



Sustain, Renew and Prosper

**The Hillingdon approach to regeneration
2011-2016 focussing on what works**

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The Hillingdon approach to regeneration 2011-2016

Sustain: Preserving Hillingdon's green spaces, heritage & culture.



Renew: Town Centre development and economic potential



Prosper: Reducing inequality through increased employability and business growth



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1. **Foreword: Sustain, Renew and Prosper the Hillingdon approach to Regeneration 2011-2016: Focusing on what works.**

Hillingdon's first strategy for a sustainable economy launched in September 2005 set the scene for our aspirations and objectives for a prosperous Borough. At that time, London had a Mayor who primarily faced eastwards, Paris were favourites to host the 2012 Games, and the West London Tram was the focus for infrastructure investment.

With a radically different economic climate, a new London Mayor committed to helping the "all-too-often overlooked" suburbs and a Conservative-Liberal Democrat coalition government driving forward wide-ranging reforms to restore health to the public finances and renew confidence in the economy, there is a clear need for an updated approach.

The announcements in the Comprehensive Spending Review (Oct 2010) have had very significant and far-reaching challenges for local government, for local service provision and for the communities that local councils serve. These challenges also present new opportunities to find better and more efficient ways of working to maintain the services our residents value. In effect, we are approaching a new era for councils that will require a fundamental shift in thinking and delivery. Ultimately, through these changes, we will become an even more efficient organisation, albeit smaller, while continuing to deliver quality, value for money services that our residents value at a cost we can afford.

Sustain, Renew and Prosper articulates Hillingdon's pragmatic approach to regeneration over the next 4-5 years. It is determined by national, regional and sub-regional agendas, shaped by feedback from key stakeholders and informed by intelligence from our local economic assessment. Activity is focused on what works and where we, and our partners, can make a measurable difference to people who live and work within Hillingdon. We set out our activities within three broad themes:

Sustain: Preserving Hillingdon's green spaces, heritage & culture. We will protect the borough's heritage, built and natural environment, promoting civic pride so that people are proud to say they live in Hillingdon;

Renew: Town Centre development and opportunity areas, taking forward the recognised growth potential within Outer London and ensuring that our town centres become a strong focus for the communities they serve;

Prosper: Reducing inequality through increased employability, upskilling our residents to support them off benefits and into work. We want Hillingdon to be recognised as a business friendly borough, where enterprise is encouraged and businesses grow, creating new jobs for local people;

Alongside these priority areas we have identified a set of core principles, which further define Hillingdon's pragmatic approach to regeneration:

- Activity must be to the benefit of our residents. This might be in terms of creating job opportunities, making our Town centres easier to access or initiating a greater range of leisure/cultural experiences. Residents are at the heart of regeneration within Hillingdon;
- Activity must demonstrate value for money. Investment and/or activity will be intelligent, supported by local evidence of need. This means that benefits will outweigh costs; that we are not duplicating activity and that partnership options are used whenever

possible; Activity contributes to Council and Local Strategic Partnership priorities. Activity will be focused to support priorities identified within the Sustainable Community Strategy, as these are the things that matter to our residents. We will do all we can in the current economic climate to maintain services that our residents tell us are important.

- Activity requires public sector intervention. This will only be considered where clear improvements in efficiency are achievable and where the intervention tackles the cause of the market failure rather than displacing the market.

Sustain, Renew and Prosper will be supported by a 5-year delivery plan with clear and measurable outcomes and will be further shaped by our local economic assessment. The Local Strategic Partnership theme group will drive success, overseeing delivery, reporting performance and planning for future delivery.

2. Introduction to Hillingdon: Sustain, Renew and Prosper the Hillingdon approach to Regeneration 2010-2016: Focusing on what works.

Covering 42 square miles, Hillingdon is the second largest London borough. With some 262,500 residents, the borough also has one of the lowest population density ratios of any London borough. While it is an oft used cliché, Hillingdon really does epitomise a diverse and contrasting borough. The north of the borough is semi-rural, with green belt land around Ruislip, whilst Heathrow, the United Kingdom's only hub airport and the Uxbridge/Stockley Park concentration of high-tech multi-national industries are concentrated in the south.

Hillingdon has benefitted from many years of economic growth and success. Proximity to Heathrow is a key driver of our regeneration strategy, impacting directly, indirectly and creating its own 'area effect'. Heathrow provides the important links that connect the UK with the rest of the world, including the new global economies of India and China. Two-thirds of the UK's long-haul flights depart from Heathrow, including the UK's only direct air links to emerging world cities such as Shanghai, Beijing, Mumbai, and Sao Paulo. More than half of all the UK's air freight passes through Heathrow.

A 'global gateway' like Heathrow plays a key role in attracting internationally mobile and high value added businesses and visitors, which Hillingdon can attract to its tourist venues and hotel accommodation. This is the dichotomy that we continuously manage, preserving the green spaces and quality of life which make it such a popular choice to raise a family whilst recognising Hillingdon's importance to the national economy and the employment generated as a direct consequence of our prime business location.

We continue to provide leadership and support in a way that fulfils the aspirations of our residents and businesses. We have now entered a new decade where we get information instantly and communicate more widely. The "noughties" has transformed many aspects of how we live and work; in particular in terms of how we communicate (business and social networks, remote working, proliferation of email, hand held devices etc) and how we access goods and services (on-line shopping, search engines, global markets etc).

Hillingdon's Local Economic Assessment is the key evidence base capturing the characteristics of our functional economic area, building from Hillingdon's local story to the West London perspective, the Heathrow priority area (Hillingdon, Hounslow, Ealing, and Spelthorne & Slough) and the South Bucks borders. We see Hillingdon's unique economic strengths in:

- Being a diverse borough with established and successful suburbs clustered around a number of town centres, plentiful picturesque green belt and open spaces with access to a network of waterways and lakes as well as successful and thriving business;

- Having a young and growing population with an internationally renowned university - Brunel - equipping its graduates to occupy the high skill career opportunities within the borough and Uxbridge College, one of London's best performing Further Education colleges within London in terms of success rates across all levels;
- Benefitting from excellent and developing transport infrastructure; including a thriving Heathrow economy (though we will continue to resist expanding capacity) and future investment through Crossrail;
- Strong track record of successful partnership collaboration, using resources effectively to achieve measurable outcomes for business and local people;
- Sustaining Hillingdon's competitiveness from opportunity areas such as Heathrow and the Hayes/West Drayton corridor, in addition to strategic developments at RAF Uxbridge and Stockley Park Phase 3, unleashing Hillingdon's economic potential.

Hillingdon Key Facts

Population

- Hillingdon is home to approximately 262,500 residents with a working age population of 168,000. Population is expected to increase by approximately 5% before 2018.
- The proportion of the population from non-white British ethnic groups in the borough is below the average for outer London, although the proportion of ethnic groups living in Hayes is well above this.
- The average household income is £34,000 per annum. This is nearly £4,000 higher than the national average.

Economy

- The borough is home to Heathrow Airport, the busiest international hub-airport in the world with over 64 million passengers a year and the largest single employment site in the U.K.
- Uxbridge is the main urban centre and there are a further 15 town and neighbourhood centres and 46 local parades.
- Hillingdon has a very large economy by national standards. Significantly, the economy is larger than average when compared to London as a whole, ranking 5th out of the London boroughs and encompassing one of the most highly developed local knowledge economy in the country.

Housing

- Hillingdon currently accommodates 99,800 households but by 2028 there are expected to be 113,303 households living in the borough.
- Approximately 33% of households in the borough are unable to afford market housing.
- In accordance with the London Plan (2008), the Council seeks to provide 35% of all new housing provision as affordable housing.

Built Environment and Heritage

- Hillingdon is one of the greenest London boroughs with over 5,000 acres of open countryside including 4,970 hectares of Green Belt and 200 parks and open spaces.
- Hillingdon is a suburban borough containing areas of 1930s development and typical "Metro land" estates with the most common house type being semi-detached (40.3%) followed by terraced (27.9%).
- Hillingdon's heritage includes 30 conservation areas, 14 Areas of Special Local Character (ASLC), 409 statutory listed buildings, 292 locally listed buildings, 5 scheduled ancient monuments and 9 Archaeological Priority Areas.

Transport

- Heathrow is the national gateway to London and the UK for airline passengers and a European gateway for many international tourists. Hillingdon is in fact home to two airports; Northolt Aerodrome provides handling facilities for private flights in addition to Ministry of Defence activities.
- Hillingdon has some of the busiest parts of London's strategic road network including the M4, A40, A312 and the nearby M40 and M25.
- National rail communications are available into central London from Heathrow (via the Heathrow Express and Heathrow Connect service) and West Drayton and Hayes (to Paddington) and West Ruislip, South Ruislip and Ruislip Gardens into Marylebone.
- The borough contains 13 tube stations on the London Underground network and 3 Crossrail Station are planned within the borough at Heathrow, Hayes and West Drayton.

(Key facts from pre-submission core strategy February 2011)

3. Opportunities & Challenges for Hillingdon: Sustain, Renew and Prosper the Hillingdon approach to Regeneration 2010-2016: Focusing on what works.

The driving purpose of the Conservative-Liberal Democrat coalition government is to restore health to the public finances and confidence to the economy. Newly created business-led Local Enterprise Partnerships have replaced Regional Development Agencies and provide the strategic leadership to rebalance the economy towards the private sector. Within London, the Greater London Authority will take-on responsibility for housing and regeneration. Building on the coalition Government's pledge for greater devolution, the Mayor would like to see an enhanced role for the boroughs in terms of skills and housing, among other areas, in line with the principles of 'double devolution'.

Pre-recession, the global, UK and London economies enjoyed an unprecedented period of relatively unbroken and stable growth. Between 1998 and 2008, Hillingdon (alongside Tower Hamlets where Canary Wharf is located, Westminster, Camden and Southwark) led the way for employment growth within Greater London.

Post recession, Hillingdon benefits from an economy that is less dependent on the public sector than many of our neighbouring boroughs. The emphasis is on not just supporting the current businesses of today but getting behind the big business of tomorrow. The government is taking a sector-based approach to business growth - acknowledging that it can support specific sectors to grow and inviting business to work with government, initially prioritising six key sectors, which are: Advanced Manufacturing, Digital and Creative Industries, Business and Professional Services, Retail, Construction, and Healthcare & Life Sciences. Many of these sectors are well-represented in London and within Hillingdon itself. Our pragmatic approach will be to consider trend-based projections as part of the overall findings from our Local Economic Assessment concluded in April 2011.

Tourism is a significant contributor to the borough's economy and meeting the needs of visitors, including provision of hotels, conference facilities and cultural activities, is an important consideration for Hillingdon. Employment within this sector accounts for over 8% of the borough's total employment, higher than the London-wide average. This is due in part to the interaction with Heathrow Airport which is a gateway to London and the UK for many overseas visitors. Visitors include tourists, business visitors, and friends/family of people living in the area, such as university students. Hillingdon benefits from tourism through employment and training opportunities, wealth creation and support for the local economy and culture.

Hillingdon Opportunities

- There are some 10,090 active enterprises within Hillingdon (Business Demography 2009), providing some 200,000 jobs and whilst, many are small and medium enterprises, Hillingdon has one of the highest number of major international and European headquarters outside of the City/Canary Wharf/West End;
- As the home to Heathrow Airport, the largest single employment site within the U.K., with some 76,600 people working within the airport perimeter and at British Airways Waterside HQ, Hillingdon has a much higher than London and G.B. average job density. Although 50% of LBH residents live and work within the borough, approximately 2/3rds of jobs within Hillingdon are occupied by non-residents commuting in;
- Hillingdon has a very large economy by national standards ranked 8 (out of 380) Gross Value Added per capita benchmarking of the competitiveness of the UK's regions and localities exceeding GVA for high performing cities such as Cambridge, Guildford and Oxford;
- There is a strong Knowledge Economy base attributed to biotech cluster (Amgen, GlaxoSmithKline, Nobel Biocare, Otsuka Pharmaceuticals, Parexcel) concentrated within Stockley Park/Uxbridge and the status of Brunel University as a research intensive institution.

Hillingdon Challenges

- To balance the decline in industrial and warehousing floor space, where lower skilled residents in the south of the Borough have historically been employed with the demand for office development, creating higher skilled employment;
- The current public transport provision in Hillingdon has an east-west orientation. Better north-south links are required to connect local people with jobs in the borough, for example connecting Stockley Park to Hayes and West Drayton will make it a more accessible and sustainable office location;
- High Speed 2 will have a detrimental effect on the borough and its residents;
- It is critical that any local responses to the recession and recovery phase get the balance right between existing problems (e.g. 'worklessness' in hotspots within the borough) and new problems such as excess supply of certain skills, youth unemployment and public sector redundancies;
- Job opportunities for residents with intermediate qualifications could be squeezed. The structure of demand is more skewed towards persons with high and low qualifications;
- Progression of existing intermediate qualified persons to higher qualification levels is crucial to avoid an over-supply, especially if residents with low skills are upskilled to intermediate level;
- Forecasting is an imprecise science. None of the commercial forecast models correctly predicted the global and UK recession or recent surges of in-migration to the UK. The skill needs and employment growth for new and emerging sectors are less well understood.

Emerging National Context

The Comprehensive Spending Review (Oct 2010) prioritised areas of public spending that generate the highest long-run economic returns, and looked across the board at how public spending could be best focused. Local Growth – realising every place's potential sets out the government's overarching economic ambition to 'create a fairer and more balanced economy' focussing on three key themes:

1. Shifting power to local communities and businesses, enabling places to tailor their approaches to local circumstances;
2. Promoting efficient and dynamic markets, in particular in the supply of land, and provide real and significant incentives for places that go for growth: and

3. Focussed investment, supporting investment in places and people which will have a long-term impact, to tackle the barriers to growth.

'The Path to Strong, Sustainable and Balanced Growth' paper (Nov 2010) outlines the coalition government's four-part commitment to the private sector to promote growth:

- Providing stability business needs to plan and invest;
- Making markets more dynamic by removing barriers to growth where possible;
- Focusing the Government's own activities on providing the conditions for private sector growth and investment;
- Ensuring that strong growth is fairly shared and sustainable in the long-term.

Additional priority actions focus on trade and inward investment, access to finance, planning, better regulation, innovation, competition and corporate governance including intentions:

- To increase trade and access to international markets, the Government will publish a Trade White Paper in early 2011, followed by a new delivery strategy for UK Trade and Investment;
- To improve access to finance, the Government will encourage business angel groups and the Government's SME (small and medium enterprise) investment arm, Capital for Enterprise Ltd, to bid to the Regional Growth Fund for a Business Angel Co-Investment Fund;
- To improve the planning regime, the focus is on previous planning reforms - including the intention to retain but reform the Community Infrastructure Levy;
- To target public spending, 'Growth Hubs' will support business - they will provide access to specialist coaching, mentoring, investment readiness advice and signpost businesses for support on innovation and exporting;
- To undertake a number of reforms around Central Government procurement, making it more transparent and accessible for business, particularly SME's. This includes supporting public sector bodies to promote skills training and apprenticeships in procurement where relevant and cost effective.

Aligned with this, the Department for Business Innovation and Skills (BIS) has released its strategy document in response to the Skills for Sustainable Growth consultation which sets out the Government's vision for reform of the further education and skills system to improve the skills of the workforce. This includes the introduction of an 'all age' careers service with greater opportunity to secure transition support for older teenagers as well as offering comprehensive support to adults seeking career path moves.

In terms of support and investment in people, the immediate focus is to create a labour market which rewards work. The Government has embarked on a programme of radical reform with the introduction from Summer 2011 of the single, personalised Work Programme forming part of the overall 21st Century Welfare Policy including reforms to Housing Benefit and Incapacity Benefit and longer-term, the introduction of the Universal Benefit.

Localism Bill

The wide-ranging Localism Bill, published Dec 2010, includes measures intended to address many Department for Communities and Local Government objectives: to decentralise power as far as possible, to reinvigorate accountability, democracy and participation, meet people's housing aspirations and put communities in charge of planning. The Bill follows earlier decisions to abolish the Comprehensive Area Assessment, the Local Area Agreements and the Audit Commission.

Hillingdon already has strong local democratic arrangements and should need only to make minor adjustments to take account of the new provisions when enacted. Alongside the Sustainable Communities Act the provisions will create new mechanisms for communities to raise issues and challenge councils, so it is possible that groups in Hillingdon may decide to bid to run services.

The changes to London governance whilst strengthening the hand of the Mayor of London, will also enable London Boroughs to make more decisions, including planning, locally. In addition to monitoring economic resilience we will examine the performance metrics available to local authorities for measuring economic growth and success. This will align with the Local Government Resource Review already underway and business rate retention options under consideration to encourage local economic growth.

London Economic Development

In-line with plans for the wind down and closure of all Regional Development Agencies by April 2012, the Greater London Authority (GLA) will assume responsibility for the majority of the London Development Agencies' responsibilities (including amalgamation with the Homes & Communities Agency). The Government invited the Mayor, London Boroughs and business leaders to consider the case for whether and how local enterprise partnerships could be formed within London.

A single pan-London Enterprise Partnership (LEP) endorsed by London Councils and the Confederation of British Industry (CBI) has been approved by the Department for Communities and Local Government (DCLG) and the Department for Business, Innovation & Skills (BIS).

The London Enterprise Partnership will work from the vision set out in the London Plan and the Economic Development Strategy to promote economic growth across the whole of London and with a greater connection between enterprise and business growth activity and employment and skills. This may include merging the work of the London Skills and Employment Board into the London Enterprise Partnership.

The Mayor's Economic Development Strategy (EDS) sets out five economic objectives:

1. promoting London as the world capital of business;
2. ensuring that London has the most competitive business environment in the world;
3. making London one of the world's leading low carbon capitals;
4. increasing economic opportunity; and
5. maximising the return from investment in the 2012 Games.

Unlike other areas of the UK where inward investment and tourism initiatives will be led nationally, within London a newly-formed private sector company Promote London will bring together the work of the existing agencies for tourism (Visit London) inward investment (Think London) filming (Film London) and international students (Study London) from 1 April 2011. The single agency will enable the Mayor to take a more coordinated and strategic approach to international promotion and will lead on promoting the capital in the run up to and during the 2012 Games.

The year 2012 is going to be a highly significant year for London politics as well as sport, with Londoners going to the polls to elect the Mayor of London and members of the London Assembly.

4. Our Priority to Sustain: Sustain, Renew and Prosper the Hillingdon approach to Regeneration 2010-2016: Focusing on what works.

Sustain: *Preserving Hillingdon's green spaces, heritage & culture. We will protect the borough's heritage, built and natural environment, promoting civic pride so that people are proud to say they live in Hillingdon.*

We are committed to preserving Hillingdon's green spaces, heritage & culture. In order to retain and attract residents and investment, we want to conserve and protect the quality of our environment as one of our strongest attractions so that people are proud to say they live in Hillingdon. We would like to create more "occupational communities" where people are able to live close to where they work, thereby supporting recruitment and retention of employees and economic growth and sustainable environments.

Local Development Framework

Hillingdon's Local Development Framework (LDF) is the overarching strategy document, together with the Mayor's London Plan, which articulates Hillingdon's borough wide development plan and sets out the growth that is expected to take place in the borough up to 2026. It covers issues such as the number of new homes to be built and changes in employment land. The LDF will comprise the following Development Plan Documents (DPD's):

- Hillingdon's Core Strategy: A Vision for 2026 – the long-term vision and objectives for the Borough, what is going to happen, where, and how it will be achieved
- Development Management Policies: sets out the detailed planning policies that will be used to determine planning applications
- Site Allocations: shows all the main site proposals for land uses such as housing and employment
- Proposals Map: shows all major proposals and planning land designations in the borough
- Heathrow Area: details the planning strategy for future development in the Heathrow Opportunity Area
- West London Waste Plan: sets out preferred locations and policies for future waste management and treatment developments

Our story in Hillingdon is one of a traditional outer London suburb with the 'best of both worlds' – urban centres and quality green spaces. We want people to continue to consider Hillingdon as an excellent place to live, work, learn and do business. These themes are taken forward in the Core Strategy, which encourages sustainable use of land, resources and the natural environment, methods of travel and the design of development that helps to create sustainable communities.

Housing and employment are interlinked. Lack of a decent home can impede employment and training opportunities and the ability to work. Residents can feel trapped on welfare benefits and some may have experienced homelessness. Social housing offers a secure base from which to get into work and intervention by landlords can offer new opportunities and the chance to turn lives around. In particular, we believe that more can be done to share information and knowledge about accessing and assisting these residents. Front-line housing services are well placed to signpost and advise residents as part of an enhanced housing options service.

Substantial and well-considered investment in our heritage and culture has been made in recent years: the restoration of the Grade II Lido and new multi-million pound leisure complex at Uxbridge; re-establishment of the historic heritage and cultural site at Manor Farm Ruislip and the opening of the Botwell Green state-of-the-art leisure facility in Hayes.

We want all residents in Hillingdon to feel that they are welcome to use and enjoy our unique leisure and cultural assets. Our vision is to make all our residents aware of the benefits and reach out to communities through events and information to make sure that attractions are inclusive for a diverse audience.

Even with our outstanding transportation infrastructure, with two thirds of employees who work in Hillingdon commuting from outside the borough, reliance upon the car as the preferred mode of transport is significant. This has an impact on the sustainability of our environment both in terms of air quality and carbon emissions. We will continue to campaign against any future expansion of Heathrow as the major contributor to high carbon emission particularly affecting the quality of life for residents in the south of the borough.

Growth Potential

Our Core Strategy identifies that there is more employment land than currently needed. The London Plan requires Hillingdon to adopt a 'Limited Approach' to the transfer of industrial sites to other uses. Any release of surplus industrial land will be carefully managed to support Hillingdon's employment generation whilst creating opportunities for regeneration and release to other uses including much needed housing.

Stockley Park is an important contributor to the local economy and prestige of the borough through its high quality offices. With 175,000 square metres of office stock, it is the largest concentration of office space in Outer London. It is described by the London Office Policy Review 2009 as "perhaps the most iconic business park in the UK" and has a particular draw for prestigious national and European headquarters.

The Park will continue to be a strategic employment site that could contribute a significant proportion of the new employment proposed as part of the Heathrow Opportunity Area. Outline planning permission was approved in the summer of 2010 for phase 3 of Stockley Park. The plans include, a 450 room hotel, 25,000 square metres of office space, as well as cafés and restaurants, creating some 2,000 new jobs within Hillingdon as well as improving the local landscape along the Grand Union Canal. The park will need to deliver sustainable transportation opportunities alongside any further growth.

Other significant future development includes RAF Uxbridge, identified for high quality residential-led mixed-use development, accommodating up to 1600 homes, around 14,000 square metres of office space, a 90 bed hotel and an estimated 1,160 permanent new jobs. We will also actively work with our neighbouring boroughs such as Ealing to negotiate the best outcome for Hillingdon residents from developments such as the Southall Gas Works.

Summary of Growth in Hillingdon 2011-2026 (Pre-submission core strategy Feb 2011)

Proposed growth during 2011-2026	Growth Figure
Total new jobs	9,000-11,000
Total new homes	5,475-6,375 dwellings
New office-based jobs	6,400
New jobs in Heathrow Opportunity Area	A proportion of 9-11,000
New jobs in RAF Uxbridge town centre extension	Estimated 1,160 permanent direct jobs

	(175 indirect jobs)
New homes in RAF Uxbridge	Approximately 1,340
Total designated employment land	358ha
Industrial and employment land release	17.58ha
Newly designated industrial and employment land	13.63ha
Additional hotel bedrooms	3,800-5,600
New retail floorspace in Uxbridge	18,855sq.m

Our Priorities

1. Sustainable Growth, as outlined within the Core Strategy 'A Vision for 2026':
 - Supporting economic growth concentrated in Uxbridge, Heathrow and the Hayes/West Drayton Corridor, without ignoring the viability of local centres and with Uxbridge expanding its role as the main urban centre in the borough through the development of RAF Uxbridge.
 - Ensuring that Hillingdon has a reliable network of north/south public transport routes so that more people are using public transport, best use is made of the Grand Union Canal and that as a whole the borough is benefiting from infrastructure investment such as Crossrail.
 - Oppose current plans for High Speed rail, including the proposed route
2. Hillingdon taking full advantage of its distinctive strengths with regard to its places, communities and heritage:
 - Working with the new Promote London agency to showcase Hillingdon's unique prime location for inward investors, tourists and other visitors to the borough, generating wealth creation and support for the local economy and culture.
 - Taking advantage from all opportunities presented from the London 2012 games to encourage greater public awareness and use of cultural and leisure facilities and heritage assets within Hillingdon.
3. Better quality of life for all our residents through good accessibility to local jobs, housing and facilities and improved social and economic contrast between different parts of the borough:
 - Maximising opportunities to help people live in settled and affordable homes across the private, intermediate and social rented housing sectors, reflecting the distinct needs of different households such as families with children, single person households, older people and people with a disability.
 - Utilising first point of contact with residents in housing need and those living in temporary accommodation to support them into training and employment opportunities and ensuring our housing policy reduces welfare dependency.
 - Continue to ensure that our community facilities such as public libraries and children's centres provide services and resources to support the skills development and economic well-being of our residents.

5. Our Priority to Renew: Sustain, Renew and Prosper the Hillingdon approach to Regeneration 2010-2016: Focusing on what works.

Renew: *Town Centre development and opportunity areas, taking forward the recognised growth potential within Outer London and ensuring that our town centres become a strong focus for the communities they serve.*

Town Centres

Hillingdon boasts a range of rural and urban centres, each with their own character and charm. These include a Metropolitan Centre (Uxbridge) five District Centres (Ruislip, Hayes Town, Yiewsley/West Drayton, Eastcote & Northwood (Green Lane) and three Minor District Centres (Northwood Hills (Joel Street), Ruislip Manor and Uxbridge Road Hayes, including Lombardy Retail Park). Our job is to work with local business, shoppers and local residents to find the best way to preserve and enhance these centres. Each town centres has its own 'unique selling point' and we need to exploit the comparative advantage of each area.

The impact that suburban town centres can have on driving the economy's growth is widely acknowledged. This means that as a Council, we need to carefully plan and manage our high streets to ensure that as people rely more heavily on their local area to meet their needs and that the local services are there. This includes developing our cultural offer – focussing on Uxbridge Town Centre, working in partnership to attract an appropriate and mature night time economy.

The potential for linking the growth corridors with town centres reinforces the need for robust, strategic leadership in planning for town centre renewal to direct the predicted growth that integrates with the regional spatial strategy. Council leadership here will ensure that benefits such as skills development, mixed tenure housing, community facilities, business start ups are maximised.

Local authority regulatory services such as environmental health, licensing and trading standards are often the visible face of local authorities in the business community. LB Hillingdon through the "Beat the Crunch" initiative has already recognised the important role which the local authority plays in supporting businesses towards recovery and growth. The council has pledged its intention to continue the popular town centre improvement programme with capital investment planned for Hayes, Ruislip Manor and Northwood Hills to ensure that our town centres become a strong focus for the communities they serve.

Our 'Total Approach' will provide a consistent approach to supporting independent retailers consolidating investment to maximise both the impact and the return on investment and unifying what has been a disjointed Hillingdon "offer" to retailers - HillingdonFirst card, parking & public realm improvements and a shop front improvement grant scheme.

As evidence of maximising partnership opportunities the Local Strategic Partnership sub-group (Sustain, Renew & Prosper) has agreed to the re-investment of our Reward Grant to support the training element of the Total Approach to Town Centre Regeneration. This will fund a visual merchandising programme for retailers to improve their shop front displays as well as a retail apprenticeship programme co-ordinated through Uxbridge College Retail Academy.

Following the coalition government's decision to cancel a third runway at Heathrow, the South East Airports Taskforce are due to report back in the summer 2011 having investigated the options "to make best use of the existing airport infrastructure" to ensure

“improving efficiency and reliability and reducing delay”. The Council is acutely aware of the particular issues associated with the future viability of neighbourhoods within the Heathrow Villages ward such as Sipson and will be working with a number of partners to support rebuilding and restoring confidence within these communities.

Our Priorities

1. Manage appropriate growth, viability and regeneration of town and neighbourhood centres ensuring that local parades continue to perform a role in providing essential goods and services, as well as social contact:
 - Build on earlier successes such as the HillingdonFirst Card to initiate our Total Approach to Town Centres (as detailed above) unifying the Hillingdon “offer” to independent retailers through wider roll-out of the HillingdonFirst card, parking & public realm improvements and a shop front improvement grant scheme.
 - Take a neighbourhood approach, utilising support and commitment from partners such as Hillingdon Community Trust to promote a positive profile of Heathrow Villages as a vibrant and sustainable lifetime community, meeting the needs of residents at all stages of their lives.

2. Continue to ensure our town centres provide for a mixed economy with a stronger focus for the communities they serve – drawing in office workers during the day, but with well-managed and mature night time economy and weekend leisure attractions:
 - Maximising value from our own investment in leisure and cultural facilities in order to enhance the footfall into our district centres. Re-thinking how our residents want to use their local town centres in the current 2010 decade.
 - Recognising that home-working and self-employment are likely to expand, consider wider role of successful models such as Hayes Business Studios, providing easily accessible business support services/ enterprise hubs/innovation centres, possibly using community assets like libraries in town centres
 - Working with partners such as Transport for London (TfL) to encourage walking and cycling as more environmentally sound and healthier means of getting into and going around town centres, through improvements to local town centres and public spaces, new cycling facilities, safer roads and measures to smooth traffic flow.

3. Ensure that we optimise the economic significance of Hillingdon’s unique strengths such as the concentration of high-value Scientific Research and Development and Knowledge sector businesses around Uxbridge and Stockley Park:
 - Through the Local Strategic Partnership, Hillingdon Partners, facilitating stronger collaboration between Brunel University and business to make the local knowledge and innovation linkages which would support business growth in Hillingdon and West London.
 - Extending business engagement success, building trust and confidence with business leaders.
 - Initiating close working with the new Promote London agency to reinforce Hillingdon’s strategic advantages and competitive edge to potential Inward Investors.

6. Our Priority to Prosper: Sustain, Renew and Prosper the Hillingdon approach to Regeneration 2010-2016: Focusing on what works.

Prosper: *Reducing inequality through increased employability, upskilling our residents to support them off benefits and into work. We want Hillingdon to be recognised as a business friendly borough, where enterprise is encouraged and businesses grow, creating new jobs for local people.*

Employment & Skills

Intelligence from our Local Economic Assessment (LEA) has shown that Hillingdon continues to have relatively high proportions of economically active people. Although the numbers of people claiming jobseekers allowance rose from September 2009 to January 2010, they have fallen steadily since then and unemployment has not significantly affected Hillingdon's economy to date.

That said, it is critical that any local responses to the recession and recovery phase get the balance right between existing problems (e.g. 'worklessness' in hotspots within the borough) and new problems such as excess supply of certain skills, youth unemployment and potential public sector redundancies. Future changes in benefit policy are expected to increase the numbers of jobseekers allowance claimants from 2011, as people currently receiving incapacity benefits are reassessed.

We recognise that in the past, for some of our residents the gains to work could easily be wiped out altogether by in-work costs such as transport and childcare. We welcome the Government's new approach to child poverty which is not solely focused on income, but is also focused on lack of opportunity, aspiration and stability. The impact of living in poverty has long-term effects on children's health, well being and educational attainment which in turn influence their employment prospects.

The Coalition Government has identified two key problems with the current system:

- work incentives are poor, and
- the system is too complex.

Reforms underway to the benefit system aim to make it fairer, more affordable and better able to tackle poverty, worklessness and welfare dependency. As a Council, we are promoting policies that deliver a 'hand up, not a hand out' to those that are entering the work force and to make the most of job opportunities on the doorstep.

"Poverty" is an emotive word and clearly most people feel that poverty is a bad thing which should be addressed. In the context of the term "child poverty" the definition is a relative income measure (children living in households with less than 60% of the median national income). Within Hillingdon we recognise that the consequences of child poverty can be wide-ranging and extend beyond children themselves into later life and society. This is exactly why we support reforming the system to help people to move into and progress in work as their primary route out of poverty and also why we have deliberately chosen to incorporate priorities to address the causes of poverty within this Sustain, Renew and Prosper – The Hillingdon Approach to Regeneration as opposed to a stand-alone child poverty strategy.

Hillingdon is committed to ensuring the excellence of its universal services for children, young people and their families as well as ensuring that the particular needs of vulnerable families are met. In particular to:

- Ensure that children at risk from poverty and low aspirations are supported to narrow the gap in attainment and to raise their aspirations
- Target support in the early years or as soon as difficulties become apparent
- Assess the childcare needs of residents and ensure there is sufficient childcare to enable them to return to work
- Provide training and support into employment through Children's Centres and other settings
- Provide support for disadvantaged parents by ensuring their children have access to high quality childcare and early education places
- Provide support to young people to ensure that they do not become NEET
- Ensure high quality vocational education, including apprenticeships are available

Further actions to alleviate child poverty and to increase social mobility are included in the Children and Young People's Trust Plan.

A broad range of skills enhances productivity and growth within an economy and is linked with higher levels of innovation, investment and flexibility in the workforce. Equally, improving the skills level across the population leads to greater economic activity and the size of the available workforce; tackling disadvantage and socio-economic inequalities, and improving social mobility. In 2008, there were approximately 188,600 full and part-time jobs in Hillingdon, a number which exceeded the working age population of approximately 174,900. However, about two thirds of jobs are filled by people commuting into Hillingdon, rather than by residents themselves.

There are a number of challenges relating to skills and access to local employment opportunities within Hillingdon. Firstly, a significant proportion of workers in the borough have low-level qualifications or job skills, typically in pockets of deprivation within wards in the south of the borough. There is a need to raise the aspirations and job mobility of these residents by increasing skills so they can take up local employment opportunities.

Currently 21,100 (12.6%) of Hillingdon residents have 'no qualifications'; above the London average (11.8%) and national average (12.3%). The majority 46%, some 9,706 residents are aged 50-64. Whilst this age group may have been able to secure elementary occupation within their working lives, they could now face increased competition for these kinds of jobs from jobseekers with mid-level qualifications.

Job opportunities for residents with intermediate qualifications could also be squeezed as the structure of demand is more skewed towards persons with high and low qualifications. This is why progression of existing intermediate qualified persons to higher qualification levels is crucial to avoid an over-supply, especially if residents with low skills are upskilled to intermediate level.

We will need to continue to develop strong links with new providers of services such as the Work Programme to ensure residents receive the personalised support necessary to secure and sustain employment. This will include facilitating links with our voluntary and community sector and specialist niche providers who can add value to the work programme supply chain when they are able to provide seamless pathways and progression for the clients they work with.

A number of policy announcements on further and higher education funding may reduce numbers of students in Hillingdon. Changes in skills training funding may reduce targeted support for employment related training and training for older learners. Uxbridge College is already developing agile responses to ensure it remains able to maximise income and student numbers.

We can demonstrate leadership by ensuring that training initiatives are linked with the development of major sites for both construction phases and end use occupiers, and through maximising the value of our own procurement and commissioning of goods and services to provide for local skills training, apprenticeships and employment opportunities. In addition, we will work with providers to ensure that, with our partners, we will provide the learning and training that local employers want.

Business & Enterprise

There are some 10,090 active enterprises within Hillingdon (Business Demography 2009), providing some 200,000 jobs and whilst, many are small and medium enterprises, Hillingdon has one of the highest number of major international and European headquarters outside of the City/Canary Wharf/West End. It is also important to note that in common with the national picture, the majority (78%) of Hillingdon's businesses are micro businesses with between 0-4 employees, demonstrating the significance of these enterprises.

The London Enterprise Partnership will lead in creating the right environment for business and growth in London. Activities aim to maximise the contribution of innovation and technology transfer to business success, focussing on those businesses with the potential to grow and identifying ways to foster an entrepreneurial culture encouraging more people to start a business or become self-employed.

West London has uniquely strong overseas trading links due to both the impact of Heathrow and the entrepreneurial characteristics of its economy and businesses located here. There would be advantages in supporting businesses to develop their international markets and trading. For example by sharing knowledge and market intelligence and promote (alongside national and regional initiatives) exporting.

Hillingdon is becoming known for innovation: for example the Hayes Business studios, providing affordable business start-up space, based within the Hayes campus of Uxbridge College achieved 90% occupancy within its first year of opening. We also secured significant external funding for economic development programmes on behalf of the West London sub-region such as Heathrow Area Supply Chains, supporting SME's and micro suppliers to gain real business opportunities from Heathrow supply chains and wider public sector procurement.

We will continue to focus activity on what we know works, recognise the strategic role we can take, leading on collaborative working across the public and private sectors particularly in terms of making connections and facilitating local business links.

Our Priorities

1. Link local people to training and job opportunities to create a prosperous future for all our residents, including young people starting on their career paths during these difficult economic times:
 - Join forces with the prime contractors delivering personalised support through the single work programme, gaining their commitment to high-level representation within the Hillingdon LSP theme group (Sustain, Renew & Grow) to ensure connectivity with existing key partnership.
 - Building on successes in education to ensure all adults have the skills necessary to enter, stay and progress in work. Responding to Government proposals for reforming informal and adult community learning (literacy, numeracy and ESOL) as a progression route to formal learning and employment.
 - Encouraging family and social responsibility to help our residents to balance work and family life and break the cycle of welfare dependency, using existing alliances such as the Hillingdon Housing Partnership to co-ordinate a joined up approach.

2. Ensuring that our residents have the skills and aspirations to compete for local jobs, increasing the opportunities for local businesses to provide apprenticeships and skills development:
 - Using opportunities from the development of major sites and infrastructure projects to provide skill training and jobs during construction phases and end use.
 - Maximising the value of our own procurement and commissioning of goods and services to provide for local skills training, apprenticeships and employment opportunities.
 - Disseminating intelligence from Hillingdon's Economic Assessment to shape employer-led local skills provision and careers advice delivered through our schools, further and higher education and training providers.

3. Using our influence so that businesses within Hillingdon can be competitive and grow, creating new job opportunities and providing goods and services important to our residents:
 - Building on our existing best practise model for supply chain initiatives ('meet the buyer' events, supply chain links, sales and marketing training, capacity building) as well as on-line resources such as the Hillingdon Business Directory to facilitate business to business interaction.
 - Working with the London Economic Partnership to ensure that support for business start-up and growth are responsive to local need