

TOWN CENTRE IMPROVEMENTS PROGRAMME, INCLUDING CROSSRAIL UPDATE

Cabinet Members	Councillor Douglas Mills Councillor Keith Burrows
Cabinet Portfolios	Community, Commerce and Regeneration Planning, Transportation and Recycling
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Papers with report	Appendix 1: Town Centres Financial Profile

1. HEADLINE INFORMATION

Summary	This report updates Cabinet on the Council's achievements in its town centre improvements programme. It also provides an update on Crossrail and the town centre programme for the next 3 years.
Contribution to our plans and strategies	Putting our Residents First: <i>Our Built Environment; Our People</i> <ul style="list-style-type: none"> • Hillingdon Local Plan: Part 1 Strategic Policies • Hillingdon Local Implementation Plan • Hillingdon Economic Development and Regeneration programme
Financial Cost	Including prior years schemes, total investment on the Town Centre Improvements programme amounts to £22,387k up to 2018/19
Relevant Policy Overview Committee	Residents and Environmental Services Policy and Overview Committee Corporate Services and Partnerships Policy and Overview Committee
Ward(s) affected	Various

2. RECOMMENDATION

That the Cabinet:

- 1. Notes the achievements on the town centre improvement schemes in Northwood Hills and Ruislip Manor town centres.**
- 2. Welcomes the announcement of Major Scheme grant funding of £4,964k from Transport for London to implement a major scheme to transform Hayes town centre.**

- 3. Welcomes the announcement of Major Scheme grant funding of £1,800k from Transport for London for detailed design and implementation of urban realm and interchange improvements outside Hayes & Harlington Crossrail station.**
- 4. Welcomes the announcement of indicative Crossrail Complementary Measures (CCM) funding of £1,600k from Transport for London to improve the public realm in the immediate vicinity of West Drayton station in order to improve access for passengers and maximise economic gain when the full Crossrail service commences in 2019.**
- 5. Agrees the Town Centre Improvement Programme for the next 3 years as set out in this report.**

2.1 Reasons for recommendation

- 2.1.1 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.
- 2.1.2 The 'Total Approach' delivers a coordinated 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.
- 2.1.3 Our '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.' 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.
- 2.1.4 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 starting from 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. 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.

- 2.1.5 Over the next three years, 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. 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.
- 2.1.6 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.
- 2.1.7 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.

2.2 Alternative options considered / risk management

- 2.2.1 The Cabinet could decide not to endorse the proposals detailed within this report but this would be a missed opportunity to bring significant investment into town centres across the borough and to provide support to shopping areas such as Harefield and Hayes as outlined within the manifesto commitment made by the present administration.

2.3 Policy Overview Committee comments

- 2.3.1 None at this stage.

3. INFORMATION

TOWN CENTRE IMPROVEMENTS ACHIEVEMENTS TO DATE

3.1 Ruislip Manor Town Centre from December 2012 to September 2014

- 3.1.1 The total investment of £2,462k as set out in the table below has helped to ensure a bright future for Ruislip Manor, which was previously losing out in competition from nearby town centres. The project achieved a complete transformation of the centre into an accessible, clutter-free, and attractive high street with much consideration being given to creating an ambient environment to stimulate local confidence.
- 3.1.2 Relocating the Post Office to a more prominent and central location has generated increased footfall and the opportunity to trial the Post office current account banking facilities has been an added asset to the town centre.
- 3.1.3 Feedback from the businesses themselves has evidenced an increase in business turnover and the shop front grant scheme has attracted new businesses to fill vacant units within the town centre, including for the first time, a ladies boutique adding more

interest to the local shopping 'offer'. A second phase of the shop front grant scheme was launched in February 2014 extending the opportunity of grants to shops north of the railway bridge and a further seven businesses have benefitted from this opportunity.

3.1.4 The removal of obstructive guard-railing at the main junction now links the local library and Shenley Park with the freshly paved and resurfaced High Street. Murals have been used to add interest and also provide signage to Shenley Park and the library. Complementary work funded through the Council's Chrysalis programme has remodelled the library entrance by replacing the overgrown planting with new paving and the addition of new seating has created a much improved civic area.

3.1.5 The railway bridge was also painted with Ruislip Manor lettering and new LED lighting has brought a clear identity from both approaches to the town centre. The four weekly pre-programmed colour hue changes create interest throughout the year.

Ruislip Manor Key Outputs

3.1.6 The key outputs for the Ruislip Manor town centre improvements include:

- 5,800m² of new paving laid.
- 3,230m² of carriageway resurfaced.
- 48 Shop Front grants awarded at a total cost of £159k (average grant £3.3k) and the businesses themselves contributing £64k (40%).
- 73 shops taking part in visual merchandising training and workshops.
- 12 new businesses occupying empty premises; 5 shopfront grants awarded to new businesses.
- 24 apprenticeships offered through local promotions (in partnership with Uxbridge College).
- Five events co-ordinated to promote Ruislip Manor Town centre including the highly successful Easter event on 13 April 2014 incorporating an Easter Bunny hunt within the town centre, Easter bonnet making at the library and a family event in Shenley Park.

Ruislip Manor (Public Realm Improvements)		
	Before	After
No. of lighting columns	24	60
No. of benches	10	15
No. of trees planted	19	35
No. of cycle stands	9	26

Ruislip Manor Total Investment	
Source	Amount (£'000)
Greater London Authority	1,402 (57%)
Hillingdon Council	534 (22%)
Other Including TfL (LIP)	526 (21%)
Total	2,462 (100%)

3.2 Northwood Hills Town centre from December 2012 to November 2014

3.2.1 The Northwood Hills project received £2,298k investment as set out in the table below. The high street in Northwood Hills has been restored as a gateway to north-west London's unique green spaces and heritage. Shop fronts and public spaces have been rejuvenated to make the centre more attractive and encourage local people to make better use of it. The 'Metroland' history is celebrated through an impressive mural.

3.2.2 The Northwood Hills project delivered a comprehensive public space scheme which has rejuvenated the town centre. The scheme included a series of improvements to roads and transportation arrangements. Joel Street has been resurfaced and the parking bays redesigned to allow safer entry and exit onto the high street. A new central boulevard has been introduced which allows for safer crossing and it has been planted with 35 trees to provide an attractive feature. In addition, a bus stop has been

relocated closer to the station to improve public transport connections and the station forecourt has been upgraded.

3.2.3 The Council engaged mural artists to decorate both sides of the road bridge over the railway near the station. There are three components to the artwork which make up one of Europe's longest enamel murals. The first on the station entrance wall is a reproduction of a well known 1930s Metroland poster for Northwood Hills.

The two other murals on the bridge complement this theme whilst integrating ideas from the local community, the topography, views and abundance of greenscape in the area. The artwork was developed in consultation with some ninety students from six local primary and secondary schools who also had an opportunity to display their own artwork at an exhibition within Northwood Hills library held in January 2014.

3.2.4 Funding was also used to offer shop front grants to improve the appearance of 35 shops in Northwood Hills, including new windows, signage and fascias with a 20% funding contribution from local businesses. Alongside these renovations, retail specialists International Visual offered advice and support to traders, covering visual merchandising and customer service.

Northwood Hills Key Outputs

3.2.5 The key outputs for the Northwood Hills town centre improvements include:

- 4,382m² of new paving laid.
- 5,314m² of carriageway resurfaced.
- 35 Shop Front grants awarded at a total cost of £129,623 (average grant £3,703) and the businesses themselves contributing £61,652 (48%).
- 90 shops taking part in visual merchandising training and workshops.
- 9 new businesses occupying empty premises; 3 shopfront grants awarded to new businesses.
- 10 apprenticeships offered through local promotions (in partnership with Uxbridge College).
- Five events co-ordinated to promote Northwood Hills town centre including 'Independents Day' which was commended in the Best Campaign to Support Local Trade at the Small Business Friendly Borough Awards 2013.

Northwood Hills (Public Realm Improvements)			Northwood Hills Total Investment	
	Before	After	Source	Amount (£'000)
No. of lighting columns	15	51	Greater London Authority	1,333 (58%)
No. of parking bays	73	88	Hillingdon Council	461 (20%)
No. of trees planted	10	41	Other Including TfL (LIP)	503 (22%)
No. of cycle stands	10	17	Total	2,298 (100%)

TOWN CENTRE IMPROVEMENTS FROM SPRING 2015 TO SPRING 2018

3.3 Hayes Town Centre Major Scheme implementation from February 2015 to spring 2017

3.3.1 Following detailed design and the submission to TfL of a robust business case, highways work will be starting from February 2015 to bring the £6,024k Hayes Major Scheme to fruition by spring 2017. The key objective is to improve the overall 'connectivity' of Hayes and to revitalise the whole town centre. In this way the major town centre scheme is expected to:

- improve the social, environmental and economic fabric of Hayes;
- improve people's movement within and beyond the town centre;
- understand and address the areas of concern within the locality;
- address transport difficulties in the area and promote walking, cycling and public transport;
- improve people's quality of life including use of public spaces for other than transport needs, and
- incentivise greater regeneration of the town centre.

3.3.2 An initial public consultation took place during September and October 2012 and the responses from this provided the mandate for taking forward the re-opening of Station Road. A further detailed consultation which ran from December 2013 to January 2014 was developed to understand people's views in more detail and allow people who live, work and run a business in Hayes to comment on the provisional plans. Residents overwhelmingly supported the proposed improvements which are now being progressed to implementation. These include:

- More 30 minutes FREE 'Stop & Shop' parking.
- Removal of the central reservation in Coldharbour Lane.
- Providing safe and segregated cycle paths.
- Replacing the existing bandstand with a more modern and flexible social/small event space.
- Revamping the bridge along Station Road.

3.3.3 Work will be phased over two years to try and minimise disruption to residents and businesses. Once all work has completed, Hayes will attract a greater variety of businesses, have increased footfall and give local residents a town centre they can feel proud of. The improvements include:-

- Better pavements and brighter street lighting to make the area feel secure and welcoming, especially at night;
- A greater flow of pedestrians, cars, buses and cyclists throughout Station Road increasing footfall and use of the town centre, especially in the evening;
- Two distinctive landmark features reflecting the unique musical heritage of the area and designed with extensive input from people who live, work and run businesses within the town centre to inspire civic pride;
- Better quality seating, waste bins, cycle stands and the planting of new semi-mature trees, and
- Easy access for shoppers and visitors driving to the town centre to use the existing car parks with up to 30 minutes fee parking.

3.4 Hayes & Harlington Crossrail Station Complementary Measures from April 2016 to spring 2018

3.4.1 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 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.

- 3.4.2 In order to finance this, a fund was set aside, under the heading of the 'Crossrail Complementary Measures' (CCM) and 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.
- 3.4.3 Crossrail undertook its own initial site appraisals for each of the London stations and set out draft proposals in the form of Urban Realm Studies which were shared with each relevant local authority. After consideration of the Crossrail studies, the Council undertook its own investigations and prepared its own assessments for both key Crossrail Stations (i.e. Hayes & Harlington and West Drayton). In line with the bidding protocols set out by TfL and Crossrail, the Council duly submitted its bid in August 2014.
- 3.4.4 In a letter to the Council dated 14 November 2014, TfL advised that in the case of Hayes & Harlington, TfL and Crossrail had decided unilaterally to remove the station from the CCM fund and instead will fund the work from the same Major Scheme source budget from which the Hayes Town Centre Scheme referred to above is to be drawn.
- 3.4.5 Noting the full funding which the Council foresees as being desirable in order to ensure delivery of a full transformation of the area around Hayes & Harlington, TfL and Crossrail have promised to work with the Council and bring on stream additional funding towards the project from the Crossrail principal station budget. This discussion remains in progress at the time of this report. The final Section 106 allocation requirement will be determined by the outcome of this.

Hayes Town Centre Major Scheme Planned Total Investment						
Funding Source	2013/14	2014/15	2015/16	2016/17	2017/18	Total
	£'000	£'000	£'000	£'000	£'000	£'000
TfL Major Schemes	200	302	1,986	2,476	-	4,964
Section 106		23	92	115	-	230
Other TfL (LIP)		50	198	248	-	496
Council resources		28	166	140	-	334
Total	200	403	2,442	2,979	-	6,024
Hayes & Harlington Major Scheme Funding in relation to Crossrail Station						
Design (TFL)	-	-	-	200	-	200
Construction (TFL)	-	-	-	-	1,600	1,600
S106 (PPR47)	-	-	-	-	794	794
Total	-	-	-	200	2,394	2,594

- 3.4.6 At present the main pedestrian route connecting Hayes and Harlington Station to Blyth Road and The Old Vinyl Factory is by means of what has become a somewhat tired and unwelcoming subway, which is far from inviting for potential new investors in the area. As a response the Council is committed to carrying out interim measures which includes repainting, new signage and lighting improvements. These measures are

already now underway for completion early April 2015, ahead of more extensive urban improvements planned in line with the Crossrail complementary measures.

3.5 West Drayton Crossrail Station Complementary Measures from April 2015 to spring 2017

- 3.5.1 As described in the section above concerning Hayes Town Centre, the Council is about to benefit from significant investment in West Drayton in the form of station improvements and associated infrastructure and urban realm in and around Station Approach, West Drayton. In 2013/14 the Council successfully completed the final element of its first TfL funded Major Town Centre Scheme in Yiewsley and West Drayton, a project which delivered £2,428k worth of major investment in High Street Yiewsley and Station Road West Drayton.
- 3.5.2 The Yiewsley & West Drayton Town Centre scheme covered the area between the junction of Falling Lane and High Street Yiewsley at its northern extent and the junction of Swan Road and Station Road West Drayton at its southern end. This scheme spanned across two Wards (Yiewsley and West Drayton) and the site of West Drayton Rail Station lies right at the centre of the project.
- 3.5.3 Unlike in Hayes, where Hayes & Harlington Station already sits prominently in full view on the main road (Station Road, Hayes), the station at West Drayton is accessed by a private road, Station Approach, which is owned and maintained by Network Rail and is accessed via a narrow junction with High Street, Yiewsley, just north of and opposite the junction with Tavistock Road.
- 3.5.4 At the time of the Yiewsley & West Drayton Major Scheme, when Crossrail plans for the nearby station were still at a fairly tentative stage, it was agreed with TfL and Network rail that much needed improvements to Station Approach would be deferred and only undertaken at a later stage, once the plans for the new Crossrail Station were known.
- 3.5.5 In early 2014, as described in the section on Crossrail's plans for Hayes & Harlington referred to earlier, it was announced that TfL and Crossrail would set aside a 'Crossrail Complementary Measures' (CCM) fund totalling £28,500k for improving the urban realm around the outer-London surface-level rail stations, and bids were invited.
- 3.5.6 The Council submitted a bid from the CCM fund for West Drayton and in November the Council received notification from TfL that it had been awarded an indicative allocation of £1,600k to improve the area around the station. This is primarily for the surfaces and associated amenities in Station Approach; the Grand Union Canal; and the frontage in Warwick Road, which is on the southern side of the railway.
- 3.5.7 As of January 2015, a joint working group is in the process of being set up by TfL and Crossrail to work with interested parties and the Council will take an active part in the development and refinement of the proposals for West Drayton.

West Drayton Crossrail Station Complementary Measures Planned Total Investment			
Source	2015/16	2016/17	Total
	£'000	£'000	£'000
Design (TfL CCM funding)	150		150
Construction (TfL CCM funding)		1,450	1,450
S106 (PPR93)		25	25
Total	150	1,475	1,625

3.6 Harefield Village Centre implementation from July 2014 to August 2016

- 3.6.1 When reviewed in 2013 as part of a planning policy annual town centre assessment, Harefield had the highest vacancy rate of retail units (11.8%) of any of the twenty five town centres within the borough. The lacklustre shop fronts together with empty and shuttered shops add to the feeling of Harefield Village Centre looking a little run down and uninspired, which is exactly the issue which the shop front grant programme will address.
- 3.6.2 Harefield Village Centre is a conservation area with many historic buildings, some of which have listed status. Many of the shop fronts have original features which give the area character but unfortunately have been poorly maintained over the years. The emphasis of the shop front grant programme is on the quality of the design and how it will contribute to upgrading the high street as a whole. For this reason, within Harefield Village Centre, we have started to work with 'groupings' of three to four shops at a time. It is anticipated that the scheme will be implemented over two years, and result in 13 new shop fronts being completed in 2014-2015 with a further 22 to follow up to August 2016.
- 3.6.3 To complement the shop front grant scheme, launched on 31 July 2014 our partners, International Visual, are providing support for Harefield Village businesses, funded through the High Street Fund grant awarded to the Council. This includes;
- Visual consultancy support including management of a bursary scheme (up to £100 per shop) towards low cost improvements to window displays and interior layout;
 - Promotion of the HillingdonFirst card to encourage greater business participation and a wider range of discounts for Hillingdon residents;
 - Initiating business networks to take forward local promotions and events; and
 - Supporting the development of a pop up shop scheme in vacant units.
- 3.6.4 In conjunction with the support to improve the look and feel of the shops and their window displays, Transport for London (LIP) funding has been aligned to initiate public realm improvements within Harefield Village Centre which includes upgrading the street lighting, resurfacing the pavements, refurbishing the existing customised Clancy Docwra benches, upgrading the trees and general landscaping and providing popular 30 minutes free 'Stop and Shop' parking.
- 3.6.5 Harefield Village Centre Key Outputs to December 2014
- 18 businesses have received marketing and customer service support including visual merchandising expertise to improve their shop front displays.

- 17 businesses took part in a Christmas Window Competition to promote interest in Harefield Village Centre which was judged by the Deputy Mayor in December 2014.
- Further village centre promotions included a Valentine's Day windows ideas workshop and a Harefield Easter Egg hunt scheduled for Easter 2015 to support local businesses.
- 12 shop front designs have been completed and subject to formal planning approval they will progress to full grant awards for completion by March 2015.
- Officers are actively working to try to bring five currently vacant shops into better use/condition. Two shops are under offer with tenants secured, two shops are being used for storage and we are progressing options for using vinyl's to enhance the shop fronts. Name and contact details for the landlord of one shop are being pursued.

Harefield Village Centre Planned Total Investment (Inspiring Shop Fronts)				
Funding Source	2014/15	2015/16	2016/17	Total
	£'000	£'000	£'000	£'000
Combination of Council resources and New Homes Bonus monies	99	107	32	238
Transport for London (LIP) public realm improvements	205			205
Total	304	107	32	443

3.7 Eastcote Town Centre implementation from January 2016 to March 2018

- 3.7.1 Eastcote is one of five District town centres throughout the Borough which typically provide convenience goods and services for more local communities than a 'Metropolitan' centre such as Uxbridge. Developing the capacity of district centres for convenience shopping is critical to ensure access to goods and services at the local level, particularly for people without access to cars.
- 3.7.2 Eastcote town centre serves the local community of both Eastcote and East Ruislip ward (12,142 residents and 4,552 households) and Cavendish ward (11,658 residents and 4,441 households).
- 3.7.3 The majority of retail facilities in the town centre are concentrated along Field End Road, extending north of Eastcote underground station. The designated primary shopping area is located on the eastern side of Field End Road, between North View and Abbotsbury Gardens. The secondary shopping area is defined north of this, up to Deane Croft Road and south as far as the underground station.
- 3.7.4 The Retail Centre Study commissioned to support the Hillingdon Local Plan: Part 1 - Strategic Policies document adopted by the Council on 8 November 2012, showed that Eastcote has an above average convenience goods provision measured in terms of the amount of floor space and number of outlets. It was noted that the existing provision mostly consists of smaller convenience type operators and it recommended that policy should therefore 'continue to support specialist retail and independent shops.'
- 3.7.5 The intended roll out of the shop front grant scheme from April 2016 will take forward this recommendation. Work on developing the scheme will commence from

September 2015 to ensure that it is tailored to meet the specific needs of Eastcote. This will include:

- Initial engagement with the newly formed Eastcote Chamber of Commerce and Ward Councillors;
- Officers speaking to every business within the eligible area to introduce the scheme and distributing easy to read information about how to apply, and
- 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.

3.7.6 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' from September 2015 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.

Eastcote Town Centre Planned Total Investment (Inspiring Shop Fronts)			
Funding Source	2016/17	2017/18	Total
	£'000	£'000	£'000
Council resources / New Homes Bonus	137	217	354
Total	137	217	354

3.8 Gateway Hillingdon: Uxbridge Road Hayes (A4020) 'Eastern Gateway' from spring 2015 to spring 2018

3.8.1 Overall the aim of the Gateway Hillingdon initiative is to welcome visitors, to promote the town and wider Borough and to set a quality benchmark for Hillingdon's civic aspirations. This will be achieved through upgraded lighting, paving, landscaping, parking, street furniture and signage and in some instances public art installation where appropriate. This includes:

- Creating a 'High Street' environment that is welcoming, safe and accessible whether you are walking, driving, cycling or using public transport;
- Providing new street furniture, lighting, trees and signage which reflects the local character and raises the perception of the area;
- Facilitating a more sociable environment where people want to spend time and money;
- Improving business resilience where possible, for example minimising flood risk by integrating sustainable urban drainage systems into carriageway improvements, and
- Providing 'Stop and Shop' parking where possible so that regular customers as well as passing trade can easily spend money locally.

3.8.2 The Uxbridge Road, Hayes (A4020) 'Eastern Gateway' is a phased programme of capital public realm improvements planned to start from late spring 2015 and complete in spring 2018. 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).

3.8.3 Improvements planned within Uxbridge Road, Hayes will focus initially on the area, including the service road between Craven Close and Warley Road at the heart of the scheme. The ambition is to make this a streetscape conducive to a Parade where people want to spend time and money. The intention is to make it easier for cyclists and motorists to not just 'stop and shop' with generous 30 minutes free parking, but also with much improved promotional signage be encouraged to 'stay and play', 'park and pamper' and 'meet and eat.'

3.9 Gateway Hillingdon: Uxbridge Town Centre 'Western Gateway' from spring 2016 to spring 2017.

3.9.1 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 scoped to start from spring 2016 will focus on public realm improvements at the main pedestrian gateway to the Pavilions shopping centre.

3.9.2 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. 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.

Gateway Hillingdon: Uxbridge Road, Hayes A4020) 'Eastern Gateway'					
Total Projected Investment					
Funding Source	2015/16	2016/17	2017/18	2018/19	Total
	£'000	£'000	£'000	£'000	£'000
Council resources/ New Homes Bonus	606	1,125	1,077	213	3,021
Gateway Hillingdon Uxbridge Town Centre 'Western Gateway'					
Total Projected Investment					
Council resources/ New Homes Bonus		357			357
Total Gateway Hillingdon	606	1,482	1,077	213	3,378

3.9.3 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.

3.10 Borough wide initiative 'Inspiring Shop fronts - Increasing Footfall' Shopfront Grant roll-out from April 2015.

3.10.1 The intention is to build on the success of the shop front grant programme by offering design support and grants over a four year period through the 'Inspiring Shop Fronts - Increasing Footfall' shop front grant initiative which works by:

- identifying 'groupings' of 3-4 shops at a time to focus for maximum impact;
- providing design expertise for each business to create a high quality, affordable shopfront design conveying their unique brand whilst also unifying the parade or high street;
- offering a grant for up to 80% of the cost of the work, capped at £4,800 (£5,000 recommended from 2016/17) towards implementing the improvements;
- project managing the shop front improvements from design to build, including obtaining quotations and sourcing reputable specialist contractors, and
- Surveying businesses and local shoppers to evaluate the impact of the grant funding

3.10.2 Subject to take up of the shop front grant scheme within Harefield Village Centre and Eastcote Town Centre, as already outlined within this report, we expect that there may be further opportunities to offer shop front grants. The criteria to prioritise further roll-out of the scheme would include locations where there is:

- A clear advantage to benefit from wider place regeneration i.e. Crossrail (Hayes & Harlington and West Drayton Stations);
- A significant proportion of vacant units, which the shop front grant scheme could help to address and prevent further spiralling decline, and
- Evidence that the location serves a local catchment and that the shop front grant programme will improve access to key goods and services for our residents. This is especially true of smaller local parades such as Ryefield Avenue in Hillingdon.

'Inspiring Shop fronts - Increasing Footfall' Shop front Grant Roll Out					
Funding Source	2015/16	2016/17	2017/18 tbc	2018/19 tbc	Total
	£'000	£'000	£'000	£'000	£'000
Council Resources/ (New Homes Bonus) future roll-out subject to approval	173	169	121	318	781

3.11 Financial Implications

3.11.1 The recommendations note the approval of £4,964k grant by Transport for London to improve the Hayes Town Centre and £1,800k to improve the public realm at Hayes & Harlington Crossrail station. In December 2014 Transport for London Surface Transport Board approved total Major Scheme funding of £6,262k from 2015/16 - 2017/18 in respect of the Hayes Town Centre and Hayes & Harlington Crossrail project elements. This was in addition to £502k previously approved for 2013/14 and 2014/15 taking the total level of investment from TfL to £6,764k.

3.11.2 The Major Scheme grant of £4,964k for Hayes Town Centre transformation is an increase of £426k from the previous budget allocation from TfL for Hayes Town Centre. The Council had submitted a bid for increased funding as the footfall had increased considerably from the time of the original investment estimate in 2012.

3.11.3 Crossrail funding of £1,800k for Hayes & Harlington is included within TfL Major Scheme funding as this links in to the Hayes Town Centre major scheme project.

3.11.4 The recommendations also note indicative funding of £1,600k from the Crossrail Complimentary Measure Fund for West Drayton which has been announced by TfL.

The Council is going through a further stage of the application process before the final allocation and formal release of the CCM funding is confirmed by TfL.

- 3.11.5 The proposed Town Centres programme as detailed in this report has been included in the Medium Term Financial Forecast submitted to Cabinet in February for approval. The total level of investment in town centre improvements (capital and revenue) including prior year schemes totals £22,387k and is set out in Appendix 1 along with the associated financing.
- 3.11.6 For future years the Council's contribution towards the above level of investment amounts to £4,958k and this is to be met from a combination of Council resources and top sliced New Homes Bonus monies.
- 3.11.7 Section 106 funding totalling £819k has been agreed in principle towards additional public realm works at the two Crossrail stations. The formal allocations will require Cabinet Member approval. For Hayes & Harlington the final S106 contribution amount will be established following the outcome of negotiations with TfL around Crossrail funding.

4. EFFECT ON RESIDENTS, SERVICE USERS & COMMUNITIES

4.1 What will be the effect of the recommendation?

- 4.1.1 Well-used public space is vital to the success of town centres and high streets. Unappealing places often become underused with serious detrimental effects for local businesses. The intention of the recommendations within this report are intended to create physical improvements to high streets and town centres in Hillingdon which are appropriate, meaningful and long-lasting.
- 4.1.2 The success of our town centre improvements has come from adopting a more strategic and 'Total Approach' to town centre regeneration supporting independent traders by fully considering all the elements which contribute towards a successful town centre, including:-
- A raised profile and an attractive and welcoming public image with new street furniture, lighting and landscaping that raises the perception of the area;
 - Wider use, not just retail facilitating a more sociable environment, creating greater footfall and more local spending;
 - Distinctive town centres with character and personality which are free from anti-social behaviour and draw people in during the day and evening;
 - Growing places with a successful mixed use economy providing a range of goods and services and integrating space for homes and jobs, and
 - Easy, convenient and affordable parking designed to attract more people, especially passing trade, to stop and spend time and money.
- 4.1.3 Marrying physical improvements with support to businesses through our shop front grant scheme and specialist visual merchandising ensures better buy-in from the businesses and longer-lasting results for Hillingdon residents. We know from before/after shopper surveys that residents and visitors to the town centres notice and like improvements to the shop fronts and window displays within the town centres. In town centres such as Northwood Hills and Ruislip Manor where businesses have been trained in visual merchandising, thoroughly engaged in the town centre design

processes and have come together to think about the high street as a whole the physical changes have generally been very much appreciated and better maintained.

- 4.1.4 When necessary the Council is prepared to exert influence in order to achieve the best possible outcome for residents. This is especially true in Yiewsley and West Drayton and Hayes town centres where the Council is continuing to ensure that the Crossrail stations and surrounds meet the Council's quality and service expectations in order to deliver the physical regeneration which both these town centres need.

4.2 Consultation Carried Out or Required

- 4.2.1 An impact assessment has been completed to consider the likely or actual impacts which town centre proposals may have on different sections of the community and helping to identify, reduce and remove inequalities and unlawful discrimination. The impact assessment takes account of all protected characteristics under the Equality Act 2010. This covers age, disability, gender reassignment, marriage & civil partnership, pregnancy & maternity, race/ethnicity, religion or belief, sex, sexual orientation, human rights and other relevant socio-economic factors.
- 4.2.2 Data from Ward Profiles has been used, including ward-level data from NOMIS (official labour market statistics) which demonstrate the diversity of the customer groups, across incomes, lifestyles, and demographic characteristics, which Uxbridge town centre needs to respond to. This information indicates that the vitality of our local town centres is important to the quality of life for those residents without access to a car, including people with disabilities, the elderly and disadvantaged.
- 4.2.3 Outline designs have been reviewed with the Council's Principal Access Officer. Access improvements recommended through delivery of the programme are likely to benefit a wide range of customer groups including:
- Disabled customers and friends and families accompanying them;
 - Customers with children;
 - Some older customers who may not consider themselves disabled but who do appreciate easier access.
- 4.2.4 Extensive consultation has been undertaken with the independent traders within Harefield to ensure a successful launch and take up of the shop front grant scheme. This included:
- Officers speaking to every business within the eligible area to introduce the scheme and distribute easy to read information about how to apply;
 - Hosting an evening event on 31 July 2014 that all the eligible businesses were invited to attend and where they could meet officers, ward councillors and relevant consultants to find out more, ask any questions and register their interest, and
 - Weekly visits to the businesses within Harefield Village Centre to make sure that all businesses are fully aware of the opportunity and have support if needed to make a successful grant application.
- 4.2.5 All the businesses who apply for a shop front grant are asked to complete a short customer feedback form so that we can make sure that the scheme is customer focused and is easy and straightforward to access. A summary of results from businesses surveyed in Northwood Hills and Ruislip Manor town centres, where shopfront grant schemes have recently completed show that:

- 84% said that the difference that the shop front grant had made to their business was good and above (55% rated the difference as excellent);
- 92% said the difference that the shop front grant had made to the town centre was good and above (67% rated the difference as excellent);
- 87% said the difference the programme had made to other traders was good and above (62% rated the difference as excellent), and
- 92% said that the quality of support given to help them apply and draw down their grant was excellent.

4.2.6 The businesses did state that claiming the grant retrospectively once all work had been completed could be difficult for some small businesses with limited cash flow to manage. In direct response to this, the scheme has now been refined so that the shopkeeper is invoiced for their 20% contribution at the start of the works and then the Council pay the contractor/s directly on satisfactory completion. This also means that a high quality finished design is consistently achieved.

5. CORPORATE IMPLICATIONS

Corporate Finance

Corporate Finance notes the substantial investment in Town Centre projects across the borough of £22,387k outlined in this report, of which £14,292k is profiled for the period 2015/16 to 2019/20. With the exception of the Crossrail Scheme for which formal confirmation of funding is awaiting, this investment is fully reflected in the budgets approved by Cabinet and Council in February 2015.

The overall programme of investment is financed from a broad range of sources, including specific grants secured from Transport for London, the Mayor of London, developer contributions, and £6,081k of local investment funded from Council Resources. This element of the programme includes £2,246k New Homes Bonus monies top sliced from the Council and recycled through the Local Enterprise Partnership.

Investment in Town Centres is intended to support the viability of business across the borough, which in addition to broader community benefits noted throughout this report, provides a direct financial benefit to the Council by securing locally retained Business Rates revenues.

Legal

There are no specific legal issues with the Cabinet Members noting the achievements of the Town Centre Improvements Schemes, welcoming the announcement of the grant awards from Transport for London and Crossrail and further approving the Town Centre Improvement Programme for the next three years.

It is noted that there will be future consultation and therefore, any decision maker must be satisfied that responses from the public were conscientiously taken into account, including those which do not accord with the officer recommendation.

6. BACKGROUND PAPERS

None

APPENDIX 1 - TOWN CENTRES FINANCIAL PROFILE

Town Centre	Prior Years	2014/15	2015/16	2016/17	2017/18	2018/19	Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Ruislip Manor Town Centre	2,290	172					2,462
Northwood Hills Town Centre	1,424	874					2,298
Hayes Town Centre							
Hayes Town Centre Major Scheme	200	403	2,442	2,979			6,024
Hayes & Harlington Crossrail				200	2,394		2,594
Yiewsley/West Drayton							
Yiewsley/West Drayton Town Centre Major Scheme	2,066	362					2,428
West Drayton Crossrail			150	1,475			1,625
Inspiring Shop fronts Schemes							
Harefield Village Centre		304	107	32			443
Eastcote Town Centre				137	217		354
Inspiring Shop fronts future roll out			173	169	121	318	781
Total		304	280	338	338	318	1,578
Gateway Hillingdon Schemes							
Uxbridge Road, Hayes (Eastern Gateway)			606	1,125	1,077	213	3,021
Uxbridge Town Centre (Western Gateway)				357			357
Total	-	-	606	1,482	1,077	213	3,378
Grand Total	5,980	2,115	3,478	6,474	3,809	531	22,387
Financed By:							
Council Resources/NHB	462	661	1,052	1,960	1,415	531	6,081
TFL Major Scheme	2,100	376	1,986	2,676	1,600	-	8,738
TFL LIP	998	740	198	248	-	-	2,184
TFL Crossrail (CCM)	-	-	150	1,450	-	-	1,600
S106 Contributions	-	23	92	140	794	-	1,049
GLA Outer London Fund	2,420	315	-	-	-	-	2,735
Total	5,980	2,115	3,478	6,474	3,809	531	22,387