this tender:

1. **Pop-Up Shop Build and Trade Operations**

This set of deliverables is about hands-on planning, building, and managing the pop-up shop.

2. **Programme Management**

This set of deliverables is about offering a vital 'through line' for the three-part programme, acting as a key liaison across the LEARN, BUILD and TRADE phases, supporting participants with visible leadership, project management and problem-solving skills throughout. We recommend that the Programme Management deliverables are resourced by 1 to 2 individuals to provide consistent management and leadership throughout the programme.

The supplier shall design, manage, and deliver the programme to fulfil the Pop-Up Shop Build and Operations, and Programme Management deliverables.

Pop-up Shop Build and Operations deliverables

This set of deliverables is about hands-on planning, building, and managing the pop-up shop.

BUILD PHASE

- 1. You will fit out the retail unit alongside participants to develop a welcoming, inclusive, and highly engaging retail experience for customers that maximises the opportunity for sales. Where applicable, sub-contract relevant tradespeople and/or designers to carry out the build.**

Tasks

- a) Design and build the retail unit layout/configuration to ensure:
 - All health and safety requirements are met.
 - All contractual lease clauses are being upheld so that the retail unit can be handed back to the landlord in line with the lease agreement upon programme completion.
 - The space gives participants the opportunity to display their products/collections in a way that meets their needs and together provides a coherent and engaging retail experience for customers.
 - Provision has been made for a designated space to sell hot drinks/refreshments.
 - Provision has been made for a designated space to run public workshops and events.
- b) Ensure the shop window display and shop signage tell a visually engaging story, use the programme branding and necessary logo lock-ups, and encourage customers to step into the shop.
- c) Purchase or hire equipment such as fixtures, furniture, lights, and decorations.
- d) Set up and populate an electronic Point of Sale (ePOS) system and other utilities such as Wi-Fi.
- e) Hire and onboard paid retail assistants and ensure there is enough staff members to run the shop over the trading period alongside programme participants.

Outputs

- a) A highly engaging, interactive, welcoming inclusive, coherent, and fully operable retail space and experience.
- b) A shop window display and signage that encourages customers to step into the shop.
- c) Required equipment hired or purchased.
- d) Payment system and other utilities in place.
- e) Paid retail assistants secured and onboarded to run the shop over the trading period alongside programme participants.

TRADE PHASE

- 2. You will manage the day-to-day logistics, maintenance, technical support, and administration of the shop during the month-long public trading period, which includes health & safety, public liability insurance, staffing, opening/closing, shop launch and VIP events, as well as help managing stock levels, managing accounts, and breaking down payments to participants after deducting a commission fee of 25% of sales.**

Tasks

- a) Ensure all health and safety requirements and contractual lease clauses are being upheld.
- b) Manage the shop rota.
- c) Set up and manage a cleaning rota.
- d) Design and deliver a briefing session for participants on how to run the shop successfully when they're in charge.
- e) Conduct weekly group catch-ups with participants to troubleshoot any issues, share successes and lessons learnt, and act on feedback where appropriate.
- f) Make necessary amendments to price labelling and inventory system on behalf of and in consultation with participants.
- g) Manage the electronic Point of Sale (ePOS) system and offer participants daily reporting on sales.
- h) Set up waste management contracts if working in the West End.

Outputs

- a) All health and safety requirements and contractual leases upheld.
- b) Shop rota in place so that the pop-up shop is sufficiently staffed at all times.
- c) Cleaning rota in place.
- d) A training session for participants delivered.
- e) Weekly group catch-ups delivered.
- f) Amendments to price labelling and inventory system implemented.
- g) Sales reports generated daily and distributed to participants.
- h) Waste management contract in place.

POP-UP SHOP PACK DOWN

- 3. You will manage a safe and efficient pack down of the pop-up shop.**

Tasks

- a) Manage participants roles and responsibilities in the pack down process.
- b) Ensure the retail unit is handed back to the landlord in line with the lease agreement.
- c) Plan and deliver a pack down that meets the GLA's requirements on sustainability and maximum reuse of materials and waste.

Outputs

- a) Roles and responsibilities assigned to participants for shop pack down.
- b) Retail unit handed back to landlord in line with the lease agreement.
- c) Sustainability, maximum reuse of materials, and waste reduction embedded in the shop pack down.

DRAFT

Programme Management deliverables

This set of deliverables is about offering a vital 'through line' for the three-part programme, acting as a key liaison across the LEARN, BUILD and TRADE phases of the programme, supporting participants with visible leadership, project management and problem-solving skills throughout. We recommend that the Programme Management deliverables are resourced by 1 to 2 individuals to provide consistent management and leadership throughout the programme.

THROUGHOUT PROGRAMME LIFECYCLE

- 1. You will provide or secure pastoral care to participants throughout the lifecycle of the programme to ensure that all participants regardless of their background feel empowered and supported to make the most out of the programme.**

Tasks

- a) As a minimum, provide four hour-long 1-2-1 sessions with participants. The sessions should be conducted at the start of the LEARN, BUILD, and TRADE phases, and upon programme completion. The sessions should be used to discuss any issues, learning from the programme, career aspirations, and to check-in on participants' wellbeing in a safe and confidential environment.
- b) Respond to queries from participants outside of the 1-2-1s in a timely manner through email/phone.
- c) Flag any concerns or feedback in a timely, appropriate, and confidential manner.

Outputs

- a) Pastoral care signposted, offered, and delivered to every participant.
- b) Queries outside of the 1-2-1s are responded to in a timely manner.
- c) Concerns or feedback from participants raised in a timely, appropriate, and confidential manner.

- 2. You will work with the 'London Made Me' retail development programme team to help promote the programme and build relationships with strategic partners.**

Tasks

- a) Use the messaging and the programme logo lock-up provided by the 'London Made Me' retail development programme in marketing and communications, including across social media platforms.
- b) Ensure that participants use the messaging and the programme logo lock-up provided by the 'London Made Me' retail development programme in their marketing and communications.

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- c) Facilitate filming and content capture which will be carried out by the 'London Made Me' retail development programme team.
- d) Where possible, help broker relationships with press, influencers, key stakeholders in the pop-up creative retail sector and other stakeholders who can help raise the profile of the programme.

Outputs

- a) Messaging and programme logo lock-up used consistently in marketing and communications by the delivery partner.
- b) Messaging and programme logo lock-up used consistently in marketing and communications by participants.
- c) Video and photography captured throughout the lifecycle of the programme.
- d) New partnerships forged.

ONBOARDING

3. You will support the onboarding of applicants for the 2024 London Made Me retail development programme.

Tasks

- a) Distribute Memorandums of Understanding (drafted by the GLA), public liability insurance, and programme and schedule information to participants.
- b) Conduct 1:1 onboarding calls with participants to understand collections, stock levels, pricing, new products, promotions and preparing for the TRADE phase.

Outputs

- a) Memorandums of Understanding signed by all participants and emailed to the GLA.
- b) All participants' public liability insurance collected and supplied to the GLA via email.
- c) Programme and schedule information distributed to participants.
- d) All 1:1 onboarding calls conducted.

LEARN PHASE

4. You will be present at the full training course to introduce the programme delivery team, hear all participant presentations, brief important programme information, and understand the participants' needs and their level of business, foreseeing risks and issues throughout BUILD and TRADE phases.

Tasks

- a) Deliver a presentation (up to 30 minutes) at the in-person training course to introduce the programme delivery team to participants and outline ways of working.
- b) Brief participants on inventory systems that will be used during trading and how to collate and supply correct information for these ahead of the Build phase.
- c) Consolidate a calendar of public events and workshops taking place at the pop-up shop in collaboration with participants. Examples of events from last year include live canvas painting and portrait painting demonstration in-store, a drop-in nail art session, and a children's Christmas arts and crafts workshop.
- d) Consolidate an availability calendar ahead of the BUILD phase and a shop rota for the TRADE phase with participants ahead of the BUILD and TRADE phase.

Outputs

- a) A presentation to the 2024 participants cohort.
- b) A briefing session with all participants on inventory systems, so that participants understand how the inventory systems will work and how they should supply correct information.
- c) A calendar of events and workshops taking place at the shop, put together in collaboration with participants with dates, time, and owner(s) for each activity, which together create an engaging and accessible programme of activities for the public.
- d) Shop rota consolidated with participants understanding their roles and responsibilities.

BUILD PHASE

- 5. You will act as the first point of contact between the 'London Made Me' retail development programme team, the programme delivery partner, build contractors and designers (if applicable), and the participants to ensure that the shop build progresses seamlessly and in a safe environment.**

Tasks

- a) Ensure all health and safety requirements and contractual lease clauses are being upheld.
- b) Ensure that the shop build team understands the space layout and requirements as set out in point 1 under 'Programme Management' deliverables.
- c) Facilitate 1:1 meetings between participants and the shop build team, ensuring participants' requirements are planned for accordingly and relationships are built before BUILD and TRADE period begin.

- d) Secure a supplier for the hot drinks/refreshments element. Where possible, you should use Creative Enterprise Zones-based suppliers.
- e) Oversee logistics around receiving stock and getting shop build inventory on site.
- f) Oversee schedule of works supplied by the shop build team to ensure participants are on site at the right time.
- g) Run a briefing session before opening doors to public. To include a health and safety prep briefing on retail trading health and safety, personal health and safety, and customer safety.
- h) Produce and circulate pre-TRADE briefing and supporting TRADE documents (staffing timetables, rules of engagement) to participants.
- i) Ensure that pricing is organised, and that price labelled on the goods matches the till.

Outputs

- a) All health and safety requirements and contractual leases upheld.
- b) Pop-up shop layout meets programme needs and requirements.
- c) 1:1 meetings between participants and the shop build team organised.
- d) Supplier, preferably from a Creative Enterprise Zone, secured for the hot drinks/refreshment element.
- e) Shop build inventory delivered on site.
- f) Shop build progressing efficiently, with active involvement from participants.
- g) A briefing session for participants which includes a health and safety briefing.
- h) A pre-TRADE phase briefing session delivered, with pre-TRADE briefings and supporting documents circulated to participants.
- i) Price labelled on goods matches the till.

TRADE PHASE

- 6. Being on site, represent the programme....**
- 7. You will work with the London Made Me retail development programme team to plan, manage, and deliver the launch event in store before the shop opens its doors to the public. The estimate headcount for the event is 100 guests. The Creative Enterprise Zones team will lead on curating the guestlist, photocalls, briefings, and speeches.**

Tasks

- a) Ensure all health and safety requirements and contractual lease clauses are being upheld.
- b) Ensure the details about the event are circulated with the participants.
- c) Liaise with the 'London Made Me' retail development programme team to secure live music and catering for the event. Where possible, you should use Creative Enterprise Zones-based suppliers.

- d) Work with the Stakeholder and Communications Officer to manage photocalls, speeches, publicity, and briefing participants as necessary.
- e) Working with SC to promote the vents ahead of time, supply the right information for the events page on London.gov and social media accounts.

Outputs

- a) All health and safety requirements and contractual leases upheld.
- b) Event details circulated with the participants.
- c) Live music and catering secured for the launch event.
- d) Photocalls, speeches, publicity, and briefings planned for and managed during the event.

7. You will oversee the implementation of the live in-store workshops and events programme.

- a) Ensure participants are supported and have what they need to provide a safe and coherent event experience.
- b) Ensure there is enough shop staff to run the events smoothly.
- c) Ensure attendance at the events is maximised and they are promoted widely by participants.

Outputs

- a) A series of events and workshops run by participants which together create an engaging and accessible programme of activities for the public.
- b) Shop staff secured for the events.
- c) Events are well promoted and attended by the public.

EVALUATION

8. You will work with the 'London Made Me' retail development programme team to inform a half-day evaluation workshop with participants to reflect on the programme's successes, challenges, and lessons learnt.

Tasks

- a) Review the design of a half-day evaluation workshop with participants. The London Made Me retail development programme team will lead on designing the session and will run the workshop on the day.
- b) Produce a succinct programme evaluation report (no more than 12 A4 pages) for the GLA. The report should include the following sections:
 - i. Programme Background, Objectives, and Outcomes
 - ii. Assessment of Impact by Objective and Outcome
 - iii. Trends and Issues
 - iv. Key conclusions and Lessons Learnt.
- a) Detailed breakdown of all project costs, sales, and commission payments

Outputs

- a) A half day evaluation workshop with participants to discuss key successes, challenges and lessons learnt.
- b) An evaluation report for the GLA.
- c)

AFTER-CARE

- 9. You will work with the London Made Me retail development programme team and the LEARN training course provider to develop a package of further support and resources to signpost participants to following programme completion.**

Tasks

- a) Help consolidate a crib sheet of useful resources for participants, including signposting to funding opportunities and further business support, advice on working with landlords and taking on temporary retail premises, and details on relevant networks or membership organisations.

Outputs

- a) A crib sheet of useful resources for participants developed and shared.

6. PROGRAMME TIMELINE

| Activity | Date |
|--|--|
| 'London Made Me' soft launch and early participant engagement | June and July 2024 |
| 'London Made Me' applications open | 28 June 2024 |
| 'London Made Me' applications close | 2 August 2024 |
| | |
| Participants shortlisting and interviews | until early September 2024 |
| Inception meeting with the appointed delivery partner | September 2024 |
| Participants onboarding | September 2024 |
| Introduction and presentation at the in-person training course | first half of October 2024 |
| Programme Board meeting | October 2024 |
| Shop build | 1 week in the second half of November 2024 |
| Programme Board meeting | November 2024 |
| Shop launch event | 29 November 2024 |
| Shop opens to the public | 1 December 2024 |
| Trading period | 1 December – 29 December 2024 |
| Programme Board meeting | December 2024 |
| Shop pack down and get out | 30 December to 3 January |
| Feedback, monitoring and evaluation | February 2025 (3 days in total) |

Please note the timescales may be subject to change. The GLA will inform the appointed delivery partner should this be the case.

7. PAYMENT SCHEDULE

| Instalment/Milestone | Date on which claim may be made (subject to Milestone achievement) | Supporting evidence |
|----------------------|--|---------------------|
| | | |

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Milestones shall only be considered complete upon submission of the supporting evidence and written approval of the Senior Policy officer listed in section 3.

8. EQUALITY, DIVERSITY AND INCLUSION

The Mayor of London's vision for London is a city where everyone deserves the chance to enrich their lives through culture. London must continue to be a global capital, while also striving to be a city where local talent can put down roots. This means tackling the barriers that prevent Londoners from securing creative jobs. This vision speaks directly to the aims of the 'London Made Me' retail programme. We are committed to ensuring that the principles of Equality, Diversity and Inclusion are embedded in the programme design and delivery.

The supplier shall support the Greater London Authority's EDI objectives as part of the programme design, management and delivery. When designing, managing and delivering the programme you will:

- Provide or secure pastoral care to participants throughout the lifecycle of the programme to ensure that all participants regardless of their background feel empowered and supported to make the most out of the programme.
- Consider social value when sub-contracting, including when securing suppliers to carry out parts of the shop build (if applicable); provide hot drinks/refreshments in the pop-up shop; provide catering and live music for the launch event, and other. Wherever reasonably practicable, you should use suppliers based in Creative Enterprise Zones.
- Maximise development and partnership opportunities offered through the programme. For example, this could be to secure paid retail assistants to help run the pop-up shop.

9. SUSTAINABILITY

The Greater London Authority is committed to ensuring that its suppliers promote sustainability. We aim to work with suppliers who adopt processes and procedures to reduce their environmental impact and apply relevant sustainability standards to support delivery of target outcomes where they can.

When designing the shop layout/configuration you will:

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- use, wherever reasonably practicable, elements and materials that can be re-purposed in the future editions of the 'London Made Me' retail development programme.
- re-use elements of display from the previous editions.

10. BUDGET

A detailed budget should be included in proposal submissions showing how this will be spent including:

- Expenses
- Day rate
- Costs of sub-contracting work
- Budget for each of the programme phases and deliverables required.

VAT should not be included in the budget proposal.

11. POLICY CONTEXT AND BACKGROUND

Central Activities Zone Futures Action Plan

[The report published by Central London Forward and City Hall](#) finds that while it covers just 2 per cent of London's land area, the Central Activities Zone is responsible for nearly half of the capital's economic output and more than one-tenth of the UK's output.

The recovery from the pandemic has been slower in London's Central Activities Zone – made up of the City of London, Westminster, and eight local authorities – than in the rest of the capital. In July 2022, footfall in areas within the Central Activities Zone was, on average, 45 per cent lower than July 2019, and spending has recovered more slowly than in the rest of London.

The slower recovery in London's Central Activities Zone provided the impetus to situate the London Made Me retail development programme pop-up shop in Central London.