



HILLINGDON  
LONDON



# Corporate Services and Partnerships Policy Overview Committee

**Date:** TUESDAY, 29 NOVEMBER  
2016

**Time:** 7.30 PM

**Venue:** COMMITTEE ROOM 4 -  
CIVIC CENTRE, HIGH  
STREET, UXBRIDGE UB8  
1UW

**Meeting  
Details:** Members of the Public and  
Press are welcome to attend  
this meeting

## Councillors on the Committee

Scott Seaman-Digby, Chairman of the  
Corporate Services & Partnerships Policy  
Overview Committee (Chairman)

Richard Mills, Sports Champion (Vice-  
Chairman)

Henry Higgins, Chairman of Executive  
Scrutiny Committee

Wayne Bridges, Chairman of the Social  
Services, Housing & Public Health Policy  
Overview Committee

Raymond Graham

Duncan Flynn

Robin Sansarpuri (Labour Lead)

Tony Burles

Narinder Garg

**Published:** Monday, 21 November 2016

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*Putting our residents first*

Lloyd White

Head of Democratic Services

London Borough of Hillingdon,

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## **About this Committee**

This Policy Overview Committee (POC) will undertake reviews in the areas covered by the Administration and Finance Directorates and can establish a working party (with another POC if desired) to undertake reviews if, for example, a topic is cross-cutting.

This Policy Overview Committee will consider and comment on budget and service plan proposals for the Administration and Finance Directorates.

The Cabinet Forward Plan is a standing item on the Committee's agenda.

The Committee will not consider call-ins of Executive decisions or investigate individual complaints about the Council's services.

To perform the policy overview role outlined above in relation to the following matters:

1. Democratic Services
2. Localism
3. Central Services, incl. Human Resources, ICT, Communications & Legal Services
4. Capital programme, property, construction & facilities management
5. Financial Planning & Financial Services
6. Enforcement and anti-fraud activities
7. Procurement
8. Performance Improvement
9. Economic development & town centres and regeneration
10. Local commerce, employment, skills and job creation
11. Local Strategic Partnership and Sustainable Community Strategy;
12. Community engagement, partnerships and the voluntary sector
13. Equalities and Community Cohesion
14. Community Safety
15. Public Safety & Civil Protection
16. Energy use and carbon reduction
17. Health & Safety
18. Any functions not included within the remit of the other Policy Overview Committees
19. Cross-cutting reviews that cover the remit of other Committees

# Agenda

## **CHAIRMAN'S ANNOUNCEMENTS**

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## Minutes

### Corporate Services and Partnerships Policy Overview Committee



Monday 26 September 2016

Meeting held at Committee Room 3 - Civic  
Centre, High Street, Uxbridge UB8 1UW

	<p><b>Members Present:</b> Councillors Scott Seaman-Digby (Chairman), Lynne Allen, Wayne Bridges, Tony Eginton, Duncan Flynn, Narinder Garg, Raymond Graham and Henry Higgins.</p> <p><b>Apologies:</b> Councillors Tony Burles (Councillor Tony Eginton as substitute), Richard Mills, Robin Sansarpuri (Councillor Lynne Allen as substitute).</p> <p><b>Officers:</b> Mike Talbot (Workforce &amp; Organisational Development) and Khalid Ahmed (Democratic Services Manager).</p>
11.	<p><b>MINUTES OF THE MEETING HELD ON 16 JUNE 2016</b></p> <p>Agreed as an accurate record.</p>
12.	<p><b>EXCLUSION OF THE PRESS AND PUBLIC</b></p> <p>It was agreed that all items of business would be considered in public.</p>
13.	<p><b>CORPORATE SERVICES &amp; PARTNERSHIPS POLICY OVERVIEW COMMITTEE - MAJOR REVIEW 2016/17 - HUMAN RESOURCES &amp; RECRUITMENT</b></p> <p>At the meeting of the Committee held on 16 June 2016, discussion took place on possible review topics for the Committee to consider this Municipal Year. A proposal was for the Committee to examine the recruitment processes used by the Council.</p> <p>For this meeting, Members were presented with a draft scoping report which provided details of the current practises which the Council used for recruitment. The review would aim to consider whether there were any improvements which could be made to the process of recruitment which would help the Council continue to attract high calibre staff, as well as improving the Council's attractiveness as an employer.</p> <p>The Council's Workforce &amp; Organisational Development Manager attended the meeting to provide the Committee with the background to the review topic.</p>

	<p>The Committee was informed that it was proposed that the review be considered in four themes:</p> <ul style="list-style-type: none"> <li>• Advertising roles and reaching appropriate candidates</li> <li>• Interview methods and helping officers to assess candidates</li> <li>• Staff Induction</li> <li>• Equalities</li> </ul> <p><b>Advertising</b></p> <p>The Committee was provided with a summary of the process. The Council used E-Recruitment as a tool for recruiting staff and the recruitment system known as I-Grasp.</p> <p>There was an authorisation process whereby the Chief Executive consulted with the Leader Council on whether the post to be advertised was required, balancing the financial constraints the Council was operating under, against the requirement of the post of the service affected.</p> <p>The Council had an advertising contract with Penna who advertised jobs in the national media, professional publications, and websites. In addition jobs were also advertised on the Council's website.</p> <p>Reference was made to the increasing role which social media had in relation to recruitment, and Members were informed of the work which was taking place with LinkedIn, where the Council could link jobs to professionals on LinkedIn.</p> <p>Several years ago, the Council's advertising budget was £850,000 per annum, but this was now around £150,000 per annum.</p> <p>Particular reference was made to the work which had been carried out in relation to Social Worker recruitment and the introduction of an improved portal of information for potential candidates.</p> <p>Members were informed that the role descriptions for Social Worker jobs were enhanced by portraits of existing Social Workers and discussions of their job, hosted on a bespoke website. The website provided dedicated pages describing the Council, social care roles and careers and also provided details on the benefits of working for the Borough. Members were informed that the first recruitment campaign for managers was considered a success, and a second campaign was currently being planned.</p> <p>The Committee noted that the Council had achieved success in terms of Social Worker recruitment with 80% of posts now full, with less reliance on the more expensive agency staff.</p>	<p><b>Action By:</b></p>
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	<p>Work took place on corporate branding, with key messages given to attract the best candidates. Members were informed that Hillingdon were one of the biggest payers of social workers in London.</p> <p>Discussion took place on the successful recruitment for Social Workers and reference was made to the importance of overseas recruited social workers. Although the costs involved in recruiting overseas social workers was more expensive, there was a financial return in investment, because the Council was receiving very experienced social workers, to replace the more expensive agency staff.</p> <p>Discussion took place on the impact that apprenticeships would have on employment within the Council, and Members were informed that from next year the Council would have appointed 30 apprentices internally.</p> <p><b>Interview methods and helping officers to assess candidates</b></p> <p>In relation to interviewing methods and assessing candidates, Members were informed that a one-size-fits-all approach to recruitment was unsuitable given the wide variety of functions undertaken by the Council, and the requisite skills necessary.</p> <p>The Committee would give consideration to the methods in place to help Managers in deciding a framework for appointing staff.</p> <p>The Committee would seek a greater understanding within recruiting officers of how different tests, questions and best practices could help to ensure that candidates were given the opportunity to demonstrate the necessary capability, and also to enable an appropriate level of differentiation between candidates emerges.</p> <p>It was noted that external witnesses would be asked for alternative, innovative interview and assessment techniques, which could help the review in this area.</p> <p><b>Staff Induction</b></p> <p>The Committee noted the importance of induction of new staff, to enable new staff to understand what was expected of them in their role in their day-to-day job. The importance of ensuring that the induction introduced new staff to the key policies, benefits and opportunities of the Council was key to the induction.</p> <p>In Social Care for example, the Director was involved at an early stage in terms of meeting new staff.</p> <p><b>Equalities</b></p> <p>The Committee was informed that it was Council policy that candidates applying for Council jobs, and who had declared a disability and met the person specification in full, were</p>	<p><b>Action By:</b></p>
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	<p>guaranteed an interview. Additional appropriate arrangements were made to accommodate applicants who considered themselves disabled.</p> <p>The Committee, as part of their review, would give consideration to whether these structures were sufficient, and whether the Council had a good record in assisting disabled applicants as well as meeting other equality requirements.</p> <p>For the next meeting, Members asked that consideration be given to targeted recruitment such as Universities and Further and Higher Education.</p> <p>In addition, Members asked that information be provided on the total number of employees in the Council, a breakdown of numbers by Directorates, and comparative data with other London Boroughs. Also Members asked for details on the "turnover" of staff to enable any trends to be highlighted.</p> <p>Members also asked for an updated structure chart for Adults, Children &amp; Young Peoples Services.</p> <p>It was agreed that possible witnesses for the review should include providers of apprentices, representatives from Brunel University and Uxbridge College, private sector recruiters and organisation which had been involved in national recruitment campaigns.</p> <p><b>RESOLVED –</b></p> <p style="text-align: center;"><b>1. That the draft scoping report be noted and officers be asked to progress the actions outlined above for the next meeting.</b></p>	<p><b>Action By:</b></p> <p><b>Mike Talbot</b></p> <p><b>Mike Talbot</b></p> <p><b>Mike Talbot</b></p>
<p><b>14.</b></p>	<p><b>BRIEFING ON TOWN CENTRES SCHEME</b></p> <p>The Committee was provided with a report which provided details on Town Centre Improvements.</p> <p>Members asked that an officer be invited to the next meeting of the Committee to present the report and cover areas, if possible, on:</p> <p>How was the funding allocated?  How much of the Budget has been spent on environmental improvements?  How was the impact of traffic taken into consideration?  Information on rent levels - have rents gone up?  Figures on Footfalls.</p> <p><b>RESOLVED –</b></p> <p style="text-align: center;"><b>1. That an officer be invited to attend the next meeting of the Committee to present the report and to answer Members' questions.</b></p>	<p><b>Helena Webster / Luke Taylor</b></p>



<b>15.</b>	<b>CABINET FORWARD PLAN</b>  Noted.	
<b>16.</b>	<b>WORK PROGRAMME</b>  Members asked if consideration could be given to an information report being provided to a future meeting on the Council's Graffiti removal contract.  The Committee asked for an update on progress made in relation to the Heathrow Business Rates review.  Noted.	<b>Luke Taylor</b>  <b>Luke Taylor</b>
	<b>Meeting commenced at 7.30pm and closed at 8.25pm</b> <b>Next meeting: 29 November 2016 at 7.30pm</b>	

These are the minutes of the above meeting. For more information on any of the resolutions please contact Khalid Ahmed on 01895 250833. These minutes are circulated to Councillors, Officers, the Press and Members of the Public.

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## MAJOR REVIEW - HR RECRUITMENT PROCESS

**Contact Officers:** Luke Taylor  
**Telephone:** 01895 250963

### REASON FOR ITEM

To note the report and evidence given to the Committee regarding the review on the Human Resources Recruitment Process.

### OPTIONS OPEN TO THE COMMITTEE

1. **The Committee is asked to receive a presentation from the Managing Director of TMP Worldwide and comment on the report which will progress the plan for the review. The report will be provided to Members before the meeting.**

### BACKGROUND

1. At the last meeting of the Committee held on 26 September 2016, approval was given to this Committee's next review topic on the Human Resources Recruitment Process.
2. At this meeting, the review will provide further information on the four themes that are due to be considered during the review:
  - Advertising roles and reaching appropriate candidates
  - Interview methods and helping officers to assess candidates
  - Staff Induction
  - Equalities
3. A witness, Mr Robert Peasnell, the Managing Director of TMP Worldwide, will also be in attendance to speak to the Committee and answer any questions Members may have.
4. TMP Worldwide is a resourcing business that helps organizations recruit and retain staff at different levels across various industries.

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## Corporate Services and Partnerships Policy Overview Committee Major Review Scoping Report 2016/17

### Recruitment & Selection

#### 1. Context and Current Recruitment Procedure

1.1 The following table indicates the current workforce breakdown by directorate:

Directorate	Employee Headcount	Employee Full Time Equivalent
Administration	129	116
Finance	225	210
Residents Services	1,546	1,217
Social Care	845	730
<b>Total</b>	<b>2,745</b>	<b>2,273</b>

1.2 The Council has recruited 278 new employees this financial year (April to October) and recruited 366 employees in 2015/16.

1.3 In 2015/16, voluntary turnover (due to employee resignation) accounted for 320 out of 480 total employees leaving the Council which equates to a voluntary turnover figure of 11.2%.

1.4 While the Council continues to require a smaller workforce, this turnover suggests that recruitment requirements will continue to exceed 300 new starters per year.

1.5 The Council's Recruitment & Resourcing team sit within the HR function and consists of a manager and five officers, however, in addition to recruitment, the team are also responsible for supporting agency recruitment across the Council's two main suppliers, Guidant and Pertemps, ensuring availability of over 500 temporary workers at any point.

- 1.6 The Council uses an online recruitment system or Applicant Tracking System (ATS) which is called i-GRasp (internet global recruitment application), supplied by Lumesse Ltd. The contract for this system has recently been renewed for a four-year period and an upgrade is planned for March 2017, which will enhance the user experience for HR, recruiting managers and applicants alike.
- 1.7 The council has a contract with Penna Ltd to co-ordinate recruitment advertising and provide any additional 'strategic recruitment services'. This contract is due to expire and a tender will be developed to establish a new contract for April 2017.
- 1.8 A number of annual subscriptions are secured with online job and social media sites, such as Jobs Go Public and LinkedIn.
- 1.9 In order to advertise a position, the recruiting manager meets with the Recruitment & Resourcing team who subsequently set up the vacancy in the ATS (i-GRasp). The system automates the approval process with all posts constitutionally requiring Chief Executive approval in consultation with the Leader of the Council. The vacancy is then 'posted' to the council's own job page, as well as to any relevant job and social media sites required.
- 1.10 Applicants are able to make an online job application through the ATS (applicants with a disability may use an alternative application process such as e-mailing a CV) and once the job advert is closed the recruiting manager can 'short-list' applicants for interview. The applicants are notified electronically of available interview slots and they are able to book an interview time through the ATS.
- 1.11 Interviews are conducted by a panel of at least two officers, and once a verbal offer of employment is made, a contract is distributed via the 'on-boarding portal' in the ATS which the applicant can automatically accept.
- 1.12 All offers are conditional upon pre-employment checks (such as DBS checks for relevant positions) and satisfactory reference. References are sourced through a dedicated online reference checking system. Once pre-employment checks are successfully completed then a start date is confirmed and the employee commences working for the Council. All employees are 'on-boarded' with an induction process and are subject to a six-month probationary period.

## **2. Recruitment Advertising & Employer Brand**

- 2.1 Increasingly, job applicants are becoming more sophisticated in how they approach their job search. In similar ways to how websites and apps like Trip Advisor have changed the way people select holidays, websites such as LinkedIn, Facebook, Twitter and Glassdoor are transforming how people approach the job market. Candidates can research companies and gather an understanding of the organisational culture and what differentiates a company from their competitors.
- 2.2 Research continues to demonstrate that while remuneration is important, there are other factors that contribute to the decision to join (or remain with) a company; development opportunities, the workplace environment, culture, engagement and wellbeing, all significantly impact on which company a candidate will eventually choose.

- 2.3 A clear opportunity for the Council is to produce a strong employer brand that differentiates Hillingdon from any other council or, indeed, organisation. In order to attract the best talent, which may involve encouraging people to travel across neighbouring Boroughs, it is important to stand out and indicate our position in the recruitment marketplace and why a candidate should consider us before other employers. To truly engage with a potential candidate, our employer brand should articulate the values and culture of the Council and be able to authentically describe the experience of working for the London Borough of Hillingdon.
- 2.4 The requirement to tender for a new 'strategic recruitment services' contract for April conveniently gives the Council an opportunity to include developing a corporate recruitment identity as part of the specification. The investment in the development and design of an employer brand would be offset by reduced recruitment advertising in future.
- 2.5 The Council achieved considerable cost reduction by moving from traditional print advertising to predominantly online advertising over the last six to seven years. However, technological and social advances are driving further change and social media is the next 'battleground' for the attraction of top talent. Again, a focus on social media-based recruitment should be contained in the specification for the 'strategic recruitment services' tender to ensure the Council is in place to embrace the next major development in recruitment.

### **3. Apprenticeships**

- 3.1 While the Council employs apprentices in areas such as Legal Services, Green Spaces and Housing Repairs, the introduction under the Enterprise Act of apprenticeship targets, together with the introduction of the Apprenticeship Levy, means that the Council has the opportunity to introduce a far more wide-reaching approach to apprenticeships.
- 3.2 The HR team have recently met with each Head of Service to discuss the opportunities for apprenticeships and other workforce initiatives (such as Project Search, a supported internship for school leavers with learning difficulties) across the Council. An apprenticeship workforce plan has been developed, outlining the potential to convert circa 40 vacancies into apprenticeship opportunities.
- 3.3 The new Apprenticeship Standards encompass an extremely broad range of vocations and the training which can be funded by the Apprenticeship Levy ranges up to degree-level qualifications. This means that apprenticeships can be an attractive alternative to attending university because the 'earn and learn' approach can be preferable to the risk of accumulating student debt.
- 3.4 A recruitment campaign targeting local residents (although not exclusively, which would be unlawful) could be beneficial to the Council while contributing to the career development of young people across the Borough.

## 4. The Selection Process

- 4.1 The council predominantly relies on an interview process as a means of selection, with some areas introducing limited selection 'testing'.
- 4.2 In order to make lawful selection decisions and protect the Council from costly discrimination claims, recruiting managers need to demonstrate that they have made objective decisions based upon the job description and person specification of the role.
- 4.3 Recent experiences have indicated that improvements to the selection process are required. A number of 'tests' have been used by recruiting managers which cannot be objectively demonstrated to be valid (that they measure what they purport to) and reliable (that they offer consistency of measurement). These are underpinning principles in ensuring fair and non-discriminatory selection processes so are a concern. HR have identified three commercially available selection tests which meet both validity and reliability requirements; verbal comprehension, numerical comprehension and accuracy / error checking. These could be made available to recruiting managers.
- 4.4 Another selection challenge is the inconsistency of job descriptions (JD) and person specifications upon which all selection decisions are made. There is no central JD library and although every role in the council is evaluated to determine a consistent grade, writing a JD is a job devolved across all services, creating discrepancies and inconsistencies of approach.
- 4.5 While not advocating that writing JDs, is centralised (line-managers are the best placed people to articulate the requirements of a role) there is the opportunity to provide an online job description library tool which would improve the standard and consistency of JDs, as well as offering version control and governance around the selection process. Aligned to a JD library could be the introduction of standardised questions to measure candidate suitability against specific criteria outlined in the person specification.
- 4.6 While the introduction of commercially validated selection tests and a JD library would of course have cost implications, this could be offset by a reduction in 'failed' selection where unsuitable candidates are recruited, inevitably leading to a need to re-recruit the position. Tools that support the selection of the most suitable and talented candidates obviously lead to enhanced performance and productivity on taking up the role.

## 5. Onboarding & Retention

- 5.1 With over 800 services delivered across the Council there is a need to be able to induct employees across a broad range of roles. To ensure this happens, an induction check-list is used to ensure that each employee receives consistent information and training during their 'on-boarding' period. This check-list must be completed before the Council can confirm that the employee's probationary period has been successfully completed.



- 5.2 We have recently successfully trialled a two-day face-to-face induction process for all Children & Young People Services which will now be extended to cover all employees across the Social Care directorate, including adult social work and care.
- 5.3 Although overall turnover figures are not concerning, we have been monitoring the turnover of staff across Children & Young People services because of the market scarcity of experienced children's social workers. This financial year's turnover in this area is projected at 14.3% (13.3% voluntary) which compares favourably against the latest national statistics (September 2014) which shows turnover in children's social care averages 17% across England, rising to 21% across London.
- 5.4 This positive retention is attributed to the establishment of a stable management team, the new induction programme, positioning ourselves as a top quartile (in fact, currently London's leading) payer of social work salaries, the introduction of a new career progression scheme and the rolling out of a bespoke management development programme to all 60 managers across the Social Care directorate.
- 5.5 A new 'exit opinion poll' system is being introduced for January 2017 to provide clear and confidential feedback on the reasons why employees choose to leave employment with the council.

## **6. Equality & Diversity**

- 6.1 A training module covering disability and requirements to make reasonable adjustments has been introduced and is mandatory for all managers involved in recruitment.
- 6.2 The Council has recently been awarded the Disability Confident Employer certification which has replaced the 'Two Ticks' scheme. We maintain the policy of offering a guaranteed interview to anyone with a disability who meets the minimum criteria outlined in the person specification for any role.
- 6.3 While we have recently considered 'anonymous' applications, where candidates names are removed from the application documentation to avoid any 'unconscious bias' during short-listing, it is not felt that this would be beneficial. It would have cost implications in terms of the system development and administration of the process which would also lead to slower recruitment. It is also essential for the short-listing manager to be aware of any candidates with a disability so they can apply the alternate criteria to offer a guaranteed interview where applicable.
- 6.4 As part of the recent apprenticeship discussions with Heads of Service we have also identified areas which would host supported internships. From September 2017, we intend to support between nine and twelve school and college leavers with learning difficulties on the year-long Project Search employability programme.

## **7. Summary of Opportunities**

- 7.1 Develop a clear employer brand for the Council which articulates our culture and values, highlights our 'unique selling points' and describes the experience and benefits of choosing to work for the London Borough of Hillingdon.
- 7.2 Enhance our social media recruitment presence.
- 7.3 Use tender of new 'strategic recruitment services' to deliver points 7.1 and 7.2.
- 7.4 Design a recruitment campaign for circa 40 apprenticeships across the council, targeting local school and college leavers, parents and residents.
- 7.5 Introduce commercially valid selection testing for critical roles.
- 7.6 Implement a central job description library to enable consistent and objective selection against person specification criteria.
- 7.7 Support the Project Search initiative with an initial cohort rolled out in September 2017.

# Agenda Item 6

## **CORPORATE SERVICES & PARTNERSHIPS POC - Briefing on Town Centres Scheme**

**Contact Officer:** Luke Taylor  
**Telephone:** 01895 250693

### **REASON FOR ITEM**

At the Corporate Services and Partnerships POC meeting on 26 September 2016, a briefing was received with information on the Town Centres Scheme. Members invited an officer to attend the next meeting to present the report and answer any questions from the Committee.

### **OPTIONS OPEN TO THE COMMITTEE**

The Committee is asked to note the content of the briefing.

### **INFORMATION**

1. The briefing note and information that was tabled at the meeting on 26 September 2016 are attached as appendix A.
2. The report from the previous meeting was intended to provide the Corporate Services and Partnerships POC with oversight of the extensive programme of work on which the Council is engaged to enhance Hillingdon's town centres in the period leading up to 2018.

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## Briefing Note: Town Centres Scheme

**Executive Summary:** This briefing note, and attachments, is intended to provide the Corporate Services and Partnerships POC with oversight of the extensive programme of work on which the Council is engaged to enhance Hillingdon's town centres in the period leading up to 2018.

### **RECOMMENDATION: That the briefing note on the Town Centres Scheme be noted.**

1. There is a clear relationship between the physical quality of high streets and town centres and their success as centres for both commercial and civic activity. By combining major physical improvements with long-term engagement of shop keepers, we can ensure that town centres and local shopping parades throughout the Borough continue to thrive as centres of civic and economic activity. This is the rationale behind the 'Total Approach' to town centre regeneration endorsed by Cabinet in June 2011.
2. The 'Total Approach' delivers a co-ordinated approach to appropriate growth, viability and regeneration of town centres in Hillingdon to maximise the scope and impact of Council and wider external investment. This approach recognises that to ensure a town centre is successful there are a number of the elements which need to be brought together, including:
  - A raised profile and an improved public image;
  - Wider use and increased spending within local centres;
  - Lower crime and anti-social behaviour;
  - A more successful mixed-use economy with a range of goods and services; and,
  - Easy access to parking, especially short-stay such as Stop and Shop.
3. The Council's 'Total Approach' continues to demonstrate intent and commitment to well informed and intelligent regeneration which will make a real difference, rather than going for 'quick wins.'
4. This has been achieved by focussing activity and investment as part of a long-term commitment to regenerating all of Hillingdon's town centres. This approach succeeded in gaining grant awards totalling £2,735k from the Greater London Authority (GLA) for Northwood Hills and Ruislip Manor town centres. These town centres have been transformed through public realm improvements and shop front grants, resulting in increased footfall and business growth.
5. The Major Scheme grant award of £4,964k from Transport for London (TfL) will ensure a bright future for Hayes town centre, with public realm works started in February 2015 and phased to complete in Spring 2017, with the aim of complementing extensive private sector mixed use investment and the economic benefits derived from Crossrail.
6. Further Crossrail Complementary Measures funding as outlined within this report will also build on the Yiewsley and West Drayton (TfL) funded £2,428k major scheme completed in 2014/15.
7. Over the period up to 2018, it is proposed to deliver targeted improvements at key 'Gateway' entrances to our town centres in order to make these locations more welcoming and encourage civic pride. This activity will prioritise Uxbridge Road, Hayes as the 'Eastern

Gateway' focusing initially between Craven Close and Warley Road at the heart of the parade. Proposals have also been scoped for improvements at the western end of Uxbridge High Street which would improve links to Fasnidge Park and replace the 'tired' planter beds and paving at the Tesco entrance of the Pavilions Shopping Centre.

8. The popular shop front grant scheme will be extended to support more independent traders at Harefield Village Centre and Eastcote Town Centre with further potential to support smaller neighbourhood parades such as Ryefield Avenue in Hillingdon, as part of the long term 'Inspiring Shopfronts - Increasing Footfall' initiative.
9. With an excellent track record of delivering the Greater London Authority funded projects at Ruislip Manor and Northwood Hills town centres on time and on budget, we will continue to actively pursue all sources of additional external funding to maximise the return on investment and add value to planned activity.
10. Concurrent with the larger scale public realm works planned up to March 2018, it is proposed to continue to actively help smaller independent businesses in high streets and parades throughout Hillingdon by creating 'Stop and Shop' schemes to provide shoppers with 30 minutes free parking.
11. In addition to the programme envisaged under the original commitments made by Cabinet in 2011 and 2015, the Council is also embracing the opportunities provided by activities in and around Uxbridge, spearheaded by the regeneration of the former RAF Uxbridge site as St Andrews Park, and aspirations for Uxbridge to become a Business Improvement District. More projects and programmes are likely to ensue on the back of this other work.

## **APPENDICES**

### **Appendix A**

Current Schemes - individual overviews of a selection of work in the recent programme

### **Appendix B**

An example of a presentation given to local Ward Members, businesses and residents in Eastcote which highlights the shop-front and visual marketing work, one aspect of the many workstreams of the Town Centres Team

## Hayes & Harlington Station and Subway (Crossrail Complementary Measures from April 2016 to spring 2018)

### Overview

1. As reported to Cabinet 19 March 2015, alongside the funding of the Crossrail project, including the many improvements to the rail lines, the associated infrastructure and the stations themselves, both Crossrail Limited and TfL recognised the need to set aside funding ahead of Crossrail services starting in 2018 to improve the areas around the stations, enhancing the urban realm nearby to ensure that the new stations were properly and attractively integrated into their surroundings. Crossrail and TfL expect strong involvement in the design of the scheme which could impact on the project timescale.
2. In July 2014 London boroughs with stations along their section of the Crossrail route were invited to submit bids for the funding to undertake these complementary urban realm improvements. Steer Davis Gleave were appointed to complete a detailed technical feasibility report, initial concept design and supporting cost estimates for the bid submission (see over for outline plans)

### Actions

3. Funding to progress design development is available for 2016/17. In preparation for this we will need to tender for design and architectural multi-disciplinary expertise to provide a set of achievable, ambitious and high quality design proposals for public realm works to be implemented by the Council's term contractor commencing from spring 2017. This will include:-
  - Recommendations for a palette of good quality, low maintenance materials for surface finishes, street lighting and street furniture, tree planting and landscape specifications consistent with current TfL streetscape guidance;
  - Options for upgrading the pedestrian subway linking the station to Blyth Road and the prestigious £250m Old Vinyl Factory development of the former EMI site to achieve a contemporary look and feel which also addresses personal safety perceptions, especially at night;
  - Working closely with the Council's term contractor to prepare a realistic budget and programme of works, including lead-in times for specialist goods or services.

### Funding (£2,594,000 all years)

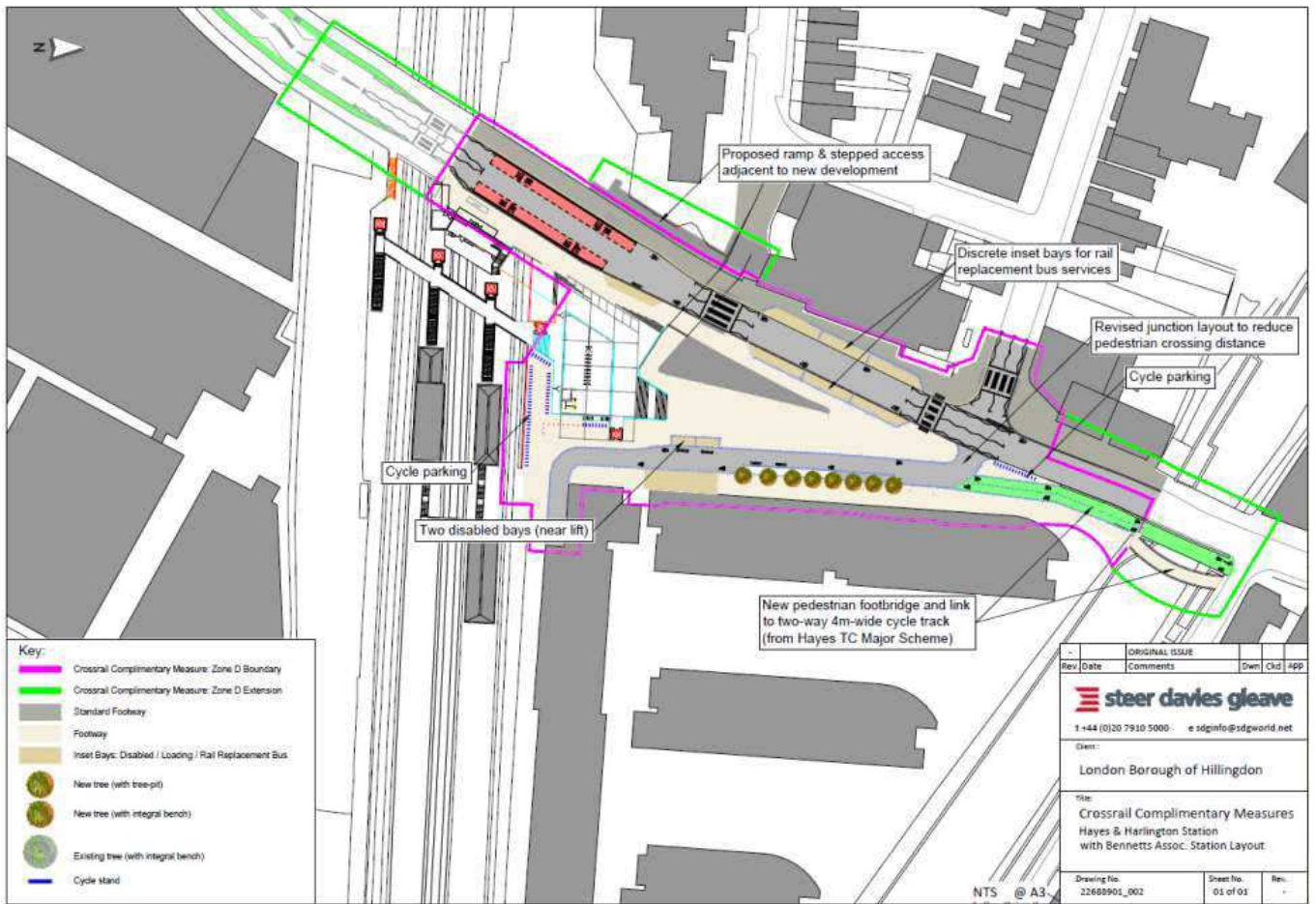
4. In a letter to the Council dated 14 November 2014, TfL advised that in the case of Hayes & Harlington, TfL and Crossrail had decided to fund the work as an addition to the £6m Major Scheme now underway within Hayes Town centre. The full budget of £2,594,000 is made up as follows:-

Item & Source	2015-16	2016-17	2017-18
Design Development (TFL)		£ 200,000	
Construction (TFL)			£1,600,000
Construction match funding (S106)			£ 794,000
<b>TOTAL</b>		£200,000	£2,394,000

### Decision Making/Approvals

Issue	2015-16	2016-17	2017-18
Design/Architectural tender acceptance	Jan 2016		
View on concept designs & material palette		June 2016	
Information on public consultation/feedback		Sept 2016	
Approval of final design for implementation		Dec 2016	
Funding approvals and capital release		Mar 2017	
Updates on project progress/risks/issues			tbc
Celebration of completion and official opening			tbc





Hayes & Harlington: Proposed view from Station Approach



## Hayes Town Centre Improvements

### Botwell Canal Bridge Boardwalk: project initiation from July 2015

#### Overview

1. The Hayes Station Crossrail Complementary measures submission included a proposal to part-fund improvements to the existing road bridge over the Grand Union Canal with contributions from both the Hayes Town Centre Major Scheme budget and the Crossrail Complementary Measures budget. Collectively these would allow a low-cost option (£100k) to 'open up' the views of the canal.
2. Above and beyond this there is an opportunity, with interest and financial development support from TfL to explore the potential of creating a 'board walk' pedestrian bridge section as an extension of the bridge, with stunning views down the canal towards the east. The primary objective of the bridge improvements is to create:
  - An improved urban realm providing a distinctive gateway and much improved linkage between the existing town centre with the wider regeneration of Hayes and Harlington Crossrail station;
  - The introduction of cycle lanes on either side of the bridge, creating over one kilometre of continuous cycle lane provision in both directions, and
  - Improved visibility and connection between the high street and the canal, highlighting the proximity to the canal side vista. This will also promote the improvements undertaken to the canal as part of the canal network programme.

#### Actions

3. The next steps will be to tender for specialist and inventive architectural and engineering support to further develop these concepts and confirm deliverability and costs. We expect this to include the following key tasks:
  - Review all existing structural information and available documentation;
  - Develop and illustrate basic concept options to determine the preferred design concept;
  - Development of sketch construction sequence for preferred concept, in sufficient detail to confirm a viable build, and
  - Production of a detailed funding proposal which narrates the key issues, options considered, deliverability, benefits, risks and strategic added value to successfully secure additional funding from TfL. This will include an outline programme of works.

#### Funding (30k for development only and estimated £1m construction)

4. £30k for development cost has been included within the 2015/16 TfL LIP allocation to the Council. The project has an estimated design and build cost of £1m which requires verification.

Item & Source	2015-16	2016-17	2017-18
Design Development (TFL)	£30,000		
Construction (TFL) indicative		£450,000	£550,000
<b>TOTAL</b>	£30,000	£450,000	£550,000

#### Decision Making/Approvals

Issue	2015-16	2016-17	2017-18
Design/Architectural tender acceptance	July 2015		
View on concept designs	Sep 2015		
Approval of final design for TfL submission	Nov 2015		
Funding approvals and capital release		Mar 2016	
Updates on project progress/risks/issues		Sep 2016	tbc
Celebration of completion and official opening			tbc



## The Parades, Hayes (Uxbridge Road, Eastern Gateway) from April 2015 to Spring 2018

### Overview

1. The Uxbridge Road, Hayes (A4020) Eastern Gateway is a phased programme of capital public realm improvements planned to start design development from late spring 2015 and complete works in spring 2018. The ambition is to make this a streetscape conducive to a parade where people want to spend time and money. Uxbridge Road, Hayes is a minor town centre stretching from the A312 Parkway interchange roundabout in the east to Lansbury Drive close to the Beck Theatre and Uxbridge County Court to the west. Although this is a key gateway approach at the eastern end of the borough, currently this is a somewhat anonymous town centre with no clear name or identity acting as a corridor of the main busy Uxbridge Road (A4020).
2. Improvements planned within Uxbridge Road, Hayes will focus initially on the area, including the service road between Warley Road and Shakespeare Avenue and encompass lighting, paving, landscaping, ground modelling, street furniture and signage to raise the perception of the area and create a 'High Street' environment that is welcoming, safe and accessible whether you are walking, driving, cycling or using public transport;

### Actions

3. An internal project team representing Highway Engineers, Town Centre Improvements, Borough Architects, Street Lighting and Landscape Architects has been set up to produce concept designs and a material palette for consideration by the Cabinet member/s. Further actions would include:-
  - The Cabinet Member's view on the GLA suggestion to prioritise Uxbridge Road, Hayes as a strategic submission to the new High Street Fund. This may also complement TfL LIP funded feasibility to improve connectivity at The Grapes junction ;
  - Assessing the viability to further reduce the 20mph limit within the service roads to create a simplified shared zone tailored to this specific location to improve safety and create better civic space;
  - Working closely with colleagues in Corporate Finance and the GLA Regeneration team to ensure that these works can be offset against the New Homes Bonus funding,

### Funding (£3,021,000 all years)

4. Funding through the New Homes bonus and Council Resources have been identified for this scheme. The GLA have also indicated that they would be interested in this initiative being extended to Hillingdon, Long Lane as a strategic submission to the new High Street Fund being launched later in the year. £40-50k revenue funding would be available from the new GLA commissioning fund to procure economic intelligence to support a bid.

Item & Source	2015-16	2016-17	2017-18	2018-19
Public Realm (New Homes Bonus)	£606,000	£1,125,000	£1,077,000	213,000

2015-16 Financial Profile (subject to capital release approval)		Cost
Preliminary works including CDM, Safety Audit		£ 25,000
Footways and kerbs		£302,150
Resurfacing service road		£ 72,900
Street Lighting upgrades		£ 11,000
Street Furniture & trees		£ 21,250



Other Costs (fees, contingency and 'Stop & Shop' scheme)	£ 74,039
<b>Sub-total (Capital)</b>	<b>£506,339</b>
Further upgrades (subject to Member approval and capital release)	£100,000
<b>TOTAL</b>	<b>£606,339</b>

### Decision Making/Approvals

Issue	2015-16	2016-17	2017-18	2018-19
View on GLA feedback to prioritise the Uxbridge Road as a strategic bid to the GLA	Jun 2015			
View on concept designs	Aug 2015			
Approval of preferred design (1 <sup>st</sup> phase) for implementation from Jan 2016	Oct 2015			
Feedback on GLA Strategic bid, subject to view in June, ahead of submission (estimate Dec 2015)	Nov 2015			
Update on GLA High Street Fund outcome and review of scope/extent of delivery	Feb 2016			
Updates on project progress/risk/issues		tbc	tbc	tbc



Part Oblique Street View of the Parades



Street View of the Parades



Street View of the Parades with Tree Scene

The Local Parades of Hayes  
existing views

Key concepts to be considered within the design:-

- Use street furniture (lighting, seating and trees) to reinforce the formality of the parade;
- Create a greatly reduced speed zone (10-15mph);
- Screen the main Uxbridge Road with low maintenance planting, and
- Potential for iconic lettering of the era to be incorporated into The Parades, Hayes signage



## Uxbridge High Street (Uxbridge Western Gateway) from January 2016 to Spring 2017

### Overview

1. The proposal is to transform the western gateway approach to Uxbridge town centre and realise the full economic benefits of residential, retail and commercial growth at this end of the High Street. Improvements, with preliminary work scoped to start March 2016, will focus on public realm works at the main pedestrian gateway to the Pavilions shopping centre. The majority of the footway paving dates from the 1980s, and could benefit from being taken up and re-laid. Higher quality paving may be appropriate to tie in with other fairly new paving and to align with the Conservation Area status of the area.
2. A stop and shop scheme already operates, but minor refinements could be achieved as part of bus stop alterations. This includes removing the two large raised planter beds that attract litter and which would then allow some worthwhile changes to the bus stop and parking layouts. In addition to the above proposals, the Cedars and Grainges multi storey car parks are due to undergo significant improvement works. Work will include structural repair and maintenance, provision of new signage and lighting, redecoration and also the installation of high quality "pay on foot" facilities for motorists. Pay on foot facilities are an enhancement that allows motorists to pay only for the time they use in the car park and the system removes the worry of receiving a fine for over staying.

### Actions

3. Following confirmation from the Cabinet Member that we continue to plan for implementation March 2016 (as directed 12 March 2015) an internal project team representing Highway Engineers, Town Centre Improvements, Borough Architects, Conservation, Street Lighting and Landscape Architects would be initiated to:-
  - Prepare concept designs and a material palette of good quality, low maintenance materials for surface finishes, street lighting, street furniture, tree planting and landscape specifications to enhance the conservation status of the area for consideration by the Cabinet member/s
  - Work closely with the Council's term contractor to prepare a realistic budget and programme of works, including lead-in time for specialist services;
  - Review and confirm with the Cabinet member as to whether any shop front grant element should also be offered;
  - Consult on changes to the parking layouts and collaboration with London Buses to complete any modifications to the bus stop locations, and
  - Liaise with colleagues in Corporate Finance and the GLA Regeneration team to ensure that these works are offset against the New Homes Bonus funding.

### Funding (£357,000 estimate)

Item & Source	2016-17
Public Realm (New Homes Bonus)	£357,000

2016-17 Preliminary Financial Profile (subject to capital release approval)	Cost
Preliminary works including CDM, Safety Audit	£ 25,000
Footways and kerbs	£136,054
Resurfacing and anti skid	£ 63,100
Street Lighting upgrades	£ 8,700
Street Furniture & trees	£ 37,986
Other Costs (fees, contingency and 'Stop & Shop' scheme)	£ 86,160
<b>TOTAL</b>	<b>£357,000</b>





## Eastcote Town Centre Improvements (April 2016 to spring 2018)

### Overview

1. Work on developing the scheme will commence from September 2015 to ensure that it is tailored to meet the specific needs of Eastcote and in preparation for the launch of the shopfront grant scheme from April 2016. In line with the 'Total Approach' to town centre regeneration and in tandem with planning for the shop front grant launch, officers will conduct an Eastcote town centre 'health check' in September to identify any other issues which may be impacting on the vitality of the town centre, such as parking, vacant shops and public realm improvements.
2. Ahead of the Eastcote launch we plan to tender for specialist shopfront design expertise to take forward roll-out of the shop front grant programme. We have an excellent working relationship with Designed by Good People who led the original pilot in Hayes in 2011/12 and have since overseen the transformation of shops within Ruislip Manor, Northwood Hills and Harefield. Whilst we expect to continue working with Designed by Good People it would be prudent to tender to ensure that:
  - a) we continue to obtain maximum value for money for this specialist service, and
  - b) we have a pool of trusted designers to hand to sustain the shop front grant programme to our exact quality and price expectations, if Designed by Good People were unable to meet our service requirements for any reason.

### Actions

3. Actions are expected to include:
  - Preparation of tender documents for forward delivery of the shop front grant scheme up to March 2019 (not solely for Eastcote)
  - Proposed eligibility boundary and extent of local engagement (i.e. newly formed Eastcote Chamber of Commerce and Ward Councillors) agreed with the Cabinet Member;
  - Officers speaking to every business within the eligible area to introduce the scheme and distributing easy to read information about how to apply;
  - Hosting an evening event, at a high street location, which all the eligible businesses are invited to attend where they can meet officers and relevant consultants to find out more, ask questions and register their interest;
  - Expertise from our partners, International Visual, who assist businesses with their shop front displays and events/initiatives to promote local shopping. Delivery funded through the £100k High Street Grant Award received by the Council in March 2012 has been rephased to allow for this, and
  - Complementary public realm streetscape improvements scoped with sources of funding for consideration by the Cabinet Member/s.

### Funding £397,000 (indicative shop front grant scheme subject to tender)

Item & Source	2016-17	2017-18
Shop front Improvements (LBH & New Homes Bonus)	£137,000	£217,000
Public Realm improvements to be scoped and costed	tbc	tbc
International Visual business support & events (LBH revenue)	£ 23,000	£ 20,000
<b>TOTAL(excl public realm tbc)</b>	£160,000	£237,000

### Decision Making/Approvals

Issue	2015-16	2016-17	2017-18
Approval of Shopfront Grant design tender recommendation	Dec 2015		
View on Eastcote eligibility boundary and	Dec 2015		



required engagement			
View on complementary public realm concept for consideration	Mar 2016		
View on promotional material/publicity to launch the Eastcote shop front scheme	Apr 2016		
Approval of final public realm design/ materials palette		Jun 2016	
Updates on project progress/risks/issues		Sep 2016	tbc
Celebration of completion and official opening			tbc





## West Drayton Station and Bridge (Crossrail Complementary Measures from April 2015 to spring 2017)

### Overview

1. West Drayton is one of two existing overground rail stations (the other being Hayes & Harlington station) which are being upgraded ahead of Crossrail services commencing in 2018. In order to gain the most from the Crossrail investment, the immediate surroundings of the stations, need to be integrated with the new rail infrastructure to deliver an enhanced urban realm and transport interchange for the public. The key driver for the Crossrail Complementary Measures is to improve connections between the station and the surrounding area including provision of a new footbridge from Horton Road to enhance access from the north and opening up the canal towpath to unlock much improved access from the south east.
2. The principal challenge is creating a public transport interchange within the confines of the existing West Drayton station site and in particular:-
  - Maintaining an accessible bus stop which limits vehicular parking in the immediate area;
  - Retaining as many mature trees as possible;
  - Removing the existing retail units immediately west of the main station building which would enable improved cycle/disabled parking and encourage greater use of the existing High Street shops;
  - Restricted access from the High Street which currently balances the demands of both pedestrians and buses/vehicles;
  - Ambitions to integrate West Drayton "branding" within the rail bridge alongside much needed lighting, cleaning and pigeon mitigation, and
  - Creating new access routes over and alongside the canal which are safe and welcoming during the day and night.

### Actions

3. Funding to progress design development is available for 2015/16. In preparation for this a specification has been drafted and planning underway to tender for design and architectural multi-disciplinary expertise to provide a set of achievable, ambitious and high quality design proposals for public realm works to be implemented by the Council's term contractor commencing from spring 2016. This will include:-
  - Recommendations for a palette of good quality, low maintenance materials for surface finishes, street lighting and street furniture, tree planting and landscape specifications consistent with current TfL streetscape guidance;
  - Options for upgrading the Rail Bridge to include prominent West Drayton branding and lighting improvements to the pedestrian environment which achieve the "Gateway" recognition that this bridge warrants during the day and evening. This will require a licence agreement with Network Rail as owners of the bridge.
  - The design for a new access route from the north by creating a footbridge over the canal.
  - Provision of a new Canal tow path between Horton Bridge Road and Station Approach to accommodate pedestrians and cyclists

### Funding (£1,625,000 all years)

4. In November 2014, TfL advised that an allocation of £1.6m had been allocated to improve the area around West Drayton Station. The full budget is made up as follows:-

Item & Source	2015-16	2016-17
Design Development (TFL)	£150,000	
Construction (TFL)		£1,450,000
Construction match funding (S106)		£ 25,000
Page 29 <b>TOTAL</b>	<b>£150,000</b>	<b>£1,475,000</b>

## Decision Making/Approvals

Issue	2015-16	2016-17
Update on Project progress with Crossrail	Jul 2015	
View on concept designs & material palette	Oct 2015	
Information on public consultation/feedback	Dec 2015	
Approval of final design for implementation	Jan 2016	
Funding approvals and capital release	Feb 2016	
Updates on project progress/risks/issues		Aug 2016
Celebration of completion CCM		Mar 2018



Existing Bridge



West Drayton Station as is and as planned



## Ryfield Avenue Local Parade Pilot Launch from Sept 2016 to complete March 2018

### Overview

1. This is a small parade of 14 shops serving a local catchment of the Oak Farm estate. The intention is to see whether investment in a small parade can make a difference.

#### Shop front grants:

There are no original shop fronts remaining. There is scope to undertake a concept design for the whole parade and use this as a starting point for dialogue with businesses and other stakeholders and for setting grant criteria.

The external facia above the 1920's parade is very shabby and needs repainting although the original tiles on the roof looked to be in good condition. All of the shops have private forecourts. We would like to include both these elements within the scope of the improvements. There is scope for distinct Ryefield Avenue signage on the brick wall of Shayonara Newsagents and Stobys Fish and Chip shop to give the parade a clear identity and distinguishing feature.

2. Public Realm Improvements:

The Parade did not seem to be very well lit. Additional streetlighting has been included within the cost estimates. We witnessed prevalent 'double parking' even when spaces were available. There is no short-stay 'stop and shop' provision and very few cars were moved whilst we were on site indicating that they belonged to the shop owners and/or staff. A coherent plan to maximise parking will be developed. There are currently six trees but some of these could be better sited enabling access to the Costcutter parking.

### Actions

3. Actions are expected to include:
  - Site visit April 2016 to update on the condition of the parade, occupancy parking issues etc and ahead of agreeing scope of eligibility boundary and extent of local engagement appropriate to the scale of the project with the Cabinet Member;
  - If wanted by the Cabinet member a survey of residents within the local catchment for their views on how frequently they used the shops, general perception etc. This could be used as a benchmark to gauge the success of the project;
  - Officers speaking to every business within the eligible area to introduce the scheme and distributing easy to read information about how to apply;
  - Hosting an evening event, at a high street location, which all the eligible businesses are invited to attend where they can meet officers and relevant consultants to find out more, ask and questions and register their interest;
  - If wanted by the Cabinet Member expertise from our partners, International Visual, who assist businesses with their shop front displays and events/initiatives to promote local shopping.
  - Complementary public realm streetscape improvements scoped with sources of funding for consideration by the Cabinet Member/s.

### Funding Indicative Costs total £345,404

Item & Source	2016-17	2017-18
Public Realm (paving, benches, trees including fees (TfL))	£ 45,000	£150,772
Street Lighting upgrades (TfL)	£ 30,000	
Stop and Shop Parking scheme (TfL)		£ 20,000
Shop front Grant Scheme (LBH New Homes Bonus)	£ 20,000	£ 60,000
Project contingency & inflation		£ 19,632
<b>TOTALS</b>	<b>£ 95,000</b>	<b>£250,404</b>



## Decision Making/Approvals

Issue	2016-17	2017-18
Agree scope of project including view on a local residents short survey	May 2016	
Shopfront Grant launch and parade 'branding'	Aug 2016	
View on public realm concept designs	Oct 2016	
Updates on project progress/risks/issues	Mar 2017	Sep 2017
Celebration of completion and official opening		Feb 2018
Feedback follow up survey to measure impact		Mar 2018

### Ryefield Avenue

(Images from site visit early afternoon Wed 18<sup>th</sup> Feb)



# Eastcote Town Centre Improvements

Information Event for Local Independent Businesses  
10 May 2016



## Introductions

- Welcome
- Presentations: setting the scene
- General Questions & Answers
- One to-One advise and registering interest



## Why are we here tonight?

- For you to meet the team;
- To let you know what specialist expertise and financial help will be available to you;
- To share some recent examples which have greatly improved business turnover, and
- To involve you from the start



## Town Centre Improvements Team

**Helena Webster**  
Community Engagement & Town  
Centre Improvements Manager

**Lisa Coker**  
Town Centre Improvements Officer

**Hayley Thomas**  
Town Centre Improvements Officer

towncentres@hillington.gov.uk  
01895 556792  
www.hillingdon.gov.uk/towncentres



## 'Repair, Revive & Refresh' Public realm observations



## Repair, Revive & Refresh

Old Christmas lights and wiring



There are old festive lights and wiring overhanging the shop fronts along both sides of the high street. These detract from architectural features



**Repair, Revive & Refresh**  
Street Furniture and High Street Services



New benches are needed. Recycling bins are very shabby. Phone boxes should either be removed or updated.



**Repair, Revive & Refresh**  
Landscaping and Planting



Some of the brick planters are damaged and in a poor condition. Many of the trees are not thriving and in some case damaging the paving



**Repair, Revive & Refresh**  
Example of social seating and new tree pit



**Wayfinding & Branding**  
Legible London Signage



**Wayfinding & Branding**



Potential for Eastcote ghost signs/directional parking signage



**Wayfinding & Branding**



Town Centre branding for Northwood Hills



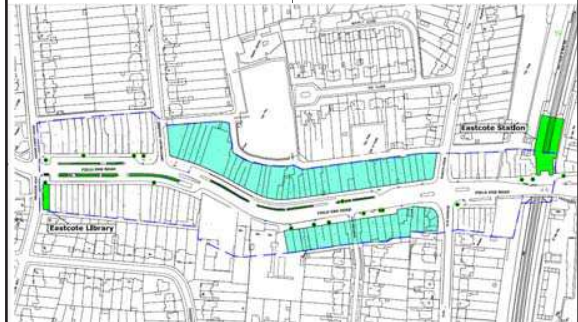


## Eastcote Station and Surrounds



## Phasing Delivery

- Key**
- Shop front grants "Phase 1"
  - Visual Merchandising and Business Support



## Shop Front Grant Scheme



## Shop Front Grant Scheme

Hayes Town Centre

Northwood Hills



Ruislip Manor

Harefield Village



## Shop Front Grant Scheme



## Shop Front Grant Scheme

The offer to independent shops is:

- 80% Grant towards the cost of the works up to a maximum of £4,800 for a single unit;
- Free design and project management expertise;
- Access to vetted specialist contractors;
- LBH invoice shopkeeper for the 20% contribution;
- Branded franchises not usually eligible, and
- Support to meet conservation area requirements.

Terms & Conditions include maintaining a good frontage



### Shop Front Grant Scheme

If the cost of the improvements is....	Then the Council pays....	And you pay....
£1,000	£800	£200
£3,000	£2,400	£600
£6,000	£4,800	£1,200
Please note, the maximum grant is based on a £6,000 project. So if the project costs more....		
£8,000	£4,800	£3,200
£10,000	£4,800	£5,200

The average grant offered to businesses in Ruislip Manor and Northwood Hills was £3,500.



### Shop Front Grant Scheme



Total Cost £5,470  
LBH Grant £4,376  
Shop paid £1,094



### Shop Front Grant Scheme



Total Cost £5,150  
LBH Grant £4,120  
Shop paid £1,030



### Shop Front Design Team

## INTERROBANG

The Team  
Maria Smith - Director

maria.smith@interrobang.london  
0203 696 1550  
www.interrobang.london



Research and study the local area and it's character.



Meet with shop owners and discuss proposed designs



Identifying local contractors and suppliers to assist with the revival of Eastcote.



Make a final site visit to sign off completed works



Organise shop front developments in groups of 5 to ensure maximum impact

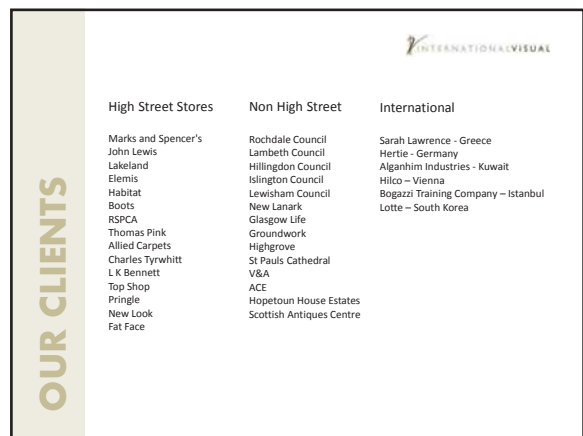
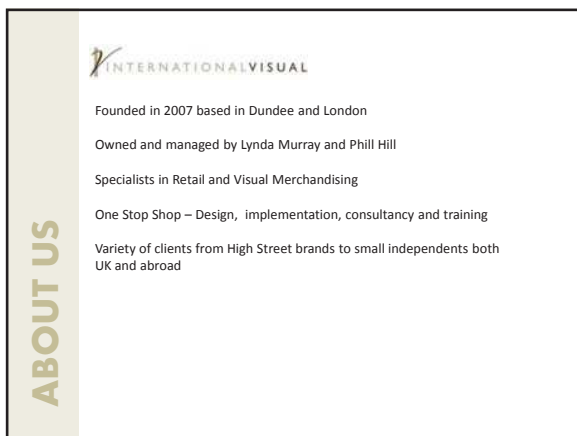


Objectives to brand Eastcote include:

- Building on existing characteristics
- To increase footfall
- To connect local communities







INTERNATIONALVISUAL

HOPETOUN HOUSE ESTATE

OUR WORK

INTERNATIONALVISUAL

HIGHGROVE

OUR WORK

INTERNATIONALVISUAL

ST PAULS CATHEDRAL

OUR WORK

INTERNATIONALVISUAL

FLAGGS OXFORD

OUR WORK

Before                      After

INTERNATIONALVISUAL

FLAGGS OXFORD

OUR WORK

INTERNATIONALVISUAL

SARAH LAWRENCE [GREECE]

OUR WORK

Before                      After

INTERNATIONALVISUAL

ROCHDALE – BEST DRESSED




Before
After

OUR WORK

INTERNATIONALVISUAL

ROCHDALE - BRAGG






Before
After

OUR WORK

INTERNATIONALVISUAL

LAMBETH – STREATHAM DIY

Before
After

OUR WORK

INTERNATIONALVISUAL

HAYES – FLORIST






Before
After

OUR WORK

INTERNATIONALVISUAL

RUISLIP MANOR – THE ART GALLERY





Before
After


OUR WORK

INTERNATIONALVISUAL


RUISLIP MANOR – CAZELLE




Before




Before



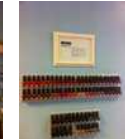
Before



After



After



After

OUR WORK

INTERNATIONALVISUAL

**HAREFIELD PETS & GROOMERS**

Before

After

**OUR WORK**

INTERNATIONALVISUAL

**Support independent businesses**

Up skill the retailers/staff to create better retail environments

Teach core/lasting principles for great retail environments

Inspire and encourage retailers to try new things and work harder to get business and generate sales

Support business communities who share knowledge, experience and support each other

Improve the look of the High Street

Encourage residents to shop locally

**OBJECTIVES**

INTERNATIONALVISUAL

**One to One Store visits**

See retailers individually to discuss specific store issues and provide personal guidance.

**METHODS**

INTERNATIONALVISUAL

**WORKSHOPS**

Short 50 minute training workshops run at convenient times in local venues.

**Topics**

- Store design on a budget
- Branding your store
- Promoting your business
- Point of sale
- Customer service
- Re Launching your business

**METHODS**

INTERNATIONALVISUAL

**Retail Safaris**

Visit to other towns to gather inspirational ideas to use in your stores.

**METHODS**

INTERNATIONALVISUAL

**NETWORKING**

Become a conduit between the retailers and other organisations – Town Centre Management, Colleges, Multiples, Chambers of Commerce and Resident Associations

**METHODS**

**METHODS**


**Events**  
 Helping to set up and run events in your town to encourage people to shop local.



INTERNATIONALVISUAL


**METHODS**

**REWARD & RECOGNISE**  
 Stimulate interest through running local competitions and getting press recognition for the retailers participating in the project



INTERNATIONALVISUAL

**METHODS**



We will use various communication tools to create retail groups and provide learning information.

INTERNATIONALVISUAL

**HILLINGDON**  
 INTERNATIONALVISUAL

Thanks for listening  
 We look forward to seeing you in your store soon

**Eastcote Town Centre Improvements**

**Any Questions?**

Opportunity for general questions  
 Specific queries can also be discussed 1:1 with consultants and officers

We look forward to Reviving, Repairing and Refreshing Eastcote!



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# Agenda Item 7

## **CORPORATE SERVICES & PARTNERSHIPS POC - Procurement Activity and Forward Plan on Contracts**

**Contact Officer:** Luke Taylor  
**Telephone:** 01895 250693

### **REASON FOR ITEM**

The Chairman requested an update on Procurement Activity and the Forward Plan on Contracts.

### **OPTIONS OPEN TO THE COMMITTEE**

The Committee is asked to note the content of the verbal update.

### **INFORMATION**

1. Officers will be present at the meeting to table a report and provide a verbal update on the information requested.

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## **Cabinet Forward Plan**

**Contact Officer:** Luke Taylor  
**Telephone:** 01895 250 693

### **REASON FOR ITEM**

The Committee is required to consider the Forward Plan and provide Cabinet with any comments it wishes to make before the decision is taken.

### **OPTIONS OPEN TO THE COMMITTEE**

1. Decide to comment on any items coming before Cabinet.
2. Decide not to comment on any items coming before Cabinet.

### **INFORMATION**

1. The Forward Plan is updated on the 15<sup>th</sup> of each month. An edited version to include only items relevant to the Committee's remit is attached below. The full version can be found on the front page of the 'Members' Desk' under 'Useful Links'.

### **SUGGESTED COMMITTEE ACTIVITY**

1. Members decide whether to examine any of the reports listed on the Forward Plan at a future meeting.

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Ref	Upcoming Decisions	Further details	Ward(s)	Final decision by Full Council	Cabinet Member(s) Responsible	Officer Contact for further information	Consultation on the decision	NEW ITEM	Public / Private Decision & reasons
<b>Cabinet - 15 December 2016</b>									
153	<b>Review and Update of Voluntary Sector Leasing Policy</b>	This report seeks Cabinet endorsement following a request by Cabinet Members to review the Voluntary Sector Leasing Policy currently in place for qualifying community groups occupying Council property within the Borough	All		Cllr Jonathan Bianco	RS - Michael Paterson			Public
156	<b>Integrated Sexual &amp; Reproductive Health Services with HIV Prevention &amp; Support</b>	Cabinet will consider the award of a contract to the recommended service provider for the Integrated Sexual & Reproductive Health Services with HIV Prevention & Support.	All		Cllr Philip Corthorne	RS / FD - Nigel Dicker / Joyce Jones / Steve Hajioff			Private (3)
157	<b>Void Property Repair Service Contract</b>	Cabinet will consider entering into an agreement to provide a comprehensive Void Property Repair Service contract predominantly for general building fabric repairs in all trades to Hillingdon's housing properties, dwellings and outbuildings.	Various		Cllr Jonathan Bianco	RS - Gary Penticost / Michael Breen			Private (3)
145a	<b>The Council's Budget - Medium Term Financial Forecast 2017/18 - 2021/22 BUDGET &amp; POLICY FRAMEWORK</b>	This report will set out the Medium Term Financial Forecast (MTFF), which includes the draft General Fund reserve budget and capital programme for 2017/18 for consultation, along with indicative projections for the following four years. This will also include the HRA rents for consideration.	All	23/02/17	Cllr Ray Puddifoot MBE & Cllr Jonathan Bianco	FD - Paul Whaymand	Public consultation through the Policy Overview Committee process & statutory consultation with businesses & ratepayers		Public
146	<b>Financial Support to Voluntary Organisations</b>	The report to Cabinet will make recommendations on the level of financial support to voluntary organisations for the 2017/18 financial year.	All		Councillor Douglas Mills	AD - Nigel Cramb	Corporate Services & Partnerships POC		Public

Cabinet - 17 January 2017

165	<b>Replacement of Communal Boilers - Mandela Court (Cowley), Heathfield Rise (West Ruislip) &amp; Oakwood Road (Northwood Hills)</b>	A recommended tender to replace the communal boilers at Mandela Court, Heathfield Rise & Oakwood Road properties will be presented to Cabinet. This works project will provide reliable heating and hot water services to residents.	Uxbridge South, West Ruislip, Northwood Hills		Cllr Jonathan Bianco	RS - Gary Penticost		<b>NEW</b>	Private (3)
165	<b>Award of contract for Broadband and Internet connections</b>	Following a procurement exercise, Cabinet will consider a contract for the provision of essential broadband technology which all staff, Members and services across the Council use daily to operate and connect with each other and our residents.	All		Cllr Jonathan Bianco	RS - Nick McCarthy		<b>NEW</b>	Private (3)
160	<b>0 -19 Healthy Child Services</b>	Cabinet will consider a contract for the recommended service provider for the 0-19 Healthy Child Services.	All		Cllr David Simmonds CBE	RS - Tom Murphy / Joyce Jones			Public

# Agenda Item 9

## WORK PROGRAMME 2016/17

**Contact Officer:** Luke Taylor  
**Telephone:** 01895 250693

## REASON FOR ITEM

This report is to enable the Committee to review meeting dates and forward plans. This is a standard item at the end of the agenda.

## OPTIONS AVAILABLE TO THE COMMITTEE

1. To confirm dates for meetings;
2. To make suggestions for future working practices and/or reviews.

## INFORMATION

*All meetings to start at 7.30pm*

<b>Meetings</b>	<b>Room</b>
16 June 2016	CR3
19 July 2016	CR4
26 September 2016	CR3
11 October 2016	CR3
29 November 2016	CR4
5 January 2017	CR4
7 February 2017	CR4
9 March 2017	CR4
25 April 2017	CR4

## PART I - MEMBERS, PUBLIC AND PRESS

Corporate Services and Partnerships Policy Overview Committee - 29 November 2016

## Corporate Services & Partnerships Policy Overview Committee

### 2016/17 DRAFT Work Programme

Meeting Date	Item
16 June 2016	Corporate Services & Partnerships Policy Overview Committee Possible Review Topics 2016/17
	Business Rates Review - Update
	Work programme for 2016/17
	Cabinet Forward Plan

19 July 2016  CANCELLED	Budget Planning Report for Administration and Finance Directorates
	Update item
	Work Programme
	Cabinet Forward Plan

26 September 2016	Update Item - Town Centre Scheme
	Scoping reports for Major Review
	Cabinet Forward Plan
	Work Programme

11 October 2016  CANCELLED	Major Review - First Witness Session
	Update Item
	Cabinet Forward Plan
	Work Programme

29 November 2016	Major Review - First Witness Session
	Update Item - Town Centre Scheme
	Update Item - Procurement & Contracts
	Cabinet Forward Plan
	Work Programme

#### PART I - MEMBERS, PUBLIC AND PRESS

Corporate Services and Partnerships Policy Overview Committee - 29 November 2016

<b>5 January 2017</b>	Major Review - Second Witness Session
	Update Item
	Cabinet Forward Plan
	Work Programme

<b>7 February 2016</b>	Major Review - Consideration of recommendations and final report
	Draft Budget Proposals Report for Administration & Finance 2017/18
	Update Item
	Cabinet Forward Plan
	Work Programme

<b>9 March 2017</b>	Comments from Policy Overview Committees on Draft Budget Proposals for forwarding to Cabinet
	Update Item
	Cabinet Forward Plan
	Work Programme

<b>25 April 2017</b>	Consideration of future review topics
	Cabinet Forward Plan
	Work Programme

PART I - MEMBERS, PUBLIC AND PRESS

Corporate Services and Partnerships Policy Overview Committee - 29 November 2016

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