

Appendix 3: Town Centre Manager Deliverables 2018-19

1. Harlesden and Willesden Green (Grace Nelson)

Aim	Delivered	Evidence
Harlesden		
Market the business offer and host cultural events to increase footfall	<ul style="list-style-type: none"> Seek funding to develop and deliver on a year round calendar of cultural events 	<ul style="list-style-type: none"> Funding Application (Big Lottery Fund)
	<ul style="list-style-type: none"> Seek funding to produce and deliver Harlesden's marketing mini guide (offline publication) 	<ul style="list-style-type: none"> Funding application (Neighbourhood CIL, Harlesden Business Association or Corporate Sponsorship)
	<ul style="list-style-type: none"> Seek business sponsorship to deliver Harlesden Festive Lights 	<ul style="list-style-type: none"> Funding support secured (local businesses, local resident community, large corporate sponsorship)
	<ul style="list-style-type: none"> Produce Town Centre reviews (food and drink and fashion retailer) to support the marketing of the town centre 	<ul style="list-style-type: none"> Completed narratives used in on and offline publications
	<ul style="list-style-type: none"> Support community-led Harlesden community and business awards (winners may be candidates for the borough wide Pride of Brent). 	<ul style="list-style-type: none"> Promotional material and publicity Photographic evidence
	<ul style="list-style-type: none"> Support Councils' borough wide Small Business Saturday Campaign 	<ul style="list-style-type: none"> Funding support secured (Love Where You Live and New Homes Bonus Funding) Publicised marketing of event (internal and external Comms channels) Photographic evidence

	<ul style="list-style-type: none"> Support the delivery of a series of in-store retailer events: Fashion and Bubbles 	<ul style="list-style-type: none"> Publicity (internal and external Comms channels) Photographic evidence
Improve the look and feel of Harlesden	<ul style="list-style-type: none"> Good Growth Fund (GLA Funding Programme for High Streets) <p>Submit Expression of interest for Good Growth Fund Round 2 stage 1 for “Harlesden Culture and Connectivity]” placemaking programme. If successful – will commence to Stage 2 second round in October 2018. Estimated delivery will commence in 19/20</p> <p>Develop and commission procurement brief for programme development to set a framework for capital investment in Harlesden, e.g. in public realm, greening, infrastructure, and workspace.</p>	<ul style="list-style-type: none"> Funding Application submission (GLA) Procurement Brief commission (London Tenders Portal)
	<ul style="list-style-type: none"> Seek funding to refurbish two dilapidated billboards located on the gateway entrance near Willesden Junction station (Harlesden High Street Harrow Road entrance) Seek funding to replace or refurbish existing community noticeboards located with the town centre boundary 	<ul style="list-style-type: none"> Funding Application (Neighbourhood CIL)
	<ul style="list-style-type: none"> Seek funding to support the delivery of placemaking murals in 2 prominent locations in the two gateways to Harlesden from Willesden Junction station. 	<ul style="list-style-type: none"> Funding application (GLA) Photographic evidence of installation of murals
	<ul style="list-style-type: none"> Joint working targeted approach with Neighbourhood Manager and Planning Enforcement (environmental issues, s215 enforcement on landlords to ensure their buildings are maintained to a quality standard) 	<ul style="list-style-type: none"> Evidence progress report Photographic evidence
Improve the existing	<ul style="list-style-type: none"> Seek funding to trial the delivery of a new Market offer 	<ul style="list-style-type: none"> Funding application (GLA, Heritage

business offer	in Harlesden	Lottery Fund
	<ul style="list-style-type: none"> • Build up rapport and engage with empty property landlords to explore plans for occupancy of void units across the town centre. 	<ul style="list-style-type: none"> • Development of landlord database with logged conversations and progress status
	<ul style="list-style-type: none"> • Joint working with temporary use associations to explore options for reoccupying voids and testing new uses on high street 	<ul style="list-style-type: none"> • Meeting minutes and email follow ups
	<ul style="list-style-type: none"> • Commission and support the delivery of targeted Business support: Food Hygiene and Digital Skills Training • Support the delivery of the Diageo volunteering retailer review programme 	<ul style="list-style-type: none"> • Evidence reporting of signed up businesses on programmes • Regular progress meeting reports on Diageo pilot volunteering project
Increase the capacity of Harlesden Business Association	<ul style="list-style-type: none"> • Support the design and delivery of Harlesden Business Association's Quarterly printed Newsletter 	<ul style="list-style-type: none"> • Production of newsletters (print versions and archived saved pdf versions)
	<ul style="list-style-type: none"> • Support the constitution and membership of Harlesden Business Association by Federation of Small Businesses (formal mandate – charity status, 1 year business plan, quarterly meetings) 	<ul style="list-style-type: none"> • Documented evidence of membership with Federation of Small Businesses • Meeting minutes distributed • Photographic evidence of meetings • Production of business plan
Willesden Green		

Market the business offer and host cultural events to increase footfall	<ul style="list-style-type: none"> • Seek funding to develop and deliver on a year round calendar of cultural events 	<ul style="list-style-type: none"> • Funding Application (Big Lottery Fund)
	<ul style="list-style-type: none"> • Support Willesden Green Town Team led new Willesden Green website project 	<ul style="list-style-type: none"> • Completed and launched website
	<ul style="list-style-type: none"> • Produce Town Centre reviews (food and drink and fashion retailer) to support the marketing of the town centre 	<ul style="list-style-type: none"> • Completed narratives used in on and offline publications
	<ul style="list-style-type: none"> • Support the design and delivery of the community led “Willessden Shopper” Newsletter • Seek funding / sponsorship for 1 year continuation of the publication 	<ul style="list-style-type: none"> • Completed printed and online publications (covering December 2017 – July 2018) • Funding secured (Neighbourhood CIL)
	<ul style="list-style-type: none"> • Seek funding to deliver a pilot Pop Up Cinema and market in partnership with Sainsbury’s and The Lexi Cinema 	<ul style="list-style-type: none"> • Funding Application (Big Lottery Fund, Corporate Sponsorship) • Photographic evidence
	<ul style="list-style-type: none"> • Seek funding to support delivery of Festive Tree, led by Willesden Green Residents Association 	<ul style="list-style-type: none"> • Funding received from local business sponsorship • Photographic evidence
	<ul style="list-style-type: none"> • Support borough wide delivery of Small Business Saturday Campaign 	<ul style="list-style-type: none"> • Publicised marketing of event (internal and external Comms channels)
	<ul style="list-style-type: none"> • Seek funding and support the Annual Willesden Green Traders Recognition Awards 	<ul style="list-style-type: none"> • Photographic evidence
Improve the look and feel of Willesden Green	<ul style="list-style-type: none"> • Support funding applications and delivery of greening projects led by Willesden Green Town Team; 	<ul style="list-style-type: none"> • Evidence of support letter of bid applications • Photographic evidence

	<ul style="list-style-type: none"> • Seek funding to support the delivery of placemaking murals 	<ul style="list-style-type: none"> • Funding application (GLA) and Neighbourhood CIL)
	<ul style="list-style-type: none"> • Joint working with Neighbourhood Manager and Planning Enforcement (s215 enforcement on landlords to ensure their buildings are maintained to a quality standard); 	<ul style="list-style-type: none"> • Evidence progress report • Photographic evidence
Improve the existing business offer	<ul style="list-style-type: none"> • Build up rapport and engage with empty property landlords to explore plans for occupancy of void units across the town centre. 	<ul style="list-style-type: none"> • Development of landlord database with logged conversations and progress status
	<ul style="list-style-type: none"> • Joint working with temporary use associations to explore options for reoccupying voids and testing new uses on high street 	<ul style="list-style-type: none"> • Meeting minutes and email follow ups
	<ul style="list-style-type: none"> • Commission and support the delivery of targeted Business support: Food Hygiene, Customer Service and Digital Skills Training 	<ul style="list-style-type: none"> • Evidence reporting of signed up businesses on programmes • Feedback analysis report
Increase the capacity of Willesden Green Business Association	<ul style="list-style-type: none"> • Support the constitution and membership of Willesden Green Business Association (formal mandate) – charity status, 1 year business plan, quarterly meetings 	<ul style="list-style-type: none"> • Documented evidence of membership with Federation of Small Businesses • Meeting minutes distributed • Photographic evidence of meetings • Production of business plan

2. Wembley and Ealing Road (Rubie Charalambous)

Aim	Delivered	Evidence
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Increase the existing business offer	<ul style="list-style-type: none"> • Training delivered to business associations to upskill them and increase capacity 	<ul style="list-style-type: none"> • Testimonials from businesses
	<ul style="list-style-type: none"> • Ealing Road Library project launched to create a community hub 	<ul style="list-style-type: none"> • Photos of launch event and new tenants in café, workspace and events space
Market the area's unique offer and host events to increase footfall	<ul style="list-style-type: none"> • Photoshoot and marketing push - hooked onto London Fashion Week in September and February - to promote Wembley High Road's catwalk collections at high street prices. 	<ul style="list-style-type: none"> • Guides produced and distributed via social media highlighting catwalk fashions at High Street prices
	<ul style="list-style-type: none"> • Festive lights installed in time to mark the cultural calendar (switched on, on Ealing Road for Diwali, Xmas and Eid. Wembley Central lights installed for xmas); 	<ul style="list-style-type: none"> • Photos of lights switch on events in both Wembley and Ealing Road
	<ul style="list-style-type: none"> • Eating and Drinking Guide to Ealing Road, Wembley High Road and Wembley Park Drive produced and distributed through council comms channel, Time Out magazine and the Stadium's communications channels 	<ul style="list-style-type: none"> • Guides produced and printed , including PDF circulated to Stadium and LDO partners
	<ul style="list-style-type: none"> • Fashion and Beauty Guide for the area 	<ul style="list-style-type: none"> • Guides produced and printed , including PDF circulated to Stadium and LDO partners
	<ul style="list-style-type: none"> • Calendar of events coordinated and delivered (including cultural activity at Ealing Road Library launch; Diwali and August Eid celebrations 	<ul style="list-style-type: none"> • Photos of events organised across Town Centres

Improving the look and feel of Wembley and Ealing Road

- Mural(s) installed;



- Use S215 to create shop front improvements in Ealing Road and Wembley High Road



	<ul style="list-style-type: none"> Support Neighbourhood Manager with Paan spitting prevention stencils 	<ul style="list-style-type: none"> Paan stencils installed
	<ul style="list-style-type: none"> Pilot project to reduce number of plastic bags on high street 	<ul style="list-style-type: none"> 4 Green grocers using the bio degradable bags Feedback from business and shoppers Green Apple Award 2018
Increase the capacity of three exiting business associations	<ul style="list-style-type: none"> Apply for CIL funding to procure a consultant to deliver two positive BID ballots for Ealing Road and Wembley. 	<ul style="list-style-type: none"> CIL application submitted and awaiting cabinet decision

3. Neasden and Church End (Anna Dennemann)

Aim	Delivered	Evidence
Neasden		
Improve the look and feel of Neasden	<ul style="list-style-type: none"> Access funding for Public art projects 	<ul style="list-style-type: none"> Funding applications: <ul style="list-style-type: none"> NCIL National Lottery Awards for All England
	<ul style="list-style-type: none"> Access funding to deliver feature lighting 	<ul style="list-style-type: none"> NCIL funding applications (incorporated into NCIL application for Trees in Neasden submitted in June 2018 – outcome confirmation expected end of August 2018)
	<ul style="list-style-type: none"> Work with Highways & Infrastructure to progress decluttering of the public realm 	<ul style="list-style-type: none"> Schedule of items to be removed Photos
	<ul style="list-style-type: none"> Work with Neighbourhood Manager to improve street cleanliness and have Subway deep cleaned (TCM to support to access funding as necessary) 	<ul style="list-style-type: none"> Funding applications (New Homes Bonus) Photos
	<ul style="list-style-type: none"> Explore funding and work with Landscape lead to have additional trees planted in town centre 	<ul style="list-style-type: none"> NCIL funding applications submitted June 2018 – outcome confirmation expected

		end of August 2018
	<ul style="list-style-type: none"> • Work with local partners to develop programme of musicians playing on some market days 	<ul style="list-style-type: none"> • List of potential musicians. • Licensing application • Funding Application - National Lottery Awards for All England
Improve community cohesion and footfall through cultural events	<ul style="list-style-type: none"> • Organise and promote Neasden Festival alongside Neasden Business Association and Neasden Festival Group 	<ul style="list-style-type: none"> • Big Lottery Fund – National Awards For All funding application • Photos and testimonials
Improve the business offer in the Town Centre to improve local economy	<ul style="list-style-type: none"> • Lead on business engagement around movement of market from Church End to Neasden (led by Properties Service) to maximise mix of quality and budget stalls including stalls available to local artists and start-ups 	<ul style="list-style-type: none"> • Testimonials from businesses engaged
Improve the business offer in the Town Centre to improve local economy	<ul style="list-style-type: none"> • Develop training workshops for local businesses to enable them to address cross cultural barriers and improve their visual merchandising to promote their goods and services to the whole community 	<ul style="list-style-type: none"> • Photos of workshops and testimonials from businesses
	<ul style="list-style-type: none"> • Work with local landlords and potential business partners to explore options to fill prominent vacant units 	<ul style="list-style-type: none"> • Database of landlords engaged and outcome of conversations
Increase the capacity of Neasden Business Association	<ul style="list-style-type: none"> • Reactivate Neasden Business Association through organising meetings with local businesses with a view to elect a new board, set goals and the direction for future aspirations - develop a marketing plan and a business plan. 	<ul style="list-style-type: none"> • Photos of meetings • Testimonials from businesses • New Board elected
Church End		

Improve the look and feel of Church End	<ul style="list-style-type: none"> Utilising Groundwork funding (already secured) to support set up of community gardening project, to be put into practice by local volunteers 	<ul style="list-style-type: none"> Photos
	<ul style="list-style-type: none"> Access funding for Public art projects 	<ul style="list-style-type: none"> NCIL Funding secured
	<ul style="list-style-type: none"> Work with Highways & Infrastructure to declutter public realm 	<ul style="list-style-type: none"> Schedule of items to be removed Photos
	<ul style="list-style-type: none"> Work with Neighbourhood Manager to improve street cleanliness, 	<ul style="list-style-type: none"> Photos
	<ul style="list-style-type: none"> Create a plan, alongside Community Safety, to address criminal and anti-social behaviour 	<ul style="list-style-type: none"> Completed plan and evidence of actions taken
	<ul style="list-style-type: none"> Access funding to plant additional trees to be planted in town centre, working with Landscape lead; 	<ul style="list-style-type: none"> NCIL Funding application submitted June 2018 – unfortunately unsuccessful but will reapply in December 2018
Improve community cohesion and footfall through cultural events	<ul style="list-style-type: none"> Engage with relevant partners to gain buy in Church End Multi Faith Festival in 2019 	<ul style="list-style-type: none"> Written feedback from partners demonstrating appetite for and deliverability of Multi Faith Festival Big Lottery Fund – National Awards For All funding application
Improve the business offer in the Town Centre to improve local economy	<ul style="list-style-type: none"> Liaise with Properties Service, Communications and market operator to ensure the move of the market to Neasden is well publicised and all local stakeholders are well informed of the changes ahead 	<ul style="list-style-type: none"> Minutes of meetings with Properties Service, Communications and market operator
	<ul style="list-style-type: none"> Arrange training workshops for local businesses to be developed to address cross cultural barriers and improve visual merchandising to promote their goods and services to the whole community 	<ul style="list-style-type: none"> Feedback from trainees

	<ul style="list-style-type: none"> Engage local landlords and potential business partners to be engaged to explore options to fill prominent vacant units; 	<ul style="list-style-type: none"> Database of landlords engaged and outcome of conversations
	<ul style="list-style-type: none"> Explore options to attract operators of a community minded café to Church End 	<ul style="list-style-type: none"> Record of companies engaged
Establish a more formal relationship with the business community	<ul style="list-style-type: none"> Engage Church End businesses, Councillors and other stakeholders to start developing a Business Association; 	<ul style="list-style-type: none"> Minutes and actions from initial meetings / 1:1 engagement

4. A5 corridor: Kilburn, Colindale and Burnt Oak (Richard Hay)

Aim	Delivered	Evidence
Kilburn		
Improve the look and feel of Kilburn	<ul style="list-style-type: none"> Seek funding to develop a busking programme linking the different sections of the High Road 	<ul style="list-style-type: none"> Funding applications (e.g. to GLA)
	<ul style="list-style-type: none"> Seek funding to make the High Road more attractive and help link Willesden Lane through Public realm improvements and street art. 	<ul style="list-style-type: none"> Funding applications (e.g. to Neighbourhood CIL)
	<ul style="list-style-type: none"> Submit funding bids to seek resource to provide an attractive and welcoming space at Kilburn station 	<ul style="list-style-type: none"> Funding applications (e.g. to Strategic CIL)
Increase Kilburn's Night Time Economy	<ul style="list-style-type: none"> Use Kilburn as the pilot to develop Brent's night time economy: <ul style="list-style-type: none"> Hold workshop style consultation sessions with business (including potential investors), public sector partners, residents, ward 	<ul style="list-style-type: none"> Strategy complete and partners engaged

	<p>councillors and other to explore how best to boost the night time economy in Kilburn, and how to mitigate any unintended impacts (such as increased service demand).</p> <ul style="list-style-type: none"> ○ Create a strategy which will set Kilburn up to achieve the Association of Town Centre Manager's Purple Flag accreditation for having a successful night time economy. The criteria for this status is based on integrated policy and successful multi-agency partnerships; a safe and welcoming area; good pedestrian flow, a vibrant and diverse leisure offer and activities that reinforces the character and identity of the area and bridge the day time economy. 	
Establish a more formal relationship between the business community and the council	<ul style="list-style-type: none"> ● Establish an active business association (or two) with links to the Neighbourhood Plan Forum. 	<ul style="list-style-type: none"> ● Partnership established and one meeting held.
Increase footfall by drawing out Kilburn's USP and hosting cultural events	<ul style="list-style-type: none"> ● Work with artists from Kingsgate Workshops to develop the range of artisan crafts and goods to be sold at an outlet in Kilburn. 	<ul style="list-style-type: none"> ● One local business to sell local goods.
	<ul style="list-style-type: none"> ● Work in partnership with Environment Services to deliver the Thoroughfare Project in 2020 as part of Brent's Borough of Culture year. 	<ul style="list-style-type: none"> ● Partnership meetings attended and support to deliver inaugural community engagement event.
Colindale		
Improve the look and feel of Colindale	<ul style="list-style-type: none"> ● Seek funding for banners to create an identity and re-establish Colindale as a cohesive town centre. 	<ul style="list-style-type: none"> ● Funding applications (e.g. to Neighbourhood CIL)
Establish a more formal relationship between the business community and the council	<ul style="list-style-type: none"> ● Establish an active business association. 	<ul style="list-style-type: none"> ● Partnership established and one meeting held. Association to have identified two events for future delivery.

Increase footfall to the Town Centre	<ul style="list-style-type: none"> Seek funding to install way-finding from Colindale tube station to improve awareness of the town centre and signpost an alternative, quicker and quieter route via Sheaveshill Avenue. 	<ul style="list-style-type: none"> Funding applications (e.g. to Neighbourhood CIL)
Burnt Oak		
Maximise resources and capacity by working with Barnet Council	<ul style="list-style-type: none"> Support Barnet council to establish a Town Team to help facilitate local dialogue and inform the future direction of the high street. 	<ul style="list-style-type: none"> Partnership established and one meeting held.
	<ul style="list-style-type: none"> Explore options with Barnet and Harrow Councils to re-locate Watling market to Burnt Oak Broadway (Harrow and Brent stretches). 	<ul style="list-style-type: none"> Strategic partnership meeting held and action plan developed.