

Please cite the Published Version

Millington, Steven , Cubrilo, Sonia and Graciotti, Alessandro  (2024) Placemaking Programme Action Plan: Kilburn. Project Report. High Streets Task Force.

DOI: <https://doi.org/10.23634/MMU.00639534>

Publisher: High Streets Task Force

Version: Accepted Version

Downloaded from: <https://e-space.mmu.ac.uk/639534/>

Usage rights:  In Copyright

Enquiries:

If you have questions about this document, contact openresearch@mmu.ac.uk. Please include the URL of the record in e-space. If you believe that your, or a third party's rights have been compromised through this document please see our Take Down policy (available from <https://www.mmu.ac.uk/library/using-the-library/policies-and-guidelines>)



Placemaking Programme

Action Plan

Kilburn

May 24

Table of Contents

Introduction: the main challenges.....	2
About the High Streets Task Force and report authors.....	3
Recommendations	4
1: Improving the look and feel of the town centre	5
2: Improving the functionality of the town centre	8
3: Improving the town centre offer	10
4: Creating opportunities to change.....	12
5: Improving place management.....	13
Appendix 1: the 4Rs framework	15
Appendix 2: attendance list	17
Appendix 3: workshop findings	18

Introduction: the main challenges

This report identifies potential placemaking interventions for consideration by local stakeholders in the development and implementation of a place activation plan for Kilburn town centre and high street. Drawing together evidence provided by local stakeholders themselves, including the council and High Streets Task Force experts, the report outlines potential quick wins, longer term ambitions, and links to supporting resources. This can encompass events, festivals, pop-up retail, reuse of vacant shops, or basic improvements to the appearance of the high street or town centre, together with the trialing of new activities to diversify or adapt the offer to meet the needs of future users. The suggestions are designed to be used as guidance in ongoing discussions in Kilburn. We acknowledge many places face challenges which require large scale investment in physical regeneration and already have long-term strategy or vision. We also acknowledge how community stakeholders have been active and engaged in the high street for many years. To be clear, this report should complement these existing plans by providing ideas for short-term activation and meanwhile activity, whilst places also tackle strategic goals. The intention is to provide stakeholders with a list of options, which they should discuss and prioritise, taking forward what they consider to be most viable given local capacity and resourcing.

Evidence from Kilburn was collated from a Placemaking Workshop led by High Streets Task Force Experts from the IPM, which took place on 17th April 2024. Participants included representatives from the council, businesses, community organisations ([Appendix 2](#)). The views expressed obviously only represent those who attended but there was a diverse range of stakeholders with different perspectives and useful contributions were made from all. Based on three group discussions, this report 1) summarises future changes participants want for Kilburn; 2) identifies barriers to making change happen; and 3) presents potential quick wins. We have captured and grouped all the specific ideas supplied by participants in [Appendix 3: workshop findings](#). From this evidence, we have identified the following priorities:

- **Improving the appearance and promotion of the high street to establish a clearer sense of place and a safe more welcoming destination**
- **Improving wayfinding/signage and walkability**
- **Diversifying retail/non-retail offer by focusing on local businesses and events**
- **Engaging with landlords and diverse cultural groups to strengthen (grassroots) authority and decision-making**
- **Bringing local businesses together through functional networks and independently chaired partnerships**

Clearly not everything can be done at once and the next step will be to address the challenge of who will take responsibility for leading the delivery of specific actions and when. There is an expectation, however, business and community groups will take greater responsibility for leading, coordinating and delivering activity, facilitated by local government when necessary. Delivering the project ideas will require effective communication and collaboration between these stakeholders and it is important they coordinate their activities more effectively. Using data and evidence to prioritise the allocation of resources, and evaluating the impact of activities, interventions, and experiments will strengthen the value and satisfaction for all.

About the High Streets Task Force and report authors

The High Streets Task Force

[The Task Force](#) is an alliance of placemaking experts working to redefine the high street. We provide guidance, tools, and skills to help communities, partnerships and local government transform their high streets. The programme, funded by HM Government, will run in England until September 2024.

The report authors

[Professor Steve Millington](#) is a Senior Fellow and a director of the Institute of Place Management, based at Manchester Metropolitan University. His academic career spans over 20 years, during which he has worked on several projects including the IPM's Vital and Viable programme and the placemaking programme for the High Streets Task Force for England. He is co-editor of two books, *Cosmopolitan Urbanism* and *Rethinking the Cultural Economy* and has written many articles about placemaking.

[Sonia Cubrilo](#) is a place professional with over 30 years' experience. She is a Director at [IntoPlaces](#) and has worked in senior management roles across the public sector. She runs a Consultancy in place revitalisation. Sonia's specialisms include partnership development, high streets and economic development, community, place leadership and business engagement. She is also a Senior Fellow of the Institute for Place Management.

[Dr Alessandro Graciotti](#) holds a PhD in Applied Research in Marketing and Consumer Behaviour and is a Research Associate for IPM. His research engages with policymakers, businesses, community groups, and consumers and generally focuses on placemaking, particularly examining the impact of High Street Task Force activities. His studies have been presented at various international conferences and published in international journals, such as the Journal of Place Management and Development.

This report marks the end of the direct support offered through the High Streets Task Force, but online resources, training and support are available through the website¹. Thank you for participating in the High Streets Task Force Programme. With your permission, the High Streets Task Force would like to check in with you in a few months' time to evaluate how the delivery of your transformation plan is progressing. Please indicate whether this is possible to the Taskforce Operations team.

¹ [High Street Task Force Resource Library](#)

Recommendations

In creating this Action Plan, Taskforce experts draw on wider research and evidence compiled by the [Institute of Place Management' \(IPM\)](#), a professional network and research team based at Manchester Metropolitan University. The overarching theme of this report is **Restructuring**, which forms one stage on a larger routemap to place transformation developed by the IPM ([Appendix 1: the 4Rs framework](#)). The 4Rs help people to develop their plans for the high street by distinguishing between the processes of: 'Repositioning' (analysis and decision making), 'Rebranding' (communication), 'Restructuring' (place management and planning), and 'Reinventing' (effecting change). Effecting change involves creating activities to increase footfall and spend, attract a more diverse mix of visitors, or encourage people to stay longer by creating a more appealing place.

Whereas the 4Rs provide stakeholders with a strategic guide for activating a long-term vision, to help stakeholders identify and respond to their local challenges, the recommendations draw on the [IPM's 25 priorities](#), which are organised into five basic questions:



What affects the look and feel of the high street?

4) Experience 5) Appearance 12) Place marketing 20) Crime and Safety 22) Liveability



How does the high street function?

1) Activity Hours 7) Necessities 14) Accessibility 11) Walkability 24) Functionality



What does the high street have to offer?

2) Retail Offer 8) Anchors 9) Non-Retail Offer 10) Merchandise 16) Attractiveness 17) Markets
18) Recreational Space



How does the high street need to change?

15) Diversity 19) Barriers to entry 21) Adaptability 25) Innovation 23) Redevelopment Plans



How is the high street managed?

3) Vision and strategy 6) Place management 15) Networks and partnership

This framework is used to organise the evidence gathered from the workshop, town tour, and background research. The tables below, therefore, summarise the views of all participants, aligned with the most appropriate of the five themed priorities.

1: Improving the look and feel of the town centre

Challenge/evidence	Potential quick wins	Longer term ambition	Supporting resources
<p>1. Appearance: there is a need to refresh existing public art and – building on previous projects - establish new work which might establish a stronger sense of destination or place</p>	<p>One Kilburn should map out both key heritage buildings and key events and figures linked to the post-war cultural heritage of Kilburn – acknowledging both recent culture and diversity.</p> <p>Identify potential new signature murals, and content for shop front schemes and temporary trails which celebrate the rich cultural history of Kilburn – utilising common branding/graphic design.</p> <p>Engage local people to vote for their top 20 famous people associated with Kilburn</p>	<p>Establish a connected arts and cultural programme which builds on this rich heritage e.g. see Bon Scott Walking Trail</p> <p>Encourage artists and shopkeepers to generate and sell Kilburn specific creative merchandise e.g. see Longton Exchange – Keep it Local</p> <p>Engage local schools in learning about Kilburn’s recent cultural history.</p>	<p>Street Art and Community in Oxford</p> <p>Why Delightful Public Spaces Matter</p> <p>Barnstaple cultural plan</p> <p>The role of cultural heritage in enhancing community cohesion: Participatory mapping of diverse cultural heritage</p>
<p>2. Appearance: Grange Park is excellent but the high street itself lacks greenery and planting with little scope to add substantial interventions</p>	<p>Organise small events, including a call for action to increase volunteer capacity, such as hosting a community planting day.</p> <p>Establish a micro-greening plan and work with shop and building owners to take responsibility for specific schemes</p> <p>Trial a ‘green up’ of key entry routes from the high street to Grange Park</p>	<p>Ensure future redevelopment plans contribute to greening the town centre e.g. incorporating new trees, planters, manageable green space.</p> <p>Consider installing planters that not only discourage parking along the High Road but also promote walkability.</p> <p>Link your greening plans to social inclusion e.g. growing food</p> <p>Link volunteer groups across the three boroughs and establish a green alliance or network to jointly manage specific cleaning and planting schemes.</p>	<p>Improving Access to Greenspace</p> <p>Pocket Park: Product Urban Design</p> <p>Trees in hard landscapes</p> <p>Façade Gardens</p> <p>Guides for creating parklets</p> <p>Incredible Edible</p> <p>Home - Edible Estates</p> <p>Improving Access to Greenspace</p>

Challenge/evidence	Potential quick wins	Longer term ambition	Supporting resources
<p>3. Appearance: litter and commercial waste are noticeable</p>	<p>The stakeholder group should undertake an audit to compile a list of grot spots (over flowing bins, routinely uncollected commercial waste, etc).</p> <p>Review waste collection timings and impact – and evaluate feasibility of revised or additional collections</p> <p>Establish monthly clean ups with highly visible volunteer-led litter picking to bring attention to issues of litter and inspire more pride in the environment</p>	<p>Engage local business with commercial and packaging reduction awareness</p> <p>Lobby for the enforcement of fines for repeat offenders</p> <p>Ensure formal street cleaners are active and visible during the day</p> <p>Education and awareness is important – fostering a pride in the high street. A zero tolerance policy – bag it and take it home.</p>	<p>Pride in Place: Tackling Environmental Incivilities</p> <p>Great Public Spaces: Guide and Evaluation Tool</p> <p>Friends of Queensbury High Street – Litter Pickers</p> <p>What makes for happy places?</p>
<p>4. Appearance (Shop Fronts); Several shop fronts look tired,</p>	<p>Undertake a ground floor assessment of the town centre e.g. for guidance see: Plinth Rating Manual</p> <p>Start to approach business and property owners and ask them to fix issues quickly e.g. basic repairs, cleaning, and painting.</p> <p>Encourage display of creative window vinyls on empty units – ensure consistently along the high street e.g. vary with seasonal events and/or align with cultural plans.</p> <p>Hold a shop window / store front competition.</p>	<p>Assess the feasibility of establishing a shop front scheme.</p> <p>Long term plans should aim to secure direct funding towards matched funded shop front improvement grants.</p> <p>If negotiation with property owners fails explore the potential of enforcement orders such as Section 215 maintenance notice (building repairs)</p>	<p>Reviving Historic Town Centres</p> <p>Heritage Lottery Fund</p> <p>Case Studies: Architectural Heritage Fund</p> <p>The Art of Window Design</p> <p>See: Tyldesley High Street</p>

Challenge/evidence	Potential quick wins	Longer term ambition	Supporting resources
<p>5. Place Marketing: Kilburn high street is not well promoted – both physically (offline) and online. Kilburn gets lost in the fuzz of communications about London neighbourhoods</p>	<p>Establish a dedicated communications group and use this forum to coordinate and promote existing activities and events. Include arts and cultural venues in this group</p> <p>Review how Kilburn is represented via existing websites and wider channels such as TripAdvisor. For guidance: see Place Sentiment Analysis</p> <p>At the bare minimum local stakeholders should follow each other on social media, like / share each other's posts, and to use consistent hashtags e.g. e.g. #LoveKilburn, #GreenKilburn, #Kilburn4 Art – Music - Food</p> <p>Identify local organisations adept at promotion and encourage sharing of good practice</p> <p>Encourage consistent use of social media to promote events and offers</p> <p>Using One Kilburn establish regular digital comms across a range of online channels. Keep to common themes and consistent messaging in tone and clarity</p> <p>Start to create online content and share good news and events on a regular (daily) basis. Focus on Kilburn high street rather than the wider area.</p>	<p>Encourage local businesses to take up training and business support in online marketing and digital communications.</p> <p>Start a 'buy local' campaign</p> <p>Create a dedicated 'single point of truth' webpage for the town centre, however, ensure this is regularly maintained and updated. One Kilburn might be best placed to support this,</p> <p>Begin to develop a vernacular brand for the shop fronts to raise the standard – look, feel and brand of the street e.g. in alignment with other improvements.</p> <p>Develop a Design Guide to direct a consistent branding across new development projects. This should consider a consistent palette of materials for carriageways and footways; a suite of street furniture; a suite of street and ambient light fittings and approach to urban planting in order to create a consistent quality and cohesive visual character of Kilburn</p>	<p>Rebranding the High Street</p> <p>Telling your story</p> <p>Best practice guide: place marketing and branding</p> <p>Decentralised place branding through multiple authors and narratives: the collective branding of a small town in Sweden</p> <p>Digital, cultural, and social connectivity</p> <p>From Neighbours to Neighbourhood: Learning how to boost Pride in Place</p> <p>Heritage and Place Branding Case Studies</p> <p>How can I engage with and make the most of heritage?</p>

Challenge/evidence	Potential quick wins	Longer term ambition	Supporting resources
<p>6. Crime and Safety: workshop participants expressed concerns about safety and ASB, especially after dark.</p>	<p>Establish safety a greater priority in the vision for Kilburn.</p> <p>Review crime data and liaise with police to identify tailored solutions to specific crime problems e.g. ASB, business crime, issues related to drink/alcohol e.g. Check your local crime data</p> <p>Trial low cost and simple lighting – especially where schemes might make people safer after dark</p> <p>Review CCTV coverage of the town centre and its effectiveness</p> <p>Consider deployment of street pastors and other volunteers to add additional visibility to reassure visitors</p> <p>Commission a night time safety audit e.g. Westminster Women's Safety Audit</p>	<p>The existing group for Kilburn High Road activation project should consider identifying community-led crime reduction efforts, which could involve establishing collaborations with police and other awareness initiatives to help increase understanding of ways to tackle crime among local businesses and residents.</p> <p>Ensure ongoing monitoring of crime and safety as a regular part of the business of a town centre network.</p> <p>Establish centre wide crime reduction network for the town centre – engaging a wide range of stakeholders (NHS, police, hospitality, traders, taxi, and transport providers)</p> <p>Establish a retail or pub watch scheme.</p> <p>Work with faith based organisations and/or other community groups to establish a safe haven for younger people</p>	<p>Business Crime Reduction Schemes: An examination of operation, management and best practice</p> <p>Gender Sensitive Urban Design Framework</p> <p>Understanding Public Priorities for Policing</p> <p>Safe and secure town centres at night toolkit</p> <p>CCTV in town centre: three case studies</p> <p>Making London child friendly – Designing places and streets for children and young people</p> <p>How cities can reimagine public spaces to support children and families</p> <p>Safer Parks: Improving Access for Women and Girls</p> <p>Encouraging a thriving and diverse night-time economy</p> <p>London at night: an evidence base for a 24-hour city</p>

2: Improving the functionality of the town centre

Challenge/evidence	Potential quick wins	Longer term ambition	Supporting resources
<p>1. Necessities: in general wayfinding is poor e.g. the park is hidden.</p>	<p>Install temporary signposting to the market, park, transit hubs, library, Kiln and other hotspots</p> <p>Be creative e.g. engage younger people to chalk out their pathways across and through the high street to gain insight into how people use both formal and informal walking routes into and through Kilburn.</p> <p>Use evidence to start embellishing these routes and make them safer and more welcoming.</p>	<p>Improve wayfinding for visitors arriving by active or public transport, encouraging them to explore the high street on foot (enhancement of the perception of the high street walkability) – aligned with cultural programming and creative lighting</p> <p>Combine with greening plans e.g. creating more colourful entry points and green walking routes across the town centre.</p>	<p>Exploring young people's views of their local area related to the 20-minute neighbourhood policy: a national cross-sectional study Resources High Street Task Force (highstreetstaskforce.org.uk)</p> <p>Encouraging Exploration and Play in Underused Public Spaces: An Activity Trail</p> <p>Walk Inverness: Wayfinding How To Guide</p> <p>Signage Guidance for Outdoor Access</p>
<p>2. Walkability: traffic dominates the high street and there is limited space for pedestrians/active travel</p>	<p>With limited space on the high street there needs to be better use of side streets, alleyways and nearby open space</p> <p>Embellish key walking routes with simple creative interventions e.g., planting, banners, flags, murals, lighting. – drawing on consistent colour palette and symbols – for inspiration</p> <p>Use online channels to create itineraries for residents and visitors alike.</p>	<p>Ensure long term redevelopment plans address improving pavement quality, create more space for pedestrians and on-street activity e.g. Footpaths Design on Renovation of City Centres: A Model of Assessments</p> <p>Introduce new, informative, and creative signage which contributes to a sense of destination.</p> <p>A long term collective ambition might be to emulate Sheffield Grey to Green, the UK largest green street</p>	<p>Defining the 15 Minute city</p> <p>Campaign for Better Transport</p> <p>Pedestrian Railings Removal</p> <p>London's local high streets: The problems, potential and complexities of mixed street corridors</p> <p>A dozen effective interventions to reduce car use in European cities: Lessons learned from a meta-analysis and transition management</p>

3: Improving the town centre offer

Challenge/evidence	Potential quick wins	Longer term ambition	Supporting resources
<p>1. Retail offer: workshop participants called for greater retail diversity</p>	<p>Pop-ups and markets provide an effective pathway to test new retail products – targeted to difference audiences (younger people, visitors etc)</p> <p>Temporary retail might be trialled at different times and on different parts of the high street – in alignment with user activity or footfall.</p>	<p>Work with landowners and commercial agents to curate new uses on the high street when commercial property becomes available.</p> <p>Use the existing market infrastructure to trial a new offer and at different times e.g. Sunday's</p> <p>Work with owners and developers to identify potential to sub-divide larger stores into smaller and more affordable units</p> <p>Approach existing hospitality businesses to trail new food and drink offers e.g. café by day, restaurant by night.</p>	<p>Repurposing Retail Space</p> <p>Town Centres and High Streets Resources High Street Task Force (highstreetstaskforce.org.uk)</p> <p>Street-trading</p>

Challenge/evidence	Potential quick wins	Longer term ambition	Supporting resources
<p>2. Non-retail offer: workshop participants reports there need to be more things to do on Kilburn high street, such as community culture, arts, and health.</p>	<p>Work with existing venues and cultural providers to establish a clearer and consistent programme of events across the calendar years – include the arts centre/cinema, new library, markets and events in the park.</p> <p>Working through a new communications group (suggested above) start to promote a cohesive annual events programme with consistent messaging and design</p>	<p>Establish a clearer vision and strategy to make existing cultural spots thrive and make common spaces and unused places (e.g., empty shops) approachable and shared by the community, with a much stronger focus on targeting younger people and supporting the creative economy.</p> <p>Work with public sector authorities to review how more services might be delivered directly on the high street.</p>	<p>Repurposing Retail Space</p> <p>Alternative High Street</p> <p>Re-imagining urban spaces to help revitalise our high streets</p> <p>Explore Indie Independents Business Hub</p> <p>Architecture & Design Scotland 'Town Centre Living: A caring Place</p>
<p>3. Markets and events: events taking place on the high street throughout the year should be better promoted and more seasonal/recurring events are needed to enhance the appeal of Kilburn high street as a flourishing community centre and destination.</p>	<p>Engage shops keepers with frequent small events, even for events taking place outdoors/on the street.</p> <p>Take advantage of the newly restructured market as a place for community gatherings and events, as well as the library.</p>	<p>Establish an annual events programme of different markets e.g., suggestions include a treasure hunt across the high street. Also consider taking advantage of popular calendar occurrences (e.g., St. Valentine's Day, etc.).</p>	<p>Street Market: Quick Read Guide</p> <p>Outdoor Arts Festivals and Events Guide</p> <p>A guide for the planning and organisation of community festivals</p>

4: Creating opportunities to change

Challenge/evidence	Potential quick wins	Longer term ambition	Supporting resources
<p>1. Barriers to entry: there is a perceived lack of ownership of the high street (expressed in terms of 'landlord power'); cooperation; a catalyst/enabler of ideas and projects. Bureaucracy (including websites) is perceived as an entity hindering enthusiasm and participation.</p>	<p>Allocate time in group meetings to brainstorm quick wins for addressing ownership of the high street. Consider inviting landlords to these sessions, or if not feasible, devise a strategy to initiate dialogue and build relationships with them.</p> <p>Enhance the user experience of council websites or provide handouts and guidelines on accessing information related to idea/project proposals, relevant contacts, funding opportunities, and more.</p>	<p>Establish a strategy that increases perception of the community support and endorsement from both councils.</p> <p>Simplify access to council funding and to relevant players' contact details.</p>	<p>Regenerative Futures Fund Edinburgh</p> <p>Place investment and engaging landlords</p> <p>Take Back the High Street: Putting communities in charge of their own town centres</p>
<p>2. Diversity: The local retail and non-retail offerings should be diversified further, alongside efforts to enhance the well-being of non-British/Irish cultural groups in the high street.</p>	<p>Identify the root causes of the presence of certain shops (e.g., mobile phone shops) that do not contribute to enhancing the experience of the town centre while dominating the retail scene of the high street.</p> <p>There is the opportunity to partner up with charities and other organisations to provide help to the homeless, and to provide easy access to mental health services.</p>	<p>Identify a strategy to bring back music venues to Kilburn high street, thus enriching the non-retail offer and the arts and culture scene.</p> <p>Engage with the multicultural retail scene creating the dynamism of the high street, and their customers – a stakeholder asks, "what would make life better for Arab mothers, Brazilian delivery drivers, and so on?"</p> <p>There is the opportunity to make Kilburn Square (currently under development) a focal point at the heart of Kilburn for the use of the community.</p>	<p>Ownership diversity and fragmentation: A barrier to urban centre resilience</p> <p>EVERYBODY'S BUSINESS: the role that business can play in supporting cohesive communities.</p> <p>Valuing the community as an expert in the built environment revitalisation process: Towards inclusive revitalisation processes</p>

5: Improving place management

Challenge/evidence	Potential quick wins	Longer term ambition	Supporting resources
1. Vision and strategy: Kilburn high street needs to leverage the support of small businesses to produce a vision and strategy for the present and future of its town centre with residents and businesses who care about the High Road and have the skill set to promote the heritage of Kilburn High Road at the local and global level.	<p>Reconvene the existing stakeholder group.</p> <ul style="list-style-type: none"> Gather and reflect on evidence/data in relation to the town centre. Undertake a visioning exercise to collectively agree on a long-term ambition, aligned with long term redevelopment plans. Don't be afraid to put forward ideas. You can always go back to them and prioritise them in terms of impact, immediacy, and realism. 	<p>Establish a collective and flexible vision for Kilburn high street, which identifies overarching issues and prioritise realistic quick wins via a community-driven (including residents) social and cultural hub or partnership that owns the vision of Kilburn prioritising local, small businesses, establishing a shop association.</p>	<p>A Vision for High Street Regeneration</p> <p>Altrincham revitalisation</p> <p>Shrewsbury Big Town Plan</p> <p>Best Practice Guide: Place Visioning</p> <p>Best Practice Guide: Developing Delivery Plans</p>
2. Place management: perceived lack of authority, funding access, and resident engagement hinder progress in Kilburn High Road activation projects. While community involvement is crucial, leaders should retain decision-making authority to overcome in-group conflictual attitudes and visions and ensure project advancement.	<p>Encourage sharing of best practices and decision-making through business group meetings. Invite all stakeholders to activities, including landlords and diverse ethnic groups, and insist on LCC members attendance.</p> <p>Identify the most relevant people-to-contact within local councils (RBC or LCC).</p> <p>Monitor existing open funding applications (sometimes, they are out there, but you might be unaware of it).</p>	<p>Empower businesses and community groups to take action, try new things, adapt to new trends, and have confidence in their abilities (take the Kiln as an example).</p> <p>Promote acceptance and support for change, as well as inviting participation in activities and meetings to facilitate engagement and involvement in the community.</p>	<p>Developing strategies for effective town centres</p> <p>Future Place: Unlocking the potential of places</p> <p>The High Street Report</p> <p>This must be the place</p>

Challenge/evidence	Potential quick wins	Longer term ambition	Supporting resources
<p>3. Networks and partnerships: Perceived lack of an action-oriented and supportive (e.g., constructive and not only destructive) community group poses a challenge. Establishing networks and partnerships aligned with a revamped vision is necessary.</p>	<p>Undertake community capacity mapping to understand the range and volume of local volunteer capacity, and approach new groups who might provide additional capacity on a temporary or ongoing basis.</p> <p>Specific workstream is needed on business engagement with a view to establish a business network to complement the work of the existing partnership network.</p> <p>Upgrade the current group to include a community diverse network of like-minded business owners and community group members to share responsibility for delivery of specific actions. This partnership should begin to co-ordinate governance and engage with the different stakeholder groups in the town – facilitating cross-sector working and coordination of markets, events, and festivals.</p> <p>Furthermore, this stakeholder group should collectively scope out funding opportunities from a range of sources – rather than being dependent on local government to draw down regeneration funds from central government.</p>	<p>Encourage the community to come together in a long-term partnership (businesses, landlords, community groups, residents, local authorities, etc.), engaging with like-minded individuals and organisations, and promoting inclusivity and diversity within the community. This would align with the goal of establishing a collective and flexible vision for the future of Kilburn high street, transitioning the existing stakeholder group into a community-driven social and cultural hub that takes ownership of the vision for Kilburn.</p>	<p>Best Practice Guide: Partnership Development</p> <p>Saving the High Street – the community takeover</p> <p>Vital and Viable Factor: Community Power</p> <p>Partnerships</p> <p>Networks and Partnerships with Councils</p> <p>High street 2030</p> <p>Task Force report shows local partnerships are key to unlocking high streets potential High Streets Task Force</p> <p>Place Partnerships</p>

Appendix 1: the 4Rs framework

First of all, Kilburn and the High Streets Task Force (HSTF) began working together in January 2023. Based on discussions with the council, the subsequent *Unlocking Your Place Potential Report* (UYPP) in April 2023 outlined how the Task Force can provide further support for the high street. This report – produced by Sonica Cubrilo, a HSTF Expert – suggested the following priorities:

1. Stakeholder Audit;
2. Working with key stakeholders (with potential support by the HSTF);
3. Work up the potential governance and operational model that will be the engine of One Kilburn;
4. Form one overarching vision that conveys the overall aspiration for Kilburn;
5. Activation – continue to build upon the work already started to develop a package of events and activities to encourage people to come together, to spend and to enjoy Kilburn;
6. Branding and Identity – working with stakeholders and the wider community begin to develop a bespoke identity for Kilburn that draws on its diverse population, its heritage and its culture.

The report recommended stakeholders first engage with online support provided by Taskforce, specifically:

- [Expert Advice | High Streets Task Force](#)
- [Place Making Programme | High Streets Task Force](#)
- [Teenage Market](#)
- HSTF online resources, such as [Telling your Story \(learning journey\)](#); and [Make your own Transformation Route Map](#)

Secondly, in November 2023, Sonia Cubrilo also provided specific guidance on ‘Restructuring’ your high street (through partnership development). This involves activating and animating your town by diversifying its attractions and offering unique experiences to draw in footfall and increase spending.

Finally, the High Streets Task Force provided a Placemaking Workshop in April 2024, the outcomes of which forms the basis of this report.

In short, Kilburn has the potential to position its high street as the primary centre for the local community. This involves fostering confidence, improving place marketing and branding, improving the appearance of the high street (primarily through cleaning and the introduction of public toilets), widening the target demographic, diversifying offerings, and encouraging longer visits from the catchment area. This can be achieved through implementing traffic-calming measures; enhancing car-free mobility, green spaces and seating areas; and expanding the local retail offer, as well as the arts and cultural offerings of the town centre. Additionally, Kilburn should develop an overarching vision and implement a focused and realistic delivery plan with short-term wins to demonstrate progress and build confidence. Strengthening the leadership of activation project managers and expand the already existing group by including positive and supportive local community members is essential for bringing about economic and social vitality, as well as fostering a renewed and cosmopolitan sense of place on Kilburn high street.

The 4Rs are not mutually exclusive but are connected; each is a potential starting point on a transformation journey, and different places will be at different stages. The 4Rs are a centrepiece of our community toolkit. An editable version of the transformation routemap with instructions can be [downloaded here](#). Depending on where you start, this will take time to deliver but is a useful tool for planning both short and long-term priorities. Actions under each R may happen simultaneously, consecutively, or repeatedly.



If delivered correctly through effective leadership and collaboration with all key stakeholders, placemaking has the potential to improve the local economy, environment, and society, as well as provide cultural benefits. The underlying aim of any placemaking intervention should be to create and promote places that are sustainable, attractive, sociable, accessible, active, secure, welcoming, healthy, and friendly. Temporary activation of underutilised or neglected sites can showcase these to potential investors. Reinventing, however, is just one element of the routemap. It is important, therefore, to work through the implications of the recommendations above in terms of the other Rs on the routemap.

Appendix 2: attendance list

Insert attendance list.

DRAFT

Appendix 3: workshop findings

First, workshop participants were asked to individually identify one broad change that should happen to attract people to the centre and to ensure its sustainability. Each group was then asked to agree what the most important change should be. For the second exercise, participants were asked to consider what barriers need to be removed to enable change to happen. Here there were fewer responses, but in summary, participants revealed their frustration about the speed of change or decision-making, together with some reflection on the need for improved collaboration and cooperation between different stakeholder groups a call for more community involvement. The final workshop exercise asked participants to highlight activities that can be done quickly to animate the centre. The responses are detailed in the tables below. A range of positive ideas were suggested, with notable clusters concerning:

Look and feel	<ul style="list-style-type: none">• Street cleaning• Traffic-calming measure• Greenery and planting• Artistic and cultural inventions• Personal services and liveable public spaces• Creating a sense of place• Personal safety and police presence• Marketing of Kilburn
Functionality	<ul style="list-style-type: none">• Necessities (wayfinding/signage)• Walkability
Offer	<ul style="list-style-type: none">• Retail/Non-retail offer• Markets and events
Change	<ul style="list-style-type: none">• Diversity (and inclusion)• Engage with landlords
Management	<ul style="list-style-type: none">• Strengthen (grassroots) authority• Bring local businesses together• Engage with residents

The look and feel of the centre

Themed Priority	How does the centre need to change? Stakeholder comments	What stop activity from happening? Stakeholder comments	What can be done quickly? Stakeholder comments
Appearance	<ol style="list-style-type: none"> 1. We need a decent public toilet. 2. Loos for Kilburn is a good idea. 3. Cleaner (rats, rubbish, washing streets/pavements, buildings repainted). 4. Take control over the pavement and ensure shops don't use it for stock and A boards (for example Ranya – corner Kilburn High Road and Glengall Road). 5. Slow traffic down, make the high street more beautiful and improve people's health by planting trees along the road. 6. Reduce car traffic. 7. Plant trees along the road. 8. Shutter art. 9. Paint murals on graffiti hotspots. 10. Help fix up the surrounding area (e.g., Kilburn mural). 11. Famous facts on shop shutters (aspiration/representation for local young people). 12. Hall of fame pavement (idols in Kilburn) 13. Community stats represented in art. 	<ol style="list-style-type: none"> 14. No case or example that would suit the style of cultural art, etc. 	<ol style="list-style-type: none"> 15. Start fining people for parking on the High Road and rubbish out outside collection times. 16. Do shopfront design code. 17. Paint Kilburn streets. 18. Clean up the pigeon crap and stop people feeding them. 19. Rubbish strategy. 20. Getting agreement on visual interventions in tiny neighbourhoods.
Liveable	<ol style="list-style-type: none"> 21. Make sure that the Kilburn Square development which is underway 	<ol style="list-style-type: none"> 24. Nothing to bounce off – doesn't exist yet. Very few cultural spots. Too many ruin down shops. Unapproachable/not suitable places. 	<ol style="list-style-type: none"> 25. [Creating] opportunities.

Themed Priority	How does the centre need to change? Stakeholder comments	What stop activity from happening? Stakeholder comments	What can be done quickly? Stakeholder comments
	<p>produces a focal point at the heart of Kilburn.</p> <p>22. Address the homeless and begging by providing help.</p> <p>23. Mental health services.</p>		
Experience	<p>26. Big change: creating a sense of place that people genuinely want to come to for work, shopping, entertainment, and just hanging out.</p> <p>27. Investment in arts and culture will have a direct effect on pride, safety, community building, cross cultural connection, aspiration, health, training, education.</p>	<p>28. Demoting the high street from strategic to local.</p>	<p>29. Provide the kind of experience – shopping, entertainment, etc. – that the new (middle class) residents want in a part of the High Road.</p> <p>30. Light up Kilburn legacy projects – art and culture.</p> <p>31. Investment in arts and culture.</p>
Crime and Safety	<p>32. The ideal high street of the future is a safe, welcoming and modern place where people can gather, collaborate and exist.</p> <p>33. Personal safety.</p> <p>34. Security.</p> <p>35. Personal safety.</p>	<p>36. ASB.</p>	<p>37. Police presence.</p> <p>38. Address the crime.</p>
Place Marketing	<p>39. A cohesive branding easily put up on lampposts or street corners (flags, bollards, banners, etc.), which will serve to visually unite the High Road.</p> <p>40. Branding painted onto bollards for art festival led by music school (including Kurdish dancing, Zadie Smith).</p>	<p>43. [Low] impact and visibility.</p>	<p>44. Marketing the things that are happening better.</p> <p>45. Look at Kiln and Colin Campbell to improve.</p> <p>46. Branding: display boards introducing the high street, places of culture (Kiln,</p>

Themed Priority	How does the centre need to change? Stakeholder comments	What stop activity from happening? Stakeholder comments	What can be done quickly? Stakeholder comments
	<p>41. Branding the area with art/music/food festival taking places in businesses and existing spaces/places with really good marketing (social media, etc.).</p> <p>42. Branding/marketing.</p>		<p>architecture, entertainment/pubs), summoning people.</p> <p>47. Celebrate local heroes and artists, and historical points of significance.</p> <p>48. Stronger promotion/better SEO about summer festival (Kilburn Grange Park).</p> <p>49. Encourage 'buy local'/'love Kilburn' to generate pride in Kilburn High Road – unique and full of character.</p> <p>50. Display boards (markets and festival – music and activities).</p>

Improving centre functionality

Themed Priority	How does the centre need to change? Stakeholder comments	What stop activity from happening? Stakeholder comments	What can be done quickly? Stakeholder comments
Necessities	51. Gateway signage – through lights and plants. 52. Wayfinding art trail.	53. There are lots of alleyways and pedestrian side streets in the vicinity of the High Road. At present, they are largely under-used or even dead. Make use of them, turn them into destinations!	54. Transport options that improve time spent on the high street.
Walkability	55. Maps. Interactive, clear maps. Where is Kilburn, what streets, etc. 56. Rethink traffic and create more car-free space.	57. Car dominance, more seating and greening.	58. All the helps you have to jump through to get any kind of traffic-calming measure implemented (highways dept, strategic road network/TFL, local motorists).

Improving the centre offer

Themed Priority	How does the centre need to change? Stakeholder comments	What stop activity from happening? Stakeholder comments	What can be done quickly? Stakeholder comments
Retail Offer	59. Better high end shops.	60. No plan yet to promote projects and enterprise.	61. Pop up shops for young people and businesses.
Non-Retail Offer	62. More arts/culture spaces are needed to engage the youth and support the overall creative economy.	63. [See evidence 60].	64. A free cultural/art centre we can use as a space without spending (e.g., collections, portrait gallery, NT, Southbank centre, etc.).
Markets and Events	65. Live music. 66. Art events. 67. More events and activities like festivals (e.g., food, art, music or a monthly big event like West Norwood festival). 68. Festivals (food, music, art) linked to shops and spaces on High Road or a monthly event like West Norwood Feast.	69. Cynicism. 70. Orphan ideas. 71. Lack of creativity. 72. Not having an idea as to who would organise and coordinate a particular event.	73. Coordinate music offer. 74. Summer festival in Grange Park. 75. South Kilburn festival.

Creating opportunities for change

Themed Priority	How does the centre need to change? Stakeholder comments	What stop activity from happening? Stakeholder comments	What can be done quickly? Stakeholder comments
Diversity	76. Bring back music venues. 77. Recognise, acknowledge and support the people whose businesses create the dynamism of the high street, and their customers – what would make life better for Arab mothers, Brazilian delivery drivers, and so on?	78. How can we have 20+ mobile phone shops? Yet they are all empty.	79. Addressing root causes!
Barriers to Entry	80. Council funding. 81. Kilns KHR project. 82. Kiln's Kilburn High Road project. 83. More support, value and endorsement from both councils.	84. Lack of ownership of the high street. 85. Lack of cooperation. 86. Bureaucracy. 87. Lack of a catalyst: someone or something that can act as an enabler, that can encourage imaginative ideas. 88. Permissions and/or lack of how to move it forward re: sign-off. 89. Quick-wins take a long time. 90. The lack of a vehicle to 'hold the hand' of the people with ideas or projects – process, rules, regulations, digital and IRL, etc. 91. Websites are in ft points 8 hard to navigate. 92. Landlord power.	93. Brainstorm quick wins in one Kilburn forum backed by KN Projects (new call for interest). 94. Build relationships with landlords.

Improving place management

Themed Priority	How does the centre need to change? Stakeholder comments	What stop activity from happening? Stakeholder comments	What can be done quickly? Stakeholder comments
Vision and Strategy	<p>95. We need to build on the sympathy of small businesses.</p> <p>96. Shop association (donations to fund social enterprise).</p> <p>97. Community-led comms – positive (celebratory and informative).</p> <p>98. To have people and businesses who care about the High Road.</p>	<p>99. Lack of a vision.</p> <p>100. Heritage trails without persuasive strategy (local or global).</p> <p>101. Too many things we could do: how to agree what to prioritise?</p>	<p>102. Get traders involved with micro-scale issues.</p> <p>103. More chances for residents to directly influence what is on the High street and what they do/see there.</p>
Place Management	<p>104. Bursaries to support residents with ideas as they share ideas.</p> <p>105. Have a clear approach and process for identifying funding and supporting community-led projects – in the high street, at scale.</p>	<p>106. £ and permission: difficult to drive projects if it's not your job: need more people who can execute ideas.</p>	<p>107. More authority.</p> <p>108. Talk to each other more to enable spread of community and commercial activity throughout the year.</p>
Networks and Partnership	<p>109. Bring businesses on the High Road together (retail, food, pubs, etc.).</p> <p>110. Develop Brent-Camden partnership further to create a high street/town centre team (police, etc.) to tackle crime.</p>	<p>111. Ideas becoming dragged into negative/charged.</p> <p>112. Community hubs without a lens: e.g., not a warm space, not a scheduled timetable or a café, etc., and a no way to meet in person, other residents, other artists and a regular session to meet the Council, or similar (not via digital realm).</p> <p>113. Need a group of people who want to do and support.</p>	<p>114. Developing the partnership between Brent and Camden.</p>