



Historic England

# **Harlesden Gateway Heritage Action Zone Scheme Programme**



**Brent**

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## 1. Introduction

### Harlesden High Street in Context

- 1.1 Harlesden town centre started life as a suburban village outside London, and then grew slowly in size and status after Willesden Junction Station opened in the mid-1800s. The town centre is notable as an arrival point for successive waves of immigrant communities from Jewish refugees in the early 20<sup>th</sup> century, to a significant population of Irish and Afro Caribbean immigrants from the Windrush generation in the mid-1990s and more recent arrivals from countries as diverse as Somalia, Afghanistan, Poland and Brazil. The town centre has thrived on its diversity and now has a reputation for tolerance and entrepreneurship despite consistently scoring as amongst one of the most deprived parts of Brent according to the index of multiple deprivation.
- 1.2 Harlesden's rich architectural heritage also gives Harlesden a readily identifiable character, with attractive groupings of Victorian retail terraces and properties lining the high street. Despite its inherent character, architectural merit and cultural heritage the town centre in Harlesden suffers from poor public realm, including a poor pedestrian and cycling environment for local shoppers and visitors alike, which in turn contributes to poor perceptions of public safety.
- 1.3 With the new development at Old Oak Common (just south of Harlesden town centre), Harlesden will need to make the most of its assets – both social and spatial – to continue to act as a competitive town centre in the face of the significant new housing and retail coming forward there. The council's vision for the Heritage Action Zone (HAZ) in Brent builds on significant local feedback collated during a recent Harlesden Framework and Study (App 3), as well as the recently adopted Harlesden Neighbourhood Plan (App 4) which has the endorsement of over 1,000 residents and has been formally adopted by Brent Council as a result.
- 1.4 The aim of the HAZ will be to focus on returning some of the architectural merit to a key section of Harlesden High Street, improve the look and feel of key 'gateway' points to the town centre, and to support the provision of more community space, and workspace. This will support a thriving local economy where groups from all backgrounds can fully partake in the socio-economic life of the town centre.

The focus of Brent's Heritage Action Zone (HAZ) will be comprised of two key strands:

1. **Improving shopfronts and façade improvements** on the stretch of Harlesden High Street within the designated conservation area from 97-109 High Street. This stretch of terraces comprises nine listed or locally listed buildings and is bookended by two

pubs of significant architectural merit, The Green Man Public House (Grade II Listed) and the Royal Oak Pub (Locally Listed). The ground floor of the Brent Cultural Centre at 107 Harlesden High Street is an existing community space where the proposed improvements to the shopfront and entrance to the building will improve access for the community who use the centre as a place of worship and a general meeting point.

**2. External improvements to the former HSBC Bank building at 60-62 High Street**

**(non-designated heritage asset)** This building, which previously served the community as a bank, has been vacant for over 5 years to the detriment of the high road. It has recently been purchased by a local charity, The Refugee Support Network, and the council has supported by committing funding to deliver the internal refurbishments needed to bring the building back to use.

The location of this building, at the western gateway to the high street and opposite the prominent Jubilee Clock, as well as its architectural merits (it is a non-designated heritage asset in the Harlesden Neighbourhood Plan and is Locally Listed) meant that it was identified in the Harlesden Framework and Study as a key asset for the town centre. The combination of its currently imposing look and feel, its prominent high street location, and its capacity to accommodate varied uses led to recommendations in the study that internal works should be complemented by external works to the building. Concept designs were drawn (App 5) that show how external works would create a more welcoming and open façade as well as significantly improve the look and feel of the adjacent public realm and the town centre as a whole.

Finally, this project will renovate and bring a previously disused building back to use, providing significant socio-economic benefits to the town centre. It will be transformed into a shared community space and workspace, with a number of small, local charities and social enterprises sharing the top floors. The ground floor and basement will adopt a more public-facing function: the Refugee Support Network are eager to work in partnership with the council and other local stakeholders in order to accommodate culturally varied evening events - including providing space for other local organisations to meet, perform, or showcase their work.

3. Because both strands of the project focus on interventions at the key junctions where a pedestrian arriving from Willesden Junction Overground station would arrive at the town centre, the theme of this project is to improve the 'gateways' to Harlesden town centre to capitalise on the OPDC development.

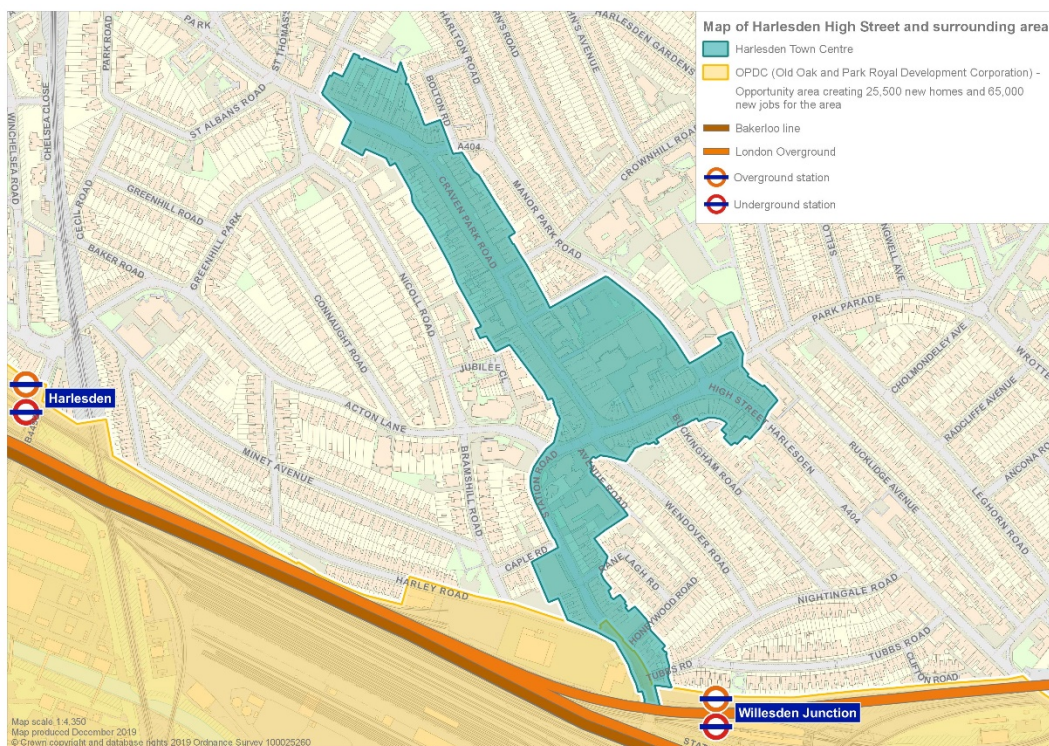


Figure 1: Harlesden Gateways from OPDC area

#### Harlesden HAZ

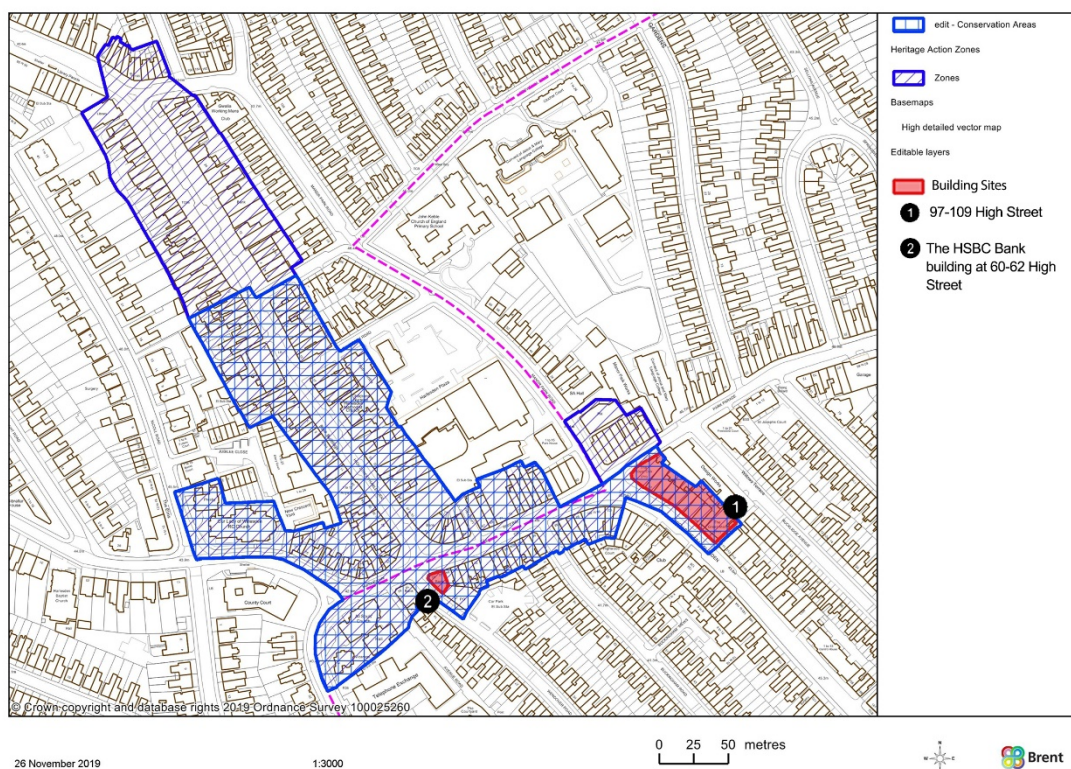


Figure 2: Harlesden Conservation Area map with HAZ stretch



1.5 Figure 2 shows the conservation area and the buildings that will be targeted. The existing boundary of the conservation area is considered to contain the most architecturally significant buildings that form the entry point to Harlesden's commercial centre. In terms of place, Harlesden is a district centre within the Brent Local Plan and is connected primarily by Willesden Junction (Bakerloo and Overground lines). The area is adjacent to the Old Oak Common and Park Royal Development Corporation (OPDC) area as shown in figure 1.

1.6 The stretch of shopfronts and facades include a mix of retail, service and community activities, these are:

- Karamel Center restaurant
- SHA-T-CORNER Barbers / Shooq Beauty Salon
- Baldeeq Pound Plus Shop
- Alahambra Palace Coffee Shop and Tea room
- Clean Express (dry cleaners)
- Brent Cultural Centre
- Ahmed Tailor
- The Green Man Bar & Restaurant
- Old HSBC building

1.7 Although the overall condition of these buildings is poor, through the proposed strategic intervention, it will provide an architecturally stronger group in a prominent location, which could form an exemplar scheme to help raise the profile of the town centre in general.

## **Issues**

1.8 Harlesden Town Centre currently struggles to portray a positive image or brand to residents, businesses, or visitors. The town centre has a vibrant, diverse, rich mix of communities and cultures. It has a strong culture of African and afro Caribbean food and of reggae music, which many local people are proud of. However a poor town centre environment, high vacancy rates and a restricted mix of shopping dominated by convenience retailing combined with a perception of the town centre as having high levels of crime and anti-social behaviour holds back the potential for investment and development.

- 1.9 What makes Harlesden Town Centre distinct and attractive to local people is often ‘hidden under a bushel’ and the town centre is not fulfilling its potential to develop as a cultural destination. At the same time, the economy of the town centre has the potential to benefit from an increase in demand for local goods and service resulting from significant housing growth in the Old Oak Common and Park Royal Development Corporation (OPDC) area.
- 1.10 Harlesden is located in one of the most deprived parts of the borough, measured through the Index of Multiple Deprivation (IMD) which accounts for unemployment, crime, living environment, barriers to skills and training, barriers to housing and low income levels, all of which are pressing challenges for many of Harlesden’s communities. IMD statistics for 2019 show Harlesden scoring between 1-3 (on the scale where 1 is most deprived) and therefore falling within the most deprived 30% of LSOAs (lower-layer super output areas) nationally.
- 1.11 A new wave of a more localised migration has introduced a new demographic to the area in recent years. Harlesden has drawn middle class families, and first-time buyers, because of the relatively low property values. Homes and Property magazine revealed Harlesden to have the biggest annual price growth across the capital (2017) and the Evening Standard (2017) highlighted Harlesden’s transition from the gun-crime capital of London to the ‘new Dalston’. One of the key attractors is Harlesden’s multicultural town centre offer and its resistance to change in the way of Brixton or Walthamstow. If change is to come it should be from within the community, not be imposed on it.
- 1.12 However, slow, but tell-tale signs of gentrification are beginning to appear, albeit in a piecemeal way. Discussions with members of the community have suggested that the general decline in the economic vitality of the town centre, in addition to a degradation in the quality of the built and public environment, and collective anxiety regarding the future of the area, appears to be facilitating an increasingly difficult relationship between existing and new communities. (Harlesden Town Centre Study, 2019).
- 1.13 Harlesden also has a higher town centre vacancy rate than average (currently ranks 90<sup>th</sup> out of the 151 district centres in London as per the GLA Town Centre Health Check 2017). Harlesden comprises of 333 units within the town centre boundary of which 33 units (10%) are currently vacant. It is largely a service orientated town centre (45% of businesses).
- 1.14 The OPDC envisions the development of a thriving new centre and community for West London, which will provide significant jobs and housing near the area. This will make Harlesden vulnerable to sweeping changes which could undermine the fabric of



the town centre and highlights an urgency to make improvements, and to build resilience, now. At present, the area is neither attractive nor welcoming as highlighted by a Commonplace Analysis, carried out as part of the Regeneris Town Centre Health Checks, which revealed that 59% of respondents felt that Harlesden Town Centre was run down and dirty.

- 1.15 Harlesden scores poorly on the community wellbeing index for housing, space and environment, equality, and voice and participation (Coop Community Wellbeing Index, 2018). It does score better on culture, heritage and leisure but this is a direct reflection of the architectural heritage rather than current heritage related activities.

### **Vision**

- 1.16 A bespoke partnership, created for the purpose of this project, will work together in the best interests of Harlesden residents, businesses, and visitors. It will push forward a programme of work that will be designed to be a catalyst for the entire area, and to attract footfall and dwell time from neighbouring areas. The project will complement others taking place in the wider Harlesden vicinity and cumulatively they will provide significant socio-economic and regeneration benefits, as well as boosting the economic vibrancy and vitality of the town centre overall.
- 1.17 A priority of the Harlesden Neighbourhood Forum is to maintain and enhance Harlesden town centre in the face of competition from elsewhere, and especially from the potential threat from new town centre development at Old Oak Common on its doorstep.
- 1.18 The Harlesden Neighbourhood Plan outlines a vision ‘to build a collaborative community that embraces the evolving cultural identity of Harlesden, while celebrating its rich history and heritage. The Harlesden Neighbourhood Forum aims to combat deprivation and increase the wellbeing of its residents by addressing the importance of affordable housing, a thriving local high street and local economy with increased access to opportunities in a safe and clean environment.’
- 1.19 Consequently, a number of policies in the Harlesden Neighbourhood Plan focus on the challenges they are seeking to address. These align closely with the objectives of this project, including ‘ensuring that the best aspects of the environment, such as heritage assets or buildings that provide the area with its character, are protected and enhanced and that the highest quality of design is promoted for new development’. Building on these objectives, the Harlesden Neighbourhood Plan endorses several policies that strongly align with the outcomes of this project such as ‘quality development at gateways, and along main routes into the centre from them, to add to the sense of arrival at Harlesden’.

- 1.20 The Harlesden Neighbourhood Plan also states that 'retaining existing community assets and ensuring that there is sufficient social infrastructure to meet the needs of the growing population' is a key challenge. The resulting objectives reflect the community's desire to increase community provision, for example 'protect and improve existing community facilities' and 'provide a new community hub which can act as a focal point for the area'.
- 1.21 The HAZ programme work clearly supports the vision of both the Harlesden Neighbourhood Plan and the Harlesden Framework and Study as these pieces of work are intrinsically linked. Individual projects will include renovating the shopfronts in the conservation area, as well as wider public realm and pavement improvements. It will involve working with the owners of the former HSBC bank and the Brent Cultural Centre to renovate and bring much needed community and workspace back to public use.
- 1.22 Once this scheme has completed it will have created a place-based approach to regeneration and, whilst also aiding community cohesion, it will protect the culture and heritage of historic buildings for future generations. The project will be heralded as an exemplar for those parts of Harlesden High Street not in the conservation area to aspire to replicate.
- 1.23 To highlight the importance of the local partners involved in this project, and why it is imperative they are involved in the design, deliverability, and sustainability of the scheme, the National Planning Policy Framework outlines the purpose of neighbourhood planning as to "give communities direct power to develop a shared vision for their neighbourhood and deliver the sustainable development they need".
- 1.24 In response to this the Harlesden Neighbourhood Forum has set out, within their Neighbourhood Plan, a series of sustainability objectives which relate to development work and can be seen as intrinsic to the legacy of this project. These include:
- S1. To reduce poverty and social exclusion - The Neighbourhood Plan seeks to improve the vitality of the town centre which will result in improvements to local economic activity and potentially increasing local employment.
- S6. To encourage a sense of community, identity and welfare - The Neighbourhood Plan seeks to maintain the distinctive Harlesden character through public realm and shop front improvements and for new development to reflect existing character. The new town square is proposed as a 'heart' for Harlesden where people can meet or congregate.
- EN5. To maintain and enhance the character and quality of landscapes and townscape - Policies E4 to E 8, on heritage, a new town square, gateway enhancement, the

provision of public art and tree planting together with policy LE2 on shop front improvement, contribute towards the maintenance and enhancement of the character and quality of landscapes and townscape.

EN6. To conserve and, where appropriate, enhance the historic environment and cultural assets - Policy E4 identifying non-designated heritage assets and Site Allocation 1 providing detailed guidance so that new development reflects existing character.

The above policies highlight that the future of Harlesden and the legacy of this scheme are fundamentals that will be a major focus for all stakeholders moving forward. The creation of community events, in line with the cultural programme running alongside this project, will inject a further sense of belonging and civic pride to Harlesden and will promote footfall and dwell time in the town centre.

The programme has a joined up focus on shopfront improvements, creating much needed community and workspace for a range of different uses, and enhancing skills and training opportunities, which facilitates a legacy through improving the visibility of Harlesden's heritage to a wider audience.

### **Past and Present initiatives**

1.25 The scheme builds upon a range of regeneration policies and initiatives in the Harlesden area, both past and present, including:

- Recent investment by TfL for public realm improvements (phase 1), and will take forward plans (phase 2) to support economic growth, community and cultural activity, creating a distinctive place building on Harlesden's cultural diversity.
- Cabinet's decision (April 2017) to support a new vision for town centres in Brent. The paper proposes a diversification of uses in Brent's town centres to ensure they are not only retail places to shop, but support economic and housing growth, and cultural activity.
- Cabinet's decision (November 2019) to approve the purchase of the former Picture Palace building, and seek planning permission on the Council owned Designworks building, to deliver mixed use cultural, civic and workspace in Harlesden.
- Harlesden Charter 2010, a document, signed up to by local people to claim ownership of the projects and help to build a wide-ranging consensus and support for the proposed public realm improvements.
- Investment in a Town Centre Manager to oversee short-term improvements and longer-term investment plans, which in Harlesden are being developed in partnership with Ward Members, the business association, Neighbourhood Planning Forum, and the local community.
- The Harlesden Neighbourhood Plan (June 2019), created by Harlesden Neighbourhood Planning Forum which sets out a 15-year vision for Harlesden,

seeking to benefit from the growth of the Old Oak Common development to support inclusive growth that can work for the existing community.

- The Harlesden Framework and Study, which was developed in partnership with a wide range of stakeholders. This document identifies short, medium, and long-term capital improvements for the area, including public realm improvements to increase the amount of shared public spaces, green space, as well as bringing the cultural identity of Harlesden to the fore and celebrating its heritage.
- Draft Brent Local Plan (2019) includes strong policy support for town centres, shopfront design, heritage & culture in Harlesden.

1.26 This Scheme Programme provides a structure for the Harlesden Gateway Heritage Action Zone (HAZ) programme. It is unlikely that every eventuality of the HAZ is fully highlighted in this Delivery Plan as the programme is designed to allow flexibility for changing situations, within the HAZ area, over the life of the scheme. Therefore, to reflect any significant changes in the aims, or delivery, of the HAZ this Delivery Plan will be regularly reviewed and updated in agreement with all HAZ partners.

## 2. Objectives

2.1 Harlesden town centre has a wealth of potential, a place where people can live and work, meet and exchange, and spend their leisure time. However, the town centre is located in one of the most deprived parts of the borough and has a higher vacancy rate than average. The environmental quality of the centre has benefited from investment and improvement in recent years, however there is a need for further investment in the centre to improve its physical appearance, most particularly in respect of the High Street south of the Park Parade junction as a key gateway into the centre. The 2018 impact assessment (Retail and Leisure Needs Study 2018) identified that there is scope for Harlesden town centre's vitality and viability to benefit from the developments within the OPDC, but this will require improvements to the physical and functional linkages between Harlesden and the OPDC area. Therefore, the key objectives of the HAZ scheme include:

- Repair and reinstate lost features of historic buildings at key gateways to the town centre
- Create a safe and secure street environment to enhance visitor experience and improve access to town centre amenities
- Boost economic vibrancy and vitality of town centre
- Celebrate the culture of the town centre and its communities, enhance access to heritage and improve social inclusion
- Renovate and bring community space back to public use to create a sense of place
- Build capacity and resilience of local communities

## 2.2 The HAZ objectives and outcomes strongly align with the vision of the local community.

Over 1,000 local people endorsed the 2019 Harlesden Neighbourhood Plan developed by the Harlesden Neighbourhood Forum. The Neighbourhood Plan sets out a series of objectives which relate to development work, and which can be seen as intrinsic to the legacy of this scheme. The priority for the community is to maintain and enhance Harlesden town centre in the face of competition from elsewhere, and especially from the potential threat from new town centre development at Old Oak on its doorstep. Consequently, the HAZ scheme outcomes meet a number of objectives in the Neighbourhood Plan (p.10) as detailed below:

- *Reduce the impact of traffic on the area*

The Harlesden Neighbourhood Forum is aware that air quality is often poor in the area, particularly in the town centre primarily as a result of heavy concentrations of traffic. The Neighbourhood Plan identifies the challenges traffic imposes on the vitality and viability of the town centre, and draws attention to inevitable traffic increases that will result from regeneration at Old Oak (pg. 68). Furthermore, the Neighbourhood Plan identifies the town centre's potential to benefit from development of the Old Oak area through improved transport linkages. Project E, Public Realm Improvements, will improve traffic flow in the conservation area by widening loading bays, installing a yellow box junction and replacing parking bays with partial footway parking. The project will also improve crossings and pavements across several streets in the area, which will help address the community's vision to encourage alternatives to cars, such as walking, to minimise the level of air pollution derived from cars (pg. 66).

- *Increase the amount of open space locally and improve the street environment*

The Neighbourhood Plan includes the importance of good quality frontages in shaping people's perception of the town centre, and its role in attracting people to the town centre (pg. 61). Project A (Historic Shopfront Restoration Scheme) will directly address this vision by improving the visual appeal of shopfronts and facades. The Neighbourhood Plan also reflects strong community need for projects C and E (restoration of 60-62 High Street and public realm improvements). Additional community space and an improved street environment for pedestrians is endorsed (pg. 36, 66). Project C will restore an old HSBC building, to be fit for new use as an open public space and flexible workspace. Project E will improve crossings and pavements across several streets in the town centre to ensure streets are safe and secure for the public to explore the town centre, and access community spaces and shops.

- *Protect buildings / structures that contribute to the area's character*

The Neighbourhood Plan reflects the community's interest in maintaining and celebrating heritage assets as there is 'much that is worthy of preservation and protection and the historic character can be a catalyst for future developments' (pg. 44). The scheme accommodates this vision through the Historic Shopfront Restoration scheme (project A) and Restoration of the Old HSBC building (project C). Both projects will improve façades and shopfronts of a cluster of locally listed buildings, in addition to a non-designated heritage asset located opposite the prominent Jubilee Clock. As a result, the key gateways into the centre will be strengthened to display the town centre's unique character.

- *Provide a new community hub which can act as a focal point for the area*

The Neighbourhood Plan states 'strong feelings, locally expressed during consultation, that there is insufficient community meeting space in Harlesden' (pg. 36). Local people identify various local places which act as community centres such as cafes, barbers, churches and convenience stores. However, there is no dedicated community centre which acts as a focal point for the community. Project C, restoration of 60-62 High Street (Old HSBC building), will create new community and workspace for local residents and organisations at the heart of the town centre opposite the Jubilee Clock. The building will accommodate drop-ins, a café, everyday use, informal youth activity and events, making it a welcoming and open space for local residents and organisations.

- *Protect and improve existing community facilities*

Whilst the Neighbourhood Plan endorses the creation of additional community space, the upkeep and improvement of existing community facilities is welcomed (pg. 10). Project B, restoration of the Brent Cultural Centre, an existing community building, will protect and improve its function as a public space to pray and socialise. The improved physical appearance and accessibility to the building will help attract new visitors to the centre.

### 2.3 The proposed outputs:

- 9 shopfronts and facades improved which strengthens local architectural and heritage merits (includes external improvements at 60-62 High Street – Project A+C)
- 1 new and 1 refurbished community centres creating 160 sqm of community space and 162 sqm of workspace
- 10 businesses supported
- 10 community groups and social enterprises supported
- Improve highways at key gateway approaches
- Improve 2 road crossings
- Improve pavements across 6 streets
- Shopfront guide
- Project write up that explains local heritage features for public promotion/dissemination.

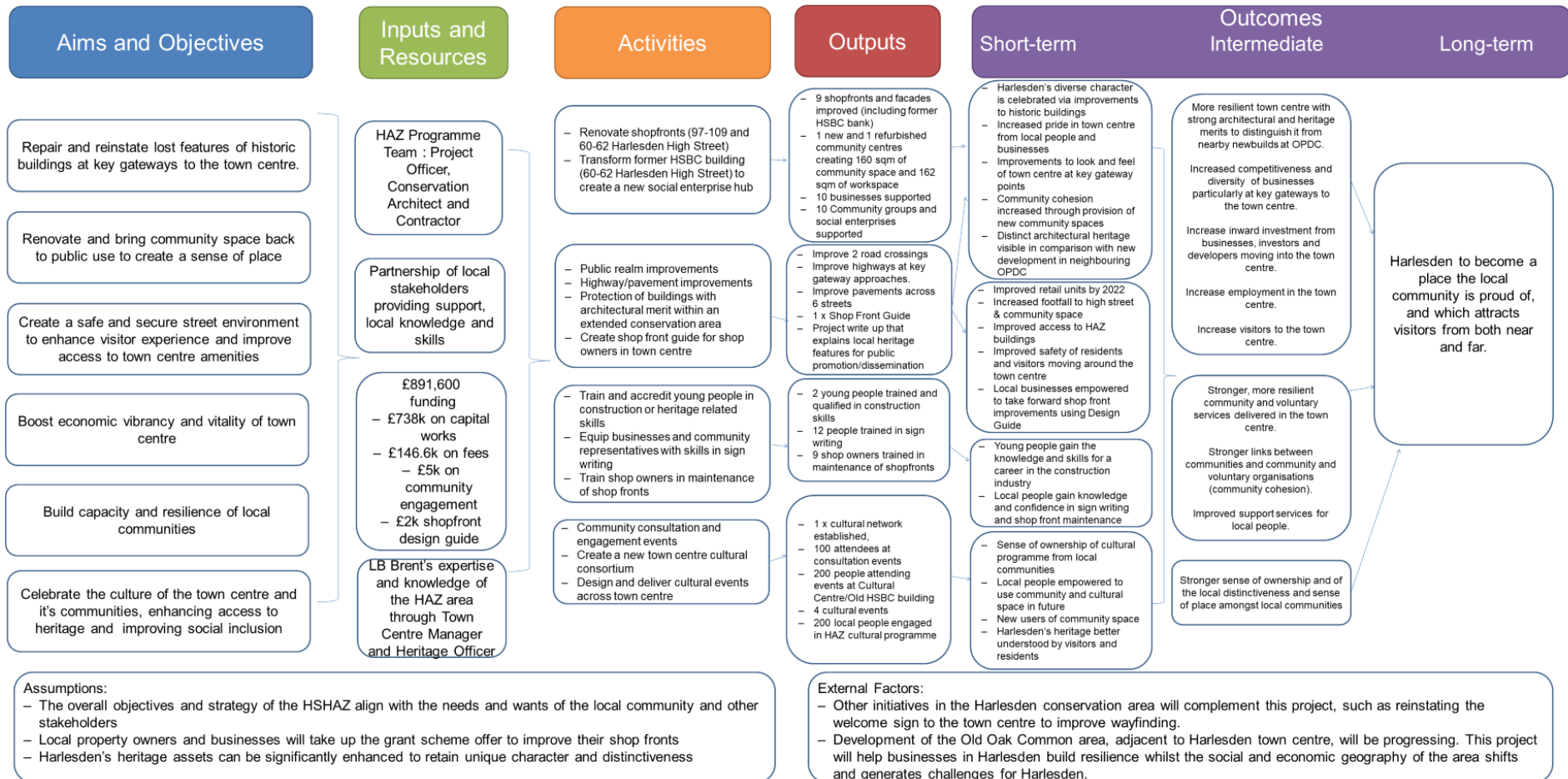
- 2 young people trained and qualified in construction or heritage related skills
- 12 people trained in sign writing
- 9 shop owners trained in maintenance of shopfront
- 1 x cultural network established, facilitating engagement with local community groups
- 100 attendees at consultation events
- 200 people attending events at Brent Cultural Centre/ Old HSBC building
- 4 cultural events
- 200 local people engaged in HAZ cultural programme



## Heritage Action Zone: Harlesden Gateway

## Logic Model

Rationale: Harlesden town centre has a wealth of potential, a place where people can live and work, meet and exchange, and spend their leisure time. However, the town centre is located in one of the most deprived parts of the borough and has a higher vacancy rate than average. The environmental quality of the centre has benefited from investment and improvement in recent years, however there is a need for further investment in the centre to improve its physical appearance, most particularly in respect of the High Street south of the Park Parade junction as a key gateway into the centre.



### 3. Details of Planned Works and Scheme Management



Figure 3: 97-109 High Street Harlesden



Figure 4: 103 High Street Harlesden to The Green Man pub





*Figure 5: 97 High Street*

- 3.1 Replace the existing shopfront in timber (the design to include stall riser, mullions, transom, transom lights, new door) and remove existing fascia signage and replace with new timber fascia sign (in proportion with the façade). Provide new externally illuminated lighting. Replace external shutters with internal roller grilles and fit new retractable awning where required and suitably positioned. Carefully remove plant growth and paint to granite piasters, stucco capitals, entablature and dentiled cornice. Repair, make good and clean the shopfront and repaint (woodwork only) as necessary. Install lead to cornice if required. Re-position satellite dishes on the roof or rear elevations. Remove any extraneous cables, signs and redundant equipment. Repair and repaint door and fanlight to upper apartments. Clean all upper façade brickwork and stucco.



Figure 6: 99 High Street

3.2 Note this is two shops so the design of the new shopfront will have to be carefully considered. Replace the existing shopfront in timber (the design to include stall riser, mullions, transom, transom lights, new doors) and remove existing fascia signage and replace with new timber fascia signage (in proportion with the façade). Remove internally illuminated projecting signs and replace with timber (externally illuminated) signs. Provide new externally illuminated lighting. Replace external shutters with internal roller grilles and fit new retractable awning where required and suitably positioned. Carefully remove plant growth and paint to granite piasters, stucco capitals, entablature and dentiled cornice. Repair, make good and clean the shopfront and repaint (woodwork only) as necessary. Install lead to cornice if required. Re-position satellite dishes on the roof or rear elevations. Remove any extraneous cables, signs and

redundant equipment. Repair and repaint door and fanlight to upper apartments. Clean all upper façade brickwork and stucco.



Figure 7: 101 High Street

- 3.3 Replace the existing shopfront in timber (the design to include stall riser, mullions, transom, transom lights, new door) and remove existing fascia signage and replace with new timber fascia signage (in proportion with the façade). Remove internally illuminated projecting signs and replace with timber (externally illuminated) signs. Provide new externally illuminated lighting. Replace external shutters with internal roller grilles and fit new retractable awning where required and suitably positioned. Carefully remove plant growth and paint to granite piasters, stucco capitals, entablature and dentiled cornice. Repair, make good and clean the shopfront and repaint (woodwork only) as



necessary. Install lead to cornice if required. Re-position satellite dishes on the roof or rear elevations. Remove any extraneous cables, signs and redundant equipment. Repair and repaint door and fanlight to upper apartments. Clean all upper façade brickwork and stucco.



*Figure 8: 103 High Street*

- 3.4 Replace the existing shopfront in timber (the design to include stall riser, mullions, transom, transom lights, new door) and remove existing fascia signage and replace with new timber fascia signage (in proportion with the façade). Provide new externally illuminated lighting. Replace external shutters with internal roller grilles and fit new retractable awning where required and suitably positioned. Carefully remove plant growth and paint to granite piasters, stucco capitals, entablature and dentiled cornice.

Repair, make good and clean the shopfront and repaint (woodwork only) as necessary. Install lead to cornice if required. Re-position satellite dishes on the roof or rear elevations. Remove any extraneous cables, signs, fixings and redundant equipment. Repair and repaint door and fanlight to upper apartments. Clean all upper façade brickwork and stucco.



Figure 9: 105 High Street

- 3.5 Remove existing shopfront and signage. Reform and reinstate arched opening, drip moulding, cornice and keystone. Install new timber shopfront (the design to include stall riser, mullions, transom, transom light, new central door to match the original 109 High Street). Provide new signage within the arched opening. Provide new externally illuminated lighting as necessary. Replace external shutters with internal roller grilles.



Carefully remove paint to granite plinth. Remove any extraneous cables, signs, fixings and redundant equipment. Remove plant growth. Remove and relocate satellite dishes. Repair, make good, clean the shopfront, and repaint as necessary. Clean all upper façade stucco and repaint. Remove PVCu windows at first floor and replace with double glazed timber casements, drip rail and upper lights.



Figure 10: 107 High Street

3.6 Remove existing shopfront and signage. Install new timber shopfront (the design to include stall riser, mullions, transom, transom light, new central door to match the original 109 High Street). Provide new signage within the arched opening. Provide new externally illuminated lighting as necessary. Replace external shutters with internal roller grilles. Carefully remove paint to granite plinth. Remove any extraneous cables, signs, fixings and redundant equipment. Repair, make good, clean the shopfront, and repaint

as necessary. Remove and relocate satellite dishes. Provide new upper and lower hopper to downpipe. Clean all upper façade stucco and repaint. Remove PVCu windows at first floor and replace with double glazed timber casements, drip rail and upper lights.



*Figure 11: Brent Cultural Centre ground floor (107 High Street Harlesden)*



*Figure 12: 109 High Street*

- 3.7 Retain and overhaul existing original shopfront. Remove canted section to plinth and reinstate bolection mouldings. Reconfigure signage within the arched opening. Provide new externally illuminated lighting as necessary. Carefully remove paint to granite plinth (front and side return). Remove any extraneous cables, signs, fixings and redundant equipment. Remove and relocate satellite dishes currently installed to front and side. Repair, make good, clean the shopfront, and repaint as necessary. Clean all upper façade stucco and repaint. Remove PVCu windows at first floor and replace with double glazed timber casements, drip rail and upper lights. Open up oculus window to gable.





*Figure 13: The Green Man, High Street*

3.8 Provide new stone paving to forecourt and reinstate signage and lighting to freestanding sign.



*Figure 14: Old HSBC building (60-62 High Street Harlesden)*

- 3.9 Remove/reduce stone stall riser and provide simple timber shopfront. Provide new signage and lighting. Install carefully designed entrance canopy. Clean façade.

### **Planned works**

- 3.10 Colleagues from Brent Council visited the Harlesden HAZ in October 2019 with a local architect who kindly set out some indicative costings for the planned works. These figures are what we have based our funding request on and are, to our best knowledge, a true estimate of what the described works, set out in the project summary table, will cost.

### **Shopfronts**

- 3.11 The historic shopfront improvement work will include new shopfronts in a traditional form to respect the character, and original design, of the building. This conforms to the strategy set out in the Council's Supplementary Planning Guidance Document on Shopfronts and the Harlesden Neighbourhood Plan policy LE2 that states shop front features of architectural merit should be retained. The statutory listed shop units will

have their original shopfront reinstated to match the attractive original at 109 High Street which will significantly enhance these heritage assets.

- 3.12 Fortunately, in most cases, the original pilasters, cornice and corbels survive, and in all cases, it will be for new timber shopfronts. It will also include façade cleaning, removal of overpainted areas, repairs, and new signage. External pipework and other extrusions will also be removed where redundant or rationalised. Traditional replacement timber casement windows to 105-109 High Street will be a major improvement to the statutory listed assets. The forecourt at the front of the Green Man Public House will be sympathetically restored to create a welcoming and inviting area for seating.
- 3.13 The former HSBC building at 60-62 High Street Harlesden will be renovated inside and out. This will create much needed community and workspace inside (see below), while the outside will see the uninviting bank building restored to a welcoming and open community asset. This will be facilitated via dropping sills on ground floor windows, with a new entrance structure and lighting being created. The pictures above (figures 3-14) highlight the condition these historic buildings are currently in and offers some commentary on what work will be carried out.

### **Community Space**

- 3.14 Conversations have commenced with the Brent Cultural Centre with regard to internally renovating the ground floor of their community centre. In return, they have agreed in principal to open up the space for community events, allowing a greater number of people to engage with venue. Currently used as a mosque for prayer, which would remain its main activity post completion of the work, the Cultural Centre has expressed a desire for the space to also be used for other events, thereby fulfilling its potential as a community and cultural centre. Due to the sensitivities surrounding uses of religious buildings for alternative activities, conversations so far have centred on agreement of community events, rather than what those activities or events will be, and also on building the Cultural Centre's relationship with other local groups, such as the Brent Multi-Faith Forum. A more in depth discussion will be worked up early in 2020, with a view to compiling an events and engagement programme, once funding for the renovation has been agreed.
- 3.15 Detailed discussions have taken place with the Refugee Support Network (RSN) who recently acquired the former HSBC bank building in Harlesden. RSN are a local charity planning to create a sustainable social impact centre in the heart of Harlesden that will contribute to addressing the demands that development has placed, and will continue to place, on the area. In particular, this project will enable people of different nationalities, ethnicities and ages to share space and resources peacefully, provide

additional space for community events and activities, and provide activities supporting education and mental wellbeing in the area.

3.16 RSN work with a small coalition of other local charities and social enterprises, who are guaranteed tenants at the new premises, together, these groups will create a vibrant shared work and community space in the former HSBC bank building on Harlesden high street. The renovated building will provide a high quality workspace where people will be proud to work, whilst also providing space for youth groups, children's activities, educational support and mental wellbeing activities, workshops and a variety of other community-focused events. The high profile building is a 'designated non-heritage site' in the Harlesden Neighbourhood Plan, and its redevelopment will significantly influence the overall feel and character of the high street.

3.17 The work will be carried out to meet the objectives of the Harlesden Neighbourhood Plan by bringing community space back into use. It will also create an attractive venue that celebrates Harlesden's historic and diverse character and culture, protects and enhances original features, and which a wide-range of local Harlesden communities can be proud of for years to come.

3.18 The plan is to create two floors of versatile creative community and event space (basement and ground floor) and two floors of shared workspace for local charities and social enterprises. This has the aim of bringing people to work and socialise in Harlesden, increasing footfall and spend on the high street, at the same time as contributing to the neighbourhood's need for social infrastructure and meeting space that different communities can share peacefully.

### **Shopfront Design Guide**

3.19 A new simple shopfront design guide will be created as part of this project that will offer clear guidance to shop owners, and landlords, on how to maintain their historic asset. It will also prescribe what is required should any other shop owner wish to carry out similar renovation work, as well as the need for planning permission.

### **Training and Skills**

3.20 The skills development of young people will be a key strand of the scheme and Brent Works, the council's employment experts, will use one of their partners for skills training to provide two apprenticeships for young people. This will involve Brent Council's use of their own Apprenticeship Levy to support young residents into this training. It will be a stipulation in the tender for the delivery of the shopfront improvement work that the successful applicant will be required to take on, and pay the salary of, these apprentices with Brent Council paying for the training element.



3.21 The HSHAZ partnership will work closely with local groups, including the Young Brent Foundation, to communicate a range of opportunities for young people. The exact nature of these opportunities will be discussed as part of the community engagement plan but could include activities such as CV writing, and interviews, which will support young people into employment.

3.22 Another element of the scheme will teach the art and craft of sign-writing via an introductory workshop. Shopkeepers, and the wider community, will be offered tuition in traditional sign-writing techniques. These educational workshops will also show Harlesden shop owners the benefits of removing exterior masonry paint. The new Design Guide will show good practice on removing damage-resistant masonry paints from all kinds of brick and other surfaces.

### **Public Realm**

3.23 Community consultation undertaken for the Harlesden Framework and Study showed that residents have significant concerns about the nature of traffic flow and pedestrian access through the town centre. Any programme of improvement to the conservation area should therefore also seek to reduce congestion, improve pedestrian access and generally address the poor look and feel of the highways and pavements.

3.24 A comprehensive Highways improvement programme is therefore included in the programme, designed to complement the improvements made to the buildings included in the HAZ area and deal with underlying issues affecting traffic flow and public realm within the conservation area more broadly. The public concern about traffic and public realm is a recurring theme that is also reflected in the objectives set out in the Harlesden Neighbourhood Plan, which states its ambition to reduce the impact of traffic on the area, and to improve the condition of the street environment. Specifically, the Neighbourhood Plan states that 'The Forum is aware that air quality is often poor in the area, particularly in the town centre primarily as a result of heavy concentrations of traffic. The whole of the Neighbourhood Plan Area is within an Air Quality Management area'. It sets clear objectives to:

- Reduce the impact of traffic on the area
- Increase the amount of open space locally and improve the street environment.
- Protect buildings / structures that contribute to the area's character

3.25 By improving the traffic flow and improving pedestrian access in and around the conservation area, air quality improvements may also support the protection, maintenance and longevity of the improvement works being proposed on the buildings included in the HAZ scheme.

- 3.26 When considering the works needed to Harlesden town centre, the council's Highways team took into account the need to address the high street holistically. Many of the interventions proposed for the northern section of the high road (where it becomes Craven Park Road) will improve safety for vehicles and pedestrians whilst also improving traffic flow in the southern end of the town centre where the HAZ lies.
- 3.27 The work will be concentrated on Park Parade, Manor Park Road, the High Road, with an emphasis on improving the junctions and congestion build-up at the 2 gateway points this project focuses on.
- 3.28 List of planned works include:
- Changes to road markings to improve vehicular and pedestrian safety
  - Insertion of new bollards to delineate pedestrianised areas and prevent cars from parking
  - New yellow box junctions to prevent traffic build up directly outside the HSBC building
  - Improved pedestrian crossings
  - Improved bay parking to stop traffic from blocking the roads
  - New 20mph speed limit imposed to improve air quality and improve safety

### **Statutory Action**

- 3.29 Section 215 enforcement action has been taken by Brent Council in various parts of the borough where a property falls into disarray or a bad state of repair. Consideration will be given to a Section 215 notice being issued within the HAZ, where appropriate, should property owners not comply with local policy. It will also mean that the Council can use these powers to target upper levels, which are out of the scope of the scheme, to repair architectural features as well as target the properties in the conservation area extension. This aims to build a legacy for the project by reinforcing to landlords that it is unacceptable to let these buildings fall into disrepair through neglect.

### **Scheme Management**

- 3.30 **The Project Partnership Board.** Brent Council will lead the partnership. A Project Partnership Board (PPB) will be established to oversee the management and monitoring of the HAZ, provide feedback and make decisions relevant to the smooth progress of the work. As with other projects contributing to the place based approach to Harlesden, the HAZ scheme sits within the portfolio of the Lead Member for Regeneration, Property and Planning. Project reviews will be reported to the Lead Member who in turn will

provide updates to Cabinet. These reviews will include progress in project delivery, financial updates and a review of any major risks or concerns.

3.31 The PPB will report internally to the council's Regeneration Board and externally to Historic England (See App 6 for governance chart). PPB membership will comprise of:

- Harlesden Town Centre Manager
- LB Brent Heritage Officer
- HAZ Project Officer
- Refugee Support Network
- Historic England (if required)

3.32 The PPB will meet quarterly. The HAZ officer will provide quarterly reports, including an activity report, financial report, and risk register to the PPB. The PPB board will approve financial claims, for works complete, which will be submitted to the London Borough of Brent's Regeneration Board, consisting of senior directors and managers, and then onto Historic England for reimbursement.

3.33 **The HAZ Project Officer** will sit within the Regeneration & Environment Directorate at Brent Council (see App 7 for structure chart), and will be recruited to specifically manage the HAZ project. Their roles and responsibilities in relation to the HAZ will be set out in their Job Description and relevant skills and experiences detailed in the person specification. They will be responsible for undertaking project planning, managing budgets, lead on the procurement of contractors, contract manage third parties, and compile and submit project reports, reviews and grant claims. They will have responsibility for facilitating and servicing the PPB i.e. producing reports, meeting agendas, minutes, and formulating documentation, such as quarterly reports, annual reviews, and the community engagement plan. The HAZ Officer will be responsible for ensuring that Historic England are fully up to date with scheme progress.

3.34 Throughout the development of the wider strategy, further meetings with relevant partners will be necessary, and consultation events arranged. The procurement of a contractor, programme design confirmation, and delivery phases of the work, which Historic England will be fully involved with throughout, will be overseen by the PPB and led by the HAZ officer. The HAZ officer will likewise develop, and manage, the delivery of a community engagement plan with the HAZ Stakeholder Group.

3.35 The HAZ officer will also liaise internally with the Brent Works team who will engage a suitable training provider to provide two apprentices to the project who will be placed, during delivery, with the successful contractor. The contractor will be responsible for the day-to-day management of the apprentices with guidance from the training provider.

### **HAZ Stakeholder Group**

- 3.36 A wider group of stakeholders will be established at the start of the project to ensure that local communities and residents are fully engaged and supportive of the project. Early engagement with key stakeholders including the Refugee Support Network, Brent Cultural Centre and shop owners has been positive. The town centre manager has a well-established relationship with the local community and early discussions with the Harlesden Neighbourhood Forum, Harlesden Business Association and Harlesden Area Action have been receptive to the objectives of this project.
- 3.37 The Refugee Support Network, with support from the HAZ officer and Town Centre manager, will lead this stakeholder group. They will consult widely with community groups, including the Harlesden Neighbourhood Forum, Harlesden Business Association, Brent Cultural Centre, to carry out consultation events and engage the community on design and delivery of the scheme. Prior to delivery of the programme, the HAZ Stakeholder Group will create a comprehensive Community Engagement Plan as set out in section 4.

### **The HAZ Cultural Consortium**

- 3.38 This group will develop a cultural programme to create greater pride, sense of community and wellbeing through cultural engagement. The group will comprise of the Refugee Support Network, Brent Cultural Centre, FER, and the Community Church Harlesden. There has been interest from groups currently supporting Brent on the London Borough of Culture 2020 to get involved with and lead the consortium. Once established, this consortium will develop a cultural programme of events, with the support of the Council and Historic England, and bid for ACE funding to deliver the programme. This will help to support the work happening in the HAZ area and revitalise high streets through cultural activities, bringing both a wider range of people, and new activity, to the heart of communities and raising aspirations.

### **Project Management Expertise**

- 3.39 Brent Council will procure a conservation-accredited architect to oversee the design and delivery of the renovation work, as recommended in the programme design guidance. The architect will be closely involved throughout the consultation with the community, via the HAZ Stakeholder Group. They will present ideas for consultation, approval, and delivery. The architect will support on contractor procurement for the delivery phase of the project, as well as supporting the HAZ officer through project management and due diligence of the works. The architect will also lead on a training session for shopkeepers in signwriting.

## Individual Project Templates

<b>Project Title</b>	<b>Project A - Historic Shopfront Restoration Scheme</b>			
<b>Description of Project and its objectives</b>	This project is to engage local property owners of 97-109 Harlesden High Street to encourage take up of grants for historic shopfront restoration. This stretch is located on a key gateway into Harlesden town when entering from Willesden Junction station. The objective is to restore and improve the appearance of this historic stretch and attract increased footfall and dwell time, as well as new businesses, to this part of town.			
<b>Project Category</b> (delete as appropriate)	<ul style="list-style-type: none"> <li>▪ Shopfront improvement</li> </ul>			
<b>Estimated Outputs</b>	8 restored historic shopfronts & facades			
<b>Project Leader</b> (if known)	HAZ Project Officer			
<b>Project Leader's contact details</b>				
<b>Any project partner organisations' Contact details</b>				
<b>Budget</b>	HE £228,000	LA £	Other sources £TBD	
<b>Start Date</b>	01/10/2020			
<b>End Date</b>	01/04/2022			

<b>Project Title</b>	<b>Project B - Brent Cultural Centre Restoration</b>			
<b>Description of Project and its objectives</b>	This project is to restore a section of the ground floor of the Brent Cultural Centre (107 Harlesden High Street) to help transform the centre into an attractive, welcoming and open space for the community. The core objective is to increase the number of local residents benefiting from the improved community space.			
<b>Project Category</b> (delete as appropriate)	<ul style="list-style-type: none"> <li>▪ Capital works (repair/restoration of historic building)</li> </ul>			
<b>Estimated Outputs</b>	Renovated community space			
<b>Project Leader</b> (if known)	HAZ Project Officer			

<b>Project Leader's contact details</b>				
<b>Any project partner organisations' Contact details</b>	Brent Cultural Centre			
<b>Budget</b>	HE £30,000	LA £0	Other sources £0	
<b>Start Date</b>	01/10/2020			
<b>End Date</b>	01/04/2022			

<b>Project Title</b>	<b>Project C - 60-62 High Street (Old HSBC bank) Restoration Work</b>			
<b>Description of Project and its objectives</b>	<p>Internal and external renovation of historic old HSBC bank building.</p> <p>Renovation of the interior will create two floors of versatile creative community and event space (basement and ground floor) and two floors of shared workspace for local charities and social enterprises - bringing people to work and socialise in Harlesden.</p> <p>Improvements to the exterior will reinstate heritage façade including feature paving, dropped windowsills, new entrance and feature lighting.</p>			
<b>Project Category</b> (delete as appropriate)	Capital works (repair/restoration of historic building)			
<b>Estimated Outputs</b>	A new community centre creating 160 sqm of community space and 162 sqm of workspace. 1 historic shop/bank exterior and facade restored.			
<b>Project Leader</b> (if known)	RSN			
<b>Project Leader's contact details</b>				
<b>Any project partner organisations' Contact details</b>	Refugee Support Network 32 Manor Park Road London NW10 4JU			
<b>Budget</b>	HE £50,000	LA £366,000	Other sources £	
<b>Start Date</b>	01/10/2020			
<b>End Date</b>	01/05/2021			

<b>Project Title</b>	<b>Project D - Community Engagement/Consultation</b>			
<b>Description of Project and its objectives</b>	Series of community design workshops to engage the local community and gather their views on the regeneration of their high street. The objective is to ensure that the community feels a sense of ownership and ability to influence the future of their local high street.			
<b>Project Category</b> (delete as appropriate)	<ul style="list-style-type: none"> <li>Community engagement (workshops/events/research)</li> </ul>			
<b>Estimated Outputs</b>	Delivery of consultation events informing the local community. 100 attendees at consultation events.			
<b>Project Leader</b> (if known)	HAZ Project Officer			
<b>Project Leader's contact details</b>				
<b>Any project partner organisations' Contact details</b>				
<b>Budget</b>	HE £5,000	LA £0	Other sources £0	
<b>Start Date</b>	01/09/2020			
<b>End Date</b>	01/11/2020			

<b>Project Title</b>	<b>Project E - Public Realm Improvements (Highways)</b>
<b>Description of Project and its objectives</b>	A stream of highways interventions which include changing road markings, reviewing zebra crossings, adding additional disabled bays, speed limit reduction, bollard implementation and maintenance of roads and pavements with the objective of improving the condition of the public realm.
<b>Project Category</b> (delete as appropriate)	<ul style="list-style-type: none"> <li>Shopfront/public realm improvement</li> </ul>



<b>Estimated Outputs</b>	Improve highways at key gateway approaches. Improve 2 crossings and pavements across 6 streets.			
<b>Project Leader (if known)</b>	LB Brent Highways			
<b>Project Leader's contact details</b>				
<b>Any project partner organisations' Contact details</b>				
<b>Budget</b>	HE £0	LA £64,000	Other sources £0	
<b>Start Date</b>	01/09/2020			
<b>End Date</b>	31/03/2021			

<b>Project Title</b>	<b>Project F - Apprenticeship Skills Training for Young Local Residents</b>			
<b>Description of Project and its objectives</b>	Brent Council will stipulate during invitation to tender that the successful contractor will be required to recruit 2 Brent residents as apprentices during the delivery of works with the objective of LB Brent supporting its local residents into work or training.			
<b>Project Category</b> (delete as appropriate)	<ul style="list-style-type: none"> <li>Capacity-building (training/skills/education)</li> </ul>			
<b>Estimated Outputs</b>	2 young people trained and qualified in construction skills during delivery stage of works.			
<b>Project Leader (if known)</b>	Brent Works			
<b>Project Leader's contact details</b>				
<b>Any project partner organisations' Contact details</b>				
<b>Budget</b>	HE £0	LA £18,000	Other sources £0	
<b>Start Date</b>	01/10/2020			
<b>End Date</b>	30/09/2021			

<b>Project Title</b>	<b>Project G - Shopfront Design Guide</b>			
<b>Description of Project and its objectives</b>	New shopfront design guide created to give shop owners and landlords clear guidance on how to improve the condition of their shopfront and how to carry out regular maintenance to safeguard investment.			
<b>Project Category</b> (delete as appropriate)	<ul style="list-style-type: none"> <li>Capacity-building (training/skills/education)</li> </ul>			
<b>Estimated Outputs</b>	1x Shopfront design guide			
<b>Project Leader</b> (if known)	Principal Heritage Officer (LB Brent)			
<b>Project Leader's contact details</b>				
<b>Any project partner organisations' Contact details</b>				
<b>Budget</b>	HE £2,000	LA £0	Other sources £0	
<b>Start Date</b>	01/01/2021			
<b>End Date</b>	31/01/2021			

### Project Summary Table

<b>Project</b>	<b>Title</b>	<b>Start date</b>	<b>End date</b>	<b>HE Funding</b>	<b>Match Funding</b>	<b>Combined total</b>
Project A	Historic Shopfront Restoration Scheme	01/10/2020	01/04/2022	£228k	£TBD	£228k
Project B	Brent Cultural Centre Restoration	01/10/2020	01/04/2022	£30k	£0	£30k

Project C	60-62 High Street (Old HSBC bank) Restoration Work	01/10/2020	01/05/2021	£50k	£366k	£416k
Project D	Community Engagement /Consultation	01/09/2020	01/11/2020	£5k	£0k	£5k
Project E	Public Realm Improvements	01/09/2020	31/03/2021	£0k	£64k	£80k
Project F	Apprenticeship Skills Training for Young Local Residents	01/10/2020	30/09/2021	£0k	£18k	£8k
Project G	Shopfront Design Guide	01/01/2021	31/01/2021	£2k	£0k	£2k
Other Fees	Architect Fees for Capital Costs (projects A-B)			£61.6k	£0k	£61.6k
	HAZ Project Officer			£60k	£0k	£60k
Project A	Legal/Planning fees			£1k	£1k	£2k
	LBB Officer time			£0k	£5k	£5k
				£437.6k	£454k	

<b>Total Project s:</b>					<b>Total Cost:</b>	£891.6k
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## 4. Statement of Community Engagement

4.1 The council will establish a HAZ Stakeholder Group at the start of the project. This group will comprise of key organisations representing communities and businesses in and around the town centre (as detailed in section 3 – Scheme Management). The group will ensure that local communities and residents are fully consulted and supportive of the project.

4.2 The objectives of the stakeholder and community engagement will be to:

- Ensure there is strong contribution from local residents and businesses to the HAZ project and to the creative and community processes involved.
- Improve decision-making within the project.
- Improve project accountability, capacity building and knowledge sharing.
- Establish an inclusive culture in the management of the town centre.
- Ensure that the community feels a sense of ownership and ability to influence the future of their local high street through co-design and co-delivery.

4.3 The stakeholder group will, at the start of the project, steer the development of the Statement of Community Engagement and a comprehensive Community Engagement Plan will be developed between the group, the HAZ Officer and PPB. The plan will set out the aims and objectives of the consultation, at the different stages of the project, the roles and responsibilities of stakeholders, details of who will be consulted, the processes and mechanisms for engaging, and the timescales for undertaking this work.

4.4 The Community Engagement Plan will be informed and developed through a process of consultation and engagement, starting with community consultation events in early 2020. Early indicators have shown that the Refugee Support Network and the Brent Cultural Centre are keen to collaborate with the Council on this work. Support with undertaking events and consultation activity, and capacity building partners to undertake this work, has been included in the budget for the project.

4.5 The following indicators will be monitored to understand if the project has met the objectives for community engagement:

- Number of attendees at consultation events
- In-kind support received from local community
- Number of community events held per year

- Satisfaction form survey feedback from any events and training sessions held
- Number of shop owners trained in maintenance of shopfronts

## 5. Cultural Programme

5.1 A consortium of local community and cultural organisations will lead the Cultural Programme. Brent Council will be part of the consortia and will be responsible for establishing it, making sure the programme happens, and for the overall evaluation of the Cultural Programme. Brent Council can offer the consortium in-kind support via free meeting space at the Civic Centre and officer time through the facilitation of those meetings. Official Council channels are also available to disseminate information about the programme to the public.

5.2 The Cultural Programme will be a mix of nationally and locally commissioned activities that celebrate the local identity of each high street and centralised commissions that help each high street feel part of something bigger.

Brent Council has opened dialogue with the following groups who have expressed an interest in the programme:

- Refugee Support Network - a Harlesden-based charity providing education support services for young refugees
- Brent Cultural Centre – Community based faith group
- Community Church Harlesden - a Harlesden-based church running a range of faith-based and non-faith based services and events (including money management, children's and youth activities, music events and English classes)
- FER - performance and visual artists exploring social issues including climate change and fast fashion, human trafficking, and inclusion and valuing of those with disabilities
- Harlesden Neighbourhood Forum - local community group working together to shape the future of the area
- Current members of the London Borough of Culture Harlesden working group (see 5.3)

5.3 As there is an opportunity to bid for Arts Council England funding, we want to make sure that the opportunity to benefit from this is available to as many local Harlesden groups as possible. Therefore, Brent Council has opened dialogue with the London Borough of Culture working group in Harlesden, who are responsible for delivering projects in the area, as we believe their knowledge is key to making the programme a success. Errol Donald of consultancy firm Mindspray has agreed to lead to consortium with support from Clary Salandy of Clary Designs, and Carole J Thompson from Bang Edutainment.

These conversations are ongoing to confirm consortium members once more detailed programme guidance is available.

## 6. Funding Profile, Budget and Resources

This section sets out the budget for the HAZ programme and the projects within it, and details who will be responsible for meeting specific costs. It breaks down the budget into specific elements, where possible, and indicates when the costs are likely to be incurred.

### Historic England Funding

<b>Project + Amount</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Total</b>
Project A - Historic shopfront restoration scheme	£98,000	£130,000	£228,000
Project B – Brent Cultural Centre restoration scheme	£10,000	£20,000	£30,000
Project C - 60-62 High Street (Old HSBC bank) restoration scheme	£35,000	£15,000	£50,000
Project D - Community Engagement/Consultation	£5,000	£0	£5,000
Project G – Shopfront Design Guide	£2,000	£0	£2,000
<b>Other fees</b> - Architect fees for capital costs (projects A-B)	£35,000	£26,600	£61,600
HAZ Project Officer	£22,500	£37,500	£60,000
Planning fees (project A)	£1,000	£0	£1,000
<b>Total Expenditure</b>	<b>£208,500</b>	<b>£229,100</b>	<b>£437,600</b>

### Local Authority Funding

<b>Project + Amount</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Total</b>
Project C - 60-62 High Street (Old HSBC bank) restoration scheme	£305,799	£60,201	£366,000
Project E – Public Realm improvements	£64,000	£0	£64,000
Project F - Apprenticeship skills training for young people	£9,000	£9,000	£18,000
LB Brent Officer time	£3,000	£2,000	£5,000

Legal fees (project A)	£1,000	£0	£1,000
<b>Total Expenditure</b>	<b>£382,799</b>	<b>£71,201</b>	<b>£454,000</b>

## Other Funding – Landlord Contributions

<b>Project + Amount</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Total</b>
Project A - Historic shopfront restoration scheme	£TBD	£TBD	£TBD
<b>Total Expenditure</b>	<b>£TBD</b>	<b>£TBD</b>	<b>£TBD</b>

Delivery of the scheme will take place across a 2-year period, with £591,299 planned to be spent in year 1 and £300,301 in year 2. If significant delays from Covid-19 mean the project cannot complete within the 2-year timeframe then the project will be extended into year 3.

These figures do not include, at present, property owner contributions for the renovation of the eight historic shopfronts, which are part of the programme. Early communication has commenced with these stakeholders and five had agreed to make a 15% contribution to the works but this was pre Covid-19 and, at present, we feel it is too soon to revisit the situation with these shops still closed and severely impacted by the pandemic.

Match funding for both years has been secured from Brent Council Capital Funding which includes £64,000 of public realm Highways funding, and £366,000 of Neighbourhood Community Infrastructure Levy (NCIL) funding for renovation of the old HSBC bank building.

In-kind benefits will be provided by partners, such as volunteer time through facilitation at consultation events and the use of community space. Detailed confirmation of these will be provided as the conversations progress.

## 7. Conservation Policies

### Development Management Policies DPD

7.1 The Council's overarching policies on Design and Heritage are contained within its Development Plan. Development Management Policies DPD - DMP1. States that development will be acceptable provided it is a) 'of a location, use, concentration, siting, layout, scale, type, density, materials, detailing and design that provides high levels of internal and external amenity and complements the locality.' At d) it states that development will be acceptable provided it is 'conserving or enhancing the significance of heritage assets and their setting.' DMP7 particularly addresses proposals for or affecting Brent's heritage assets. Those considered relevant to the HAZ include:

- a. 'Demonstrate a clear understanding of the archaeological, architectural or historic significance and its wider context.' The HAZ proposal will address the relative architectural and historic interest of the heritage assets and therefore demonstrate a proper understanding of the Harlesden Conservation Area and its context.
- b. 'Provide a detailed analysis and justification of the potential impact (including incremental and cumulative) of the development on the heritage asset and its context as well as any public benefit.' A Heritage Statement will be submitted with the proposals showing why the works proposed are necessary and that they will preserve the character of the buildings and the Harlesden Conservation Area.
- c. 'Sustain and enhance the significance of the heritage asset, its curtilage and setting, respecting and reinforcing the streetscene, frontages, views, vistas, street patterns, building line, siting, design, height, plot and plan form and ensure that extensions are not overly dominating.' The Heritage Statement will set out how the proposals will sustain and enhance the significance of the Heritage Assets.
- d. 'Contribute to local distinctiveness, built form, character and scale of heritage assets by good quality, contextual, subordinate design, and the use of appropriate materials and expertise, and improving public understanding and appreciation.' The HAZ proposals will contribute to the local distinctiveness because it will bring back shopfronts in a sympathetic way.

### **Historic Environment Place-making Strategy**

- 7.2 This Historic Environment Place-making Strategy sets out and assesses the rich history of Brent and its broad wealth of heritage assets as part of its wider cultural offer, which is particularly important with Brent successfully winning the London Borough of Culture 2020 title. In doing so, it responds to, and is compliant with, the requirement for a 'positive strategy for the conservation and enjoyment of the historic environment' in the National Planning Policy Framework. It also sets out how the historic environment can play an important role in delivering regeneration in the borough, through supporting the objectives of the Local Plan as well as promoting the quality place-making.
- 7.3 An initial review of possible parts of the Borough which could merit conservation area status (new and extensions to boundaries) has been undertaken as part of the Historic Environment Place-making Strategy. Each area has been surveyed to establish whether it has special architectural or historic interest. The overall boundaries have not been precisely considered but, generally, the history, architecture, buildings, layouts, streets and trees have been assessed. For Harlesden, the existing boundary of the conservation area is considered to contain the most architecturally significant buildings that form the spirit of Harlesden commercial centre. However, commercial activity of Harlesden has developed along Craven Park Road and there are groups of architecturally significant buildings, some of which are already identified as having merit and Locally Listed. A major advantage of the HAZ proposals will include taking forward these conservation area extensions.



## Local Supplementary Planning Guidance

- 7.4 The Harlesden Conservation Area Character Appraisal (2006)** sets out the history and character of the area. At section 6.6, 'Extent of loss Intrusion or Damage', it points out that 'Shopfronts and are constantly changing the character of buildings.....This has resulted in the loss of key architectural features including pilasters, console brackets and stall risers. The installation of security shutters and grilles has further eroded the overall quality of the urban environment.' The HAZ proposals intend to address this by reinstating missing elements. The Harlesden Conservation Area has reached a stage where significant investment in both the public and private realm is required to maintain the quality of the Area. The Council has developed a programme to upgrade the town centre environment and in order to develop and enhance the character of the area by the use of Section 215 Notices with visible results. Two recommendations in the Character Appraisal (page 13) suggest: i) The review and publication of a Conservation Area Shopfront Design Guide and ii) Improved liaison between the community and the Council. Both of these will be addressed through the HAZ proposal, in particular, a simple and easy to use 2-page Shopfront Guide.
- 7.5 Shopfronts Supplementary Planning Document (SPD3) 2018:** High quality shopfronts can radically improve the character and appearance of an area. This enhances the experience of the people visiting town centres. This is one of several initiatives being implemented by Brent Council to increase the vitality and viability of town centres, which is a key corporate priority. The HAZ proposals will adhere to this document. The HAZ proposals for shopfronts and forecourts will retain shopfronts of architectural or historic merit, demonstrate a high quality of new design or reinstatement, complementing the building and adjoining properties. In particular, it will show good practice for shopfronts and signage.

## 8. Communication

LB Brent and local partners in the HAZ programme agree to make a commitment to acknowledge the support of Historic England publicly by sharing news of the programme and the funding received through the scheme where possible. This will include through council communication channels such as websites, social media platforms, and the council magazine. For the purposes of public transparency, all PR and marketing material as part of this programme will include the Historic England logo at all times.

## 9. Assessment of impact and evaluation

- 9.1** Brent Council will work closely with Historic England to provide the necessary baseline data required prior to the commencement of the scheme. Any data Brent Council

currently holds such as footfall data, or resident attitude surveys, which will be of benefit to the evaluation of the scheme, will be made available to Historic England. Where data is old, or does not exist, it would be beneficial for project evaluation if brand new qualitative data could be sourced which relates to the HAZ area. This benchmarking will allow for ease of evaluation at scheme completion.

9.2 In order to objectively assess the impact of the HAZ programme on the conservation area, the historic environment, as well as the wider town centre, to identify the impact of Historic England's contribution the following indicators are identified that correspond to the HAZ projects. These will be regularly monitored and form part of the annual self-evaluation.

At the end of the programme, a final evaluation will be undertaken.

<b>Harlesden Gateway HAZ objectives and projects</b>	<b>Relevant measuring Indicators</b>
<b>Repair and reinstate lost features of historic buildings at key gateways to the town centre.</b>	
Project A+C	Number of historic shopfronts and facades improved
Project A+C	Number of enforcement cases initiated within the Conservation Area
<b>Create a safe and secure street environment to enhance visitor experience and improve access to town centre amenities</b>	
Project E	Number of crossings and streets improved
Project E	Perception of town centre
Project E	Highways figures
Project A+B+C+E	Number of visitors to town centre, Brent Cultural Centre and old HSBC building
<b>Boost economic vibrancy and vitality of town centre</b>	
Project A+B+C+E	Number of visitors to town centre

Project A+B+C+E	Perception of town centre
Project A+B+C+E	Community safety figures
<b>Renovate and bring community space back to public use to create a sense of place</b>	
Project B+C	Number of new users of community space
Project B+C	Number of community events held in renovated space
<b>Celebrate the culture of the town centre and it's communities, enhancing access to heritage and improving social inclusion</b>	
Project B+C	Number of people attending events at Cultural Centre/Old HSBC building
Project D	Number of attendees at consultation events
All projects	Resident Attitude Survey responses
Project B+C+D	Number of community events held per year
Project D	Number of attendees at HAZ related events
Project B+C+D	Satisfaction form survey feedback from any events and training sessions held
<b>Build capacity and resilience of local communities</b>	
Project F	Number of apprenticeships provided
Project A	Number of people trained in sign writing
Project A+G	Number of show owners trained in maintenance of shopfronts
Project D	Number of attendees at consultation events
Project G	Number of shop owners trained in maintenance of shopfronts
Project G	Further shopfronts in town centre improved
Whole programme	In-kind support received from local community

Whole programme	Contributions received from landlords
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9.3 The HAZ project aims to deliver a legacy impact for the area over a considerable period leading to further beneficial outcomes, which may include:

- Refurbishment of further shop fronts
- Provision of future community space (i.e. Picture Palace)
- Creation of a new centre for social enterprise and small business space
- Improved mobility around the town centre, creating new pedestrian crossings and improved town pedestrian walkways
- Improve safety around the town centre
- Improve or bring back further buildings across the HAZ /Town centre conservation area
- Improved footfall/dwell time

## 10. Timetable

Activity	Timescale
Develop draft scheme programme	October – December 2019
Engage with local community organisations, Landlords and shop owners	December 2019 - Ongoing
HAZ grant approval	February 2020
Finalise delivery arrangements	June 2020 – September 2020
Recruitment of HAZ Project Officer	April 2020 – May 2020
Procurement of architect	September 2020
Initial community engagement and consultation	September 2020 – November 2020
Procurement of contractor	November 2020
Shopfront restoration and Brent Cultural Centre works	November 2020 – April 2022
Development days for Cultural Programme	TBD
Grants for design of Cultural Programme	September 2020 – Dec 2020
Cultural Programme funding awarded	September 2020 – Dec 2020
Cultural programme of activities	April 2021 – March 2023
Evaluation of project commences	Summer 2022

## 11. Risk Log

The Scheme Programme Risk Log sets out any risk to the completion of the programme, especially those outside its control. When reviewing progress of the scheme an assessment of the risk log will take place to ascertain whether the likelihood of each risk has changed, and if any anticipated risks are occurring.

<b>Risk</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Mitigation</b>	<b>Risk owner</b>
Failure to recruit HAZ Project Officer	Low	Medium	Promotion of vacancy through correct channels	Council/Historic England
Consultation objections/uninterested community	Low	Medium	Ensure community input canvassed early	Project Partnership Board (PPB)
Covid-19 social distancing measures mean normal ways of consulting are not possible.	High	High	Look to new ways of engaging and consulting with the community including moving things online and through post/newsletters	PPB/HAZ Officer
Lack of synergy between public realm improvement projects/community fatigue of engagement	Low	Medium	Joining up consultations with other projects and align timescales. Make consultation events engaging.	PPB/HAZ Officer
Council organisational changes	Low	Low	Reallocation of responsibility within Council	LB Brent/HAZ Officer
Tender figures higher than projected	Medium	Medium	Revisit scope of the project where possible.	PPB
Breakdown in relationship between HAZ partners	Low	Medium	Governed by clauses in Service Level Agreement & partnership agreement	PPB
Landlord contributions fail to materialise (upgraded due to Covid-19)	High	Medium	Engagement from outset explaining the benefits of the work. Potential for contingency option?	PPB/HAZ Officer
HAZ funds are insufficient to complete programme	Medium	High	Maintain clear oversight of the projects as they progress and carry out due diligence	PPB/Architect, HAZ Officer
HAZ does not keep to milestone targets	Medium	Medium	Realistic targets set. Regular monitoring, reporting and reviewing.	HAZ Officer/Architect
HAZ projects not delivered to a satisfactory standard	Low	High	Review progress regularly with project leads	HAZ Officer/Architect
Landlords do not maintain shopfronts, resulting in deterioration of heritage asset	Medium	High	Regular monitoring by LB Brent with option of enforcement i.e. Section 215 notice.	LB Brent

Skills development opportunities for young people has a low take up	Low	Medium	Work closely with Brent Works team to advertise opportunities and engage young people.	HAZ Officer/LB Brent
New community space under-used	Low	Medium	Marketing campaign, engagement through social media, etc.	HAZ Officer/Project Partnership Board
Cultural community events poorly attended	Low	Medium	Marketing campaign, engagement through Social media channels	HAZ Officer/Town Centre Manager