



**Resources & Public Realm Scrutiny
Committee**

5 September 2018

**Report from the Strategic Director
for Regeneration and Environment**

Area Based Working Update

Wards Affected:	All
Key or Non-Key Decision:	Non-key
Open or Part/Fully Exempt:	Open
No. of Appendices:	Five: <ul style="list-style-type: none"> - Appendix 1: TCM Achievements - Appendix 2: TCM Feedback - Appendix 3: TCM Deliverables 2018-19 - Appendix 4: NM Achievements - Appendix 5: NM Feedback
Background Papers:	None
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Contents:

1. Summary	page 93
2. Recommendations	page 93
3. Detail	page 93
3.1 – 3.5..... Town Centre Managers (TCMs) Background	page 93
3.6 – 3.14..... TCM Achievements	page 94
3.15 – 3.18.... Neighbourhood Manager (NMs) Background	page 96
3.19 – 3.25.... NM Achievements	page 96
3.26..... TCM Deliverables 2018-19	page 98
3.27..... NM Deliverables 2018-19	page 99
3.28 – 3.32.... Medium Term to Long Term Plans	page 100
4. Financial Implications	page 101
5. Legal Implications	page 101
6. Equality Implications	page 101
7. Background Documents	page 101
8. Officer Contacts	page 102
9. Appendices	page 102

1.0 Summary

- 1.1 The paper provides an update on the significant progress that is being made by Town Centre Managers and Neighbourhood Managers, leading on the council's new area based approach.
- 1.2 The report summarises the achievements in the first 6-15 months of operation for X4 Town Centre Managers (TCMs) and in the first 7 months of operation for X5 Neighbourhood Managers (NMs).
- 1.3 It also provides a summary of the objectives and deliverables for 2018/19 for TCMs and NMs, and a summary of medium-long term plans.

2.0 Recommendations

- 2.1 To note the contents of the report.

3.0 Detail

TCMs - Background

- 3.1 TCMs commenced in their roles in May 2017.
 - 3.1.1 Grace Nelson was recruited to be the TCM for Harlesden and Willesden.
 - 3.1.2 Rubina Charalambous was recruited to be TCM for Wembley and Ealing Road.
- 3.2 Anne Denneman commenced her role as TCM for Church End and Neasden in January 2018.
- 3.3 Richard Hay commenced his role as TCM for Kilburn, Burnt Oak and Colindale in February 2018.
- 3.4 The TCMs were recruited in order to stimulate improvements across 9 priority town centres, as identified in the April 2017 Cabinet paper. A range of improvements to town centres can stimulate business growth for existing and new businesses, whilst creating an improved experience for those residents that live, work, or visit Brent.
- 3.5 R.E.A.C.H set out the long term vision for town centres in Brent. The aim is to diversify the high street to build more vibrant and resilient places:
 - 3.5.1 Retail: a quality retail core.
 - 3.5.2 Economy: economic growth through additional forms of commercial space.
 - 3.5.3 Accessible and Attractive: creating attractive and accessible destinations.

3.5.4 Community: helping local residents to use the high street more actively with community and leisure uses.

3.5.5 Housing: creating places to live, which in turn supports local footfall and spend in the high street.

TCM Achievements

3.6 The achievements of TCMs are set out in more detail in Appendix 1 supported by photographic evidence, and feedback from Business Association Chairs and other stakeholders is captured in Appendix 2.

3.7 **Business partnerships:** TCMs have developed partnerships across the borough, including Ealing Road Traders Association (ERTA), Wembley High Road Business Association (WHBA), Wembley Park Drive Business Association, Willesden Business Association, Harlesden Business Association, and Neasden Business Association. Plans are underway to establish business groups for Kilburn, Burnt Oak, Colindale and Church End.

3.8 **Cultural events, artistic interventions, and marketing:** This is critical to the profile, public perceptions and success of town centres, and has been a key area of action for TCMs. Delivery includes:

3.8.1 Festive lighting for Harlesden and Ealing Road

3.8.2 Supporting the Heart of Wembley Festival, Neasden Festival, and the Royal Wedding celebrations in Harlesden

3.8.3 A new, community-led mural in Ealing Road has been delivered, bringing character to the high street and celebrating its cultural heritage

3.8.4 Small Business Saturday Awards to give profile to exemplary local businesses.

3.8.5 Shutter art on Wembley High Road to reduce blight of graffiti

3.8.6 London School of Journalism commissioned to write High Street guides (covering eating, drinking, fashion, visiting and shopping) for Harlesden, Willesden, Wembley and Ealing Road will be completed and rolled out between September and Christmas 2018. To increase visitor spend on the high streets, information will be dispersed through Quintain, The Stadium, community groups, hotels, social media, high street websites and features in Time Out London and Visit London.

3.8.7 'Grand openings' initiated in Harlesden to give profile to new shops coming to the area.

3.8.8 Annual Traders Recognition Awards rolled out in Willesden Green.

- 3.8.9 The Place Marketing campaign commissioned by the Brent Business Board has been supported by the TCMs. They generated content and through their relationships facilitated local stakeholder contacts for the place marketing videos, promoting Kilburn, Harlesden, and Wembley High Road and Wembley Park Drive. These were completed in July 2018 and will be circulated in September in tandem with the new business portal website.
- 3.8.10 The new Brent for Business website launched on the 20th August, providing a single point of access for information for businesses. This includes a section highlighting opportunities and the positive attributes and stories for the priority town centres, to attract business and investment.
- 3.9 **Anti-social behaviour (ASB):** A range of interventions have been made by TCMs in support of businesses seeking to resolve ASB. For example, relaying businesses information to the Police in Harlesden which led to 'Operation Hope' in Feb and March 2018, working with businesses on Craven Park Road in Harlesden to tackle ongoing issues, setting up a WhatsApp group for businesses and the Police in Wembley and establishing a paan spitting awareness campaign in Ealing Road. More recently this has been coordinated with the support of NMs.
- 3.10 **Environmental Issues:** At least 330 environmental issues have been identified by TCMs and referred to Environment Services for resolution, including fly-tipping, street litter and bin overflows. More recently this has been coordinated with the support of NMs.
- 3.11 **Shop front improvements:** Section 215 has been utilised where owners have not kept shop-fronts up to standard, working in partnership with Planning Enforcement, to deliver a number of shop front and upper floor improvements in Harlesden and Neasden.
- 3.12 **Parking:** Issues have been worked on by TCMs with local community and business groups, with some resolutions put in place. This includes updating the signposting of parking spaces in Harlesden and Willesden green and making alterations to the Ealing Road CPZ and additional 'flexi-bays' for pay and display parking, as well as a parking brochure to highlight the available spaces in the Wembley area.
- 3.13 **Footfall monitoring:** Systems are being established to measure year-on-year and seasonal progress. Funding was secured to place footfall counters in Ealing Road, Wembley High Road, Harlesden and Willesden.
- 3.14 **Town Centre Health Check:** Commissioned to cover all Brent Town Centres, with additional data for the priority centres. This was completed in July 2018. The evidence base will be utilised when seeking funding to deliver future capital and revenue interventions.

NM Background

- 3.15 The Neighbourhood Management service formally came into existence on 1st August 2018. The establishment of this service provides a more appropriate home for the Neighbourhood Managers who were appointed in January 2018. Neighbourhood Management primarily encompasses management and monitoring of the Public Realm including Veolia, Environmental Enforcement as well as responsibility for Public Realm projects, policy and strategy development – all of which are closely linked to the Neighbourhood Manager role.
- 3.16 5 Neighbourhood Managers were appointed and commenced in their roles in January 2018. They cover the whole borough, aligned to the Brent Connects boundaries.
- 3.16.1 Ashley Cumberbatch: Harlesden, Kensal Green and Stonebridge
- 3.16.2 Shirley Holmes: Barnhill, Fryent, Kenton, and Queensbury
- 3.16.3 Dennis Lewis: Brondesbury Park, Kilburn, Mapesbury, and Queen's Park
- 3.16.4 Tony Martin: Alperton, Northwick Park, Preston, Sudbury, Tokyngton, and Wembley Central
- 3.16.5 Phillip Stagles: Dollis Hill, Dudden Hill, Welsh Harp and Willesden Green
- 3.17 In July 2018, Mark O'Brien was successfully appointed as the 6th 'floating' Neighbourhood Manager. Mark's role in the coming months will be to support the 5 existing managers by providing additional cover for borough wide matters (e.g. winter response, matters relating to the A406 etc.) as well as a focus on being an available resource for weekends and evenings. Mark currently covers the Kilburn Connect area while that manager is on secondment.
- 3.18 On 1st August the NMs transferred to the newly formed Neighbourhood Management Service and are now working under their new head of service who took up post on 1st August. The key focus of the NMs to date has been to settle in to their areas and to establish contact and relationships with key partners, resident and business groups and members. They have also been focussing on becoming familiar with the geography and conditions in their areas as well as identifying and addressing some of the most prominent issues.

NM Achievements

- 3.19 The achievements of NMs are set out in more detail in Appendix 4 supported by photographic evidence, and feedback from residents and stakeholders is captured in Appendix 5.
- 3.20 Harlesden, Kensal Green and Stonebridge (Ashley Cumberbatch)

- 3.20.1 Lynton / Yeats Close – ASB, untaxed vehicles, illegal rubbish dumping.
- 3.20.2 Waxlow Road – rough sleeping in caravans, illegal rubbish dumping.
- 3.20.3 All Souls Avenue – overflowing bins, illegally dumped rubbish, abandoned items chained to street furniture.
- 3.20.4 Operation Hope – 4 week multi-agency joint operation in Harlesden.
- 3.21 Barnhill, Fryent, Kenton, and Queensbury (Shirley Holmes)
 - 3.21.1 Queensbury – tackling dangerous pavements.
 - 3.21.2 Alley to the rear of Grosvenor Crescent – dumped rubbish and unacceptable resident behaviour.
 - 3.21.3 Kingsbury / Queensbury – illegal rubbish dumping project.
 - 3.21.4 Roe Green – centenary celebration.
 - 3.21.5 Kingsbury – establishment of a Neighbourhood Group.
 - 3.21.6 Queensbury Station – multi-agency operation to tackle crime and environmental issues.
- 3.22 Brondesbury Park, Kilburn, Mapesbury, and Queen’s Park (Dennis Lewis - currently supported with interim cover by Mark O’Brien)
 - 3.22.1 Hassop Road – multi agency project to tackle parking issues and other environmental crime caused by car repair businesses in the area.
 - 3.22.2 Kilburn High Road – joint operation with Camden to tackle waste issues.
 - 3.22.3 Kilburn High Road – mural restoration.
- 3.23 Alperton, Northwick Park, Preston, Sudbury, Tokyngton, and Wembley Central (Tony Martin)
 - 3.23.1 One Tree Hill (Park) – multi agency project / operation to tackle drinking, ASB and other issues within the park.
 - 3.23.2 Bassingham Road – project to tackle illegal crossovers, damaged highways and missing or damaged trees.
 - 3.23.3 Queensbury Road (Alperton) – project to tackle illegal rubbish dumping and misuse of an emergency access barrier.
 - 3.23.4 Elseley Road School – project to resolve ASB on school site and misuse / untidy footpaths.

- 3.23.5 Monks Park Service Road – various crime, ASB and environmental issues tackled through a joint co-ordinated project.
- 3.24 Dollis Hill, Dudden Hill, Welsh Harp and Willesden Green (Phillip Stagles)
 - 3.24.1 Neasden Recreation Ground – joint project to clear up the park and tackle large-scale rough sleeping encampments.
 - 3.24.2 Church Road Car Park / Market site – project to tackle illegally dumped rubbish, graffiti and general maintenance issues at this shared ownership site.
 - 3.24.3 Clifford Court, Tanfield Avenue, Neasden – project to improve conditions at a badly maintained block of flats overrun by drugs gangs.
 - 3.24.4 Park Avenue Railway Bridge – project to resolve an ongoing issue over pigeons.
- 3.25 Borough-wide (Mark O'Brien)
 - 3.25.1 Borough-wide Traveller Incursions – out of hour's resource to ensure impromptu traveller encampments are quickly responded to.
 - 3.25.2 Borough-wide winter (gritting) management and response.
 - 3.25.3 Borough-wide weed spraying programme management and monitoring.

TCM Deliverables 2018/19

- 3.26 Detailed objectives and deliverables are available in Appendix 3. In summary, they include:
 - 3.26.1 Develop Business Partnerships, growing membership and the self-sufficiency across all priority town centres. This includes the creation of business associations in Kilburn, Burnt Oak, and Colindale.
 - 3.26.2 Deliver cultural events, including the switch on of new festive lights in Ealing Road and Harlesden, and Neasden Festival.
 - 3.26.3 Work in partnership with the London Borough of Culture team for Brent, deliver a mural programme across Kilburn, Neasden, Church End, Harlesden, and Willesden. This will utilise funding being sought through Neighbourhood Community Infrastructure Levy (CIL), the GLA Good Growth Fund Round 2, and the GLA programme to deliver a 'Women's Trail' through murals to celebrate 100 years since the vote for women in the UK.
 - 3.26.4 Continue to deliver improvements to the look, feel and safety of town centres, working in partnership with Neighbourhood Managers to keep streets clean through a quick response with contractors. Also

working collaboratively with the police and community safety to ensure engagement between local businesses and Locality Joint Action Groups.

- 3.26.5 The Town Centre Manager for Kilburn will take forward Brent's aspirations for Kilburn to be a centre for the Night Time Economy, building on its heritage and excellent transport connectivity – including the night-tube on the Jubilee Line to Kilburn Station – and utilising its location near Central London. This includes seeking Purple Flag status, a kite-mark for a, secure, and clean night time economy destination, also sympathetic to the local community.
- 3.26.6 Seeking funding sources to deliver improvements to the public realm, including greening, wayfinding, public art, shop front improvements, lighting and illumination and marketing. Including any secured through Neighbourhood CIL in August or be bid for in December.
- 3.26.7 Engaging landlords to create a bank of landlords willing to work with the council on filling their vacant properties with tenants or meanwhile uses.

NM Deliverables 2018/19

- 3.27 The NMs are operating under the following set of shared objectives:
 - 3.27.1 To be a dedicated front line management level resource focussing on the specific local needs of the Brent Connects area they are responsible for.
 - 3.27.2 To tackle local environmental issues by identifying root causes of problems and then establishing and implementing proactive solutions for both the short and long term.
 - 3.27.3 To be a first point of contact for members in their area – through the establishment of close relationships thereby ensuring a real collective understanding of local issues.
 - 3.27.4 To engage closely with resident and business groups as well as individuals in their area on a wide range of mainly environmentally themed issues with a view to improving local conditions but also challenging behaviours and influencing local demand on resources.
 - 3.27.5 To act as ambassadors for Brent demonstrating first-hand the policies and priorities of the council.
 - 3.27.6 To work with partner agencies and other teams within the council to develop and implement initiatives within their areas and/or channel existing resources in a focussed manner to ensure specific problems are properly dealt with.
 - 3.27.7 To monitor the performance of Brent's Environmental contractors.

- 3.27.8 To support, contribute to and promote borough wide council policies, strategies and objectives.

Medium to Long Term Plans

- 3.28 A capital improvement programme is being compiled by TCMs with input from NMs, other officers and community stakeholders. This will identify key investments needed across the priority town centres in order to deliver social, economic and environmental improvements. Funding will be sought through a number of courses to deliver the proposed interventions.
- 3.29 The proposed capital improvements will relate to:
- 3.29.1 Public realm improvements
 - 3.29.2 Creating new or improving existing public spaces
 - 3.29.3 Culture and art
 - 3.29.4 Shop-fronts and/or upper-floor improvements in strategic locations
 - 3.29.5 Investment to enable new workspace where possible
- 3.30 The Local Plan planning policy, currently in draft, will identify uses in town centres, proposing diversification of town centres at their peripheries. This is to enable the development of housing, workspace and community uses in town centres. This in turn can create greater vibrancy of the town centre offer, as well as creating a footfall of people living and working in town centres who can spend money locally.
- 3.31 The Old Oak Common Local Plan is critical to the future of Harlesden in particular, with the connection via Willesden Junction Station. It identifies the creation of a new 'Major Town Centre', so it will be critical to ensure connectivity between Harlesden and the OPDC, but also to differentiate the Harlesden offer from the new offer that will come forward in Old Oak Common.
- 3.32 Specific medium to long term plans for Neighbourhood Management are in the process of being developed. In broad terms the current focus is intended to be as follows:
- 3.32.1 Continued focus on identifying and tackling local environmental issues – ensuring collective partner approaches are applied and pursued where required, identifying root causes of problems and developing sustainable solutions or measures to ensure issues are fully dealt with both in the short, medium and long term.
 - 3.32.2 Playing a lead role in the development and delivery of an area based plan in partnership with TCMs and other services / agencies which focuses on improving the look and feel of the Neighbourhoods they manage and seeks to design out issues before they arise.

- 3.32.3 Continued focus on developing and/or expanding customer and member contact by playing a lead role in forming and attending group meetings and maintaining a lead contributory presence at already established groups, panels or forums.
- 3.32.4 Acting as champions of the area based approach with a view to influencing partners both internal and external to embrace or even adopt the Neighbourhood model thereby expanding the capabilities and extent of reach of the service.
- 3.32.5 Active contribution to the development and expansion of the wider Neighbourhood Management Service including hands on support to the development of existing teams within the service area, lead responsibility for the wider environmental contact monitoring role the service undertakes and maintaining the flexibility to expand and adapt their roles as required.

4.0 Financial Implications

- 4.1 To date the Town Centre and Neighbourhood service have been operating within the allocated budget.
- 4.2 As stated in paragraph 3.29, further funding will have to be sought to deliver the proposed interventions.

5.0 Legal Implications

- 5.1 There are no legal implications arising from this report.

6.0 Equality Implications

- 6.1 There are no equality implications arising from this report.

7.0 Background documents

Cabinet decision, April 2017 – [Town Centres Action and Investment Planning](#)

Resource and Public Realm Scrutiny Committee, September 2017 – [Follow Up Review on Brent High Street Initiatives](#)

8.0 Officer contacts

Chris Whyte (Operational Director, Environment)
Simon Finney (Head of Environmental Improvement)
Matt Dibben (Head of Employment, Skills and Enterprise)
Ros Flowers (Senior Manager Economic Growth)

Town Centre Managers:

Grace Nelson (Town Centre Manager - Harlesden and Willesden)
Rubie Charalambous (Town Centre Manager – Wembley High Road and Ealing Road)
Richard Hay (Town Centre Manager – Kilburn, Burnt Oak, Colindale)
Anne Dennemann (Town Centre Manager – Church End and Neasden)

Neighbourhood Managers:

Ashley Cumberbatch – Harlesden, Kensal Green and Stonebridge
Shirley Holmes – Barnhill, Fryent, Kenton, and Queensbury
Dennis Lewis – Brondesbury Park, Kilburn, Mapesbury, and Queen's Park
Tony Martin – Alperton, Northwick Park, Preston, Sudbury, Tokyngton, and Wembley Central
Phillip Stagles – Dollis Hill, Dudden Hill, Welsh Harp and Willesden Green
Mark O'Brien – Borough-wide

9.0 Appendices

Appendix 1: TCM Achievements
Appendix 2: TCM Feedback
Appendix 3: TCM Deliverables 2018-19
Appendix 4: NM Achievements
Appendix 5: NM Feedback

Report sign off:

Amar Dave
Strategic Director of Regeneration & Environment