

Cabinet

14th October 2010



To: Members of the Cabinet

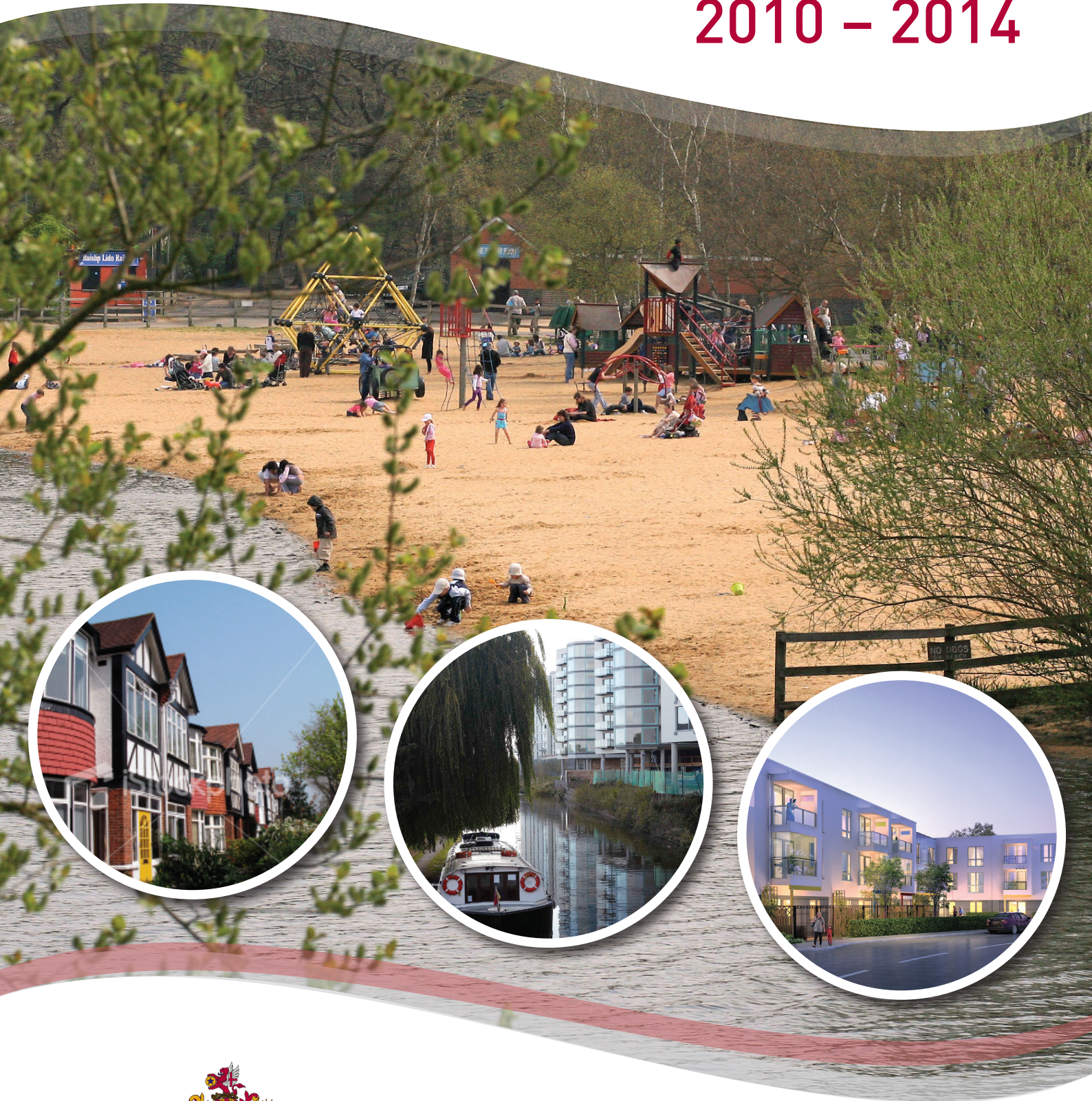
cc: All Councillors, Chief Officers

Due to size, please find attached the appendix to Item 8 on the Cabinet agenda that has been circulated separately:

Item
8 The Single Conversation – Draft Borough Investment Plan

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Democratic Services

Draft Borough Investment Plan for Hillingdon 2010 – 2014



HILLINGDON
LONDON

www.hillingdon.gov.uk

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Introduction

1.0 This Borough Investment Plan (BIP) has been prepared specifically for the “Single Conversation” process being introduced by the Homes and Communities Agency (HCA). The GLA is taking a keen interest in the content of this document in preparation for its future adoption of the HCA functions in London and there is an expectation of alignment with the Mayor’s Plans and Strategies.

2.0 The BIP is intended to assist in the attraction of public and private investment for housing and regeneration schemes. It brings together cross borough investment priorities in one document to give context to housing and regeneration schemes. It covers a four year period but will be refreshed annually.

3.0 In the Corporate Plan for 2009 - 2011 the HCA’s stated national goals are:

- To accelerate the delivery of housing growth;
- To secure the delivery of new affordable housing and ensure existing social rented stock is made decent;
- To accelerate the regeneration of underperforming areas and the renewal of deteriorating estates; and
- To ensure high standards of design and to embed sustainability, with a legacy of skills, knowledge and capacity.

4.0 The HCA’s priorities for London are:

- To partner with the boroughs, the private sector and the affordable housing sector to deliver well-designed homes that people can afford and wish to live in
- To support boroughs in the effective delivery of the Decent Homes programme and tackling growing waiting lists for social rented housing
- To work with partners to support housing delivery through the development of brownfield sites
- To support delivery of the Thames Gateway and the London 2012 Olympics.

5.0 Hillingdon can contribute to the above priorities in a number of ways. We have locally and regionally strategic housing and regeneration sites (see Appendix A). RAF Uxbridge is an example of a mixed use site where inward investment can provide a catalyst for delivering priorities, primarily housing, but also jobs, infrastructure, leisure and education facilities. Investment in these sites will assist in delivering local, regional and national ambitions.

6.0 Through the planning system, and working with the Local Strategic Partnership, the Council is supporting developments in the Heathrow Opportunity Area for the benefit of the sub-region. We also support improvements at the airport which will assist the movement of visitors to and from the 2012 Olympics. Brunel University, based in Uxbridge, has strong historical links with the Olympics; providing world class training facilities and providing future medal winners through sports scholarships.

7.0 The main sources of the contents of this BIP are the Sustainable Community Strategy 2008 – 2018, Hillingdon Profile 2008, Hillingdon’s Housing Strategy 2007 – 2010, Hillingdon’s economic development strategy “Sustain Renew Prosper” 2009, and the draft Core Strategy of the Local Development Framework is now out for consultation. Other information sources are the Council’s own website and officers (see Acknowledgements). The Council has decided to delay renewal of its Capital Strategy until after government spending intentions become clearer in the autumn spending review. When available, this will be a key source of the Finance and Resources section of this document.

8.0 The three themes of People, Place and Prosperity are the ones that shape the priorities of the Sustainable Community Plan and these are used to provide context to this BIP.

9.0 The Prosperous Borough Steering Group is the group of senior officers that support and have direct links with the Local Strategic Partnership. This group will oversee the development of the BIP over time and approve the refreshing of this plan annually.

Executive summary

Background

1.0 In terms of size, Hillingdon is the 2nd largest London Borough and has the 5th largest economy in London. Hillingdon is a borough of contrasts; with the north largely semi-rural and the area south of the A40 more urban with pockets of deprivation. Issues to be addressed in Hillingdon include:

- A growing and diverse population
- Pockets of deprivation in the south
- Housing need which outstrips supply
- Deficient north south transport connections, especially in public transport and cycling
- High level of car use
- High carbon emissions
- Educational attainment mismatched to job opportunities
- Residents priorities for crime reduction for quality of life
- Improving the economic position
- High numbers of unaccompanied asylum-seeking children
- High population turnover

Vision and ambition

2.0 The Council's current priorities are contained in the Sustainable Community Strategy 2008 - 2018 the key components of which are:

People

- 1 Improving health and wellbeing
- 2 Strong and active communities

For **People**; the Council will improve access to services and facilities for all, address the need for new homes of all tenures and create employment opportunities.

Place

- 3 Protecting and enhancing the environment
- 4 Making Hillingdon safer

For **Place**; the Council will enhance the environment, cut emissions in general and carbon in particular and improve the leisure offer to support healthier lifestyles. Promoting safety is also a priority.

Prosperity

- 5 A thriving economy
- 6 Improving aspiration through education and learning

For **Prosperity**; the Council will encourage economic growth, focussed on Uxbridge, local town centres and the areas identified for growth in the London Plan such as the Western Wedge and the Heathrow Opportunity Area.

These six priority themes under the three key components provide the framework for the contents of this document and refer to the Sustainable Community Strategy 2008 - 2018.

Emerging priorities

3.0 The details of emerging priorities are in the draft Core Strategy of the Local Development Framework which is undergoing its consultation process and scheduled to be adopted in 2011. Large scale opportunities likely to be identified in that document include:

- **RAF Uxbridge:** This 47 hectare site is now available for development to provide 1,200 new homes, a new park, a theatre, school, health facility, hotel, assisted living retirement accommodation and 35,000 sqm of commercial floor space.
- **Porters Way (Former National Air Traffic Control Site) also known as RAF West Drayton:** A planning application has been approved for 775 dwellings with associated facilities.
- **The Heathrow Opportunity area, including its key sub areas, mainly the Hayes/West Drayton Corridor:** The Core Strategy will promote employment and support residential growth in the Hayes/ West Drayton Corridor and town centre.
- **Stockley Park:** The extremely popular campus-style business park Phases 1 and 2 developments are already home to new and longstanding multi-nationals. Phase 3 will involve development of a further 10.6 hectares to the west, close to West Drayton

4.0 A key part of the Vision for the Core Strategy is that in 2026, Hillingdon:

- will have a reliable network of public transport routes and new public transport links
- previously poor north south public transport access in the borough will have been addressed
- new transport services link Heathrow and the Hayes/West Drayton corridor through Uxbridge to Northwood, Ruislip and Eastcote
- improved public transport interchanges will have been created at Heathrow, Hayes, Uxbridge and West Ruislip, reducing the dependence on cars
- the borough as a whole will be benefiting from three new Crossrail stations
- Hillingdon will be benefiting from the proposals for “High Speed 2” to Birmingham with connections with Heathrow

Key projects

5.0 Projects are now being delivered or planned for delivery over the next decade in order to achieve the above priorities. These major delivery sites, such as RAF Uxbridge, Porters Way (RAF West Drayton) and sites in Hayes town centre provide opportunities to create large mixed used developments that can evolve into high quality neighbourhoods. Other significant projects delivering on our priorities include:

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- **New sports and leisure complex in Uxbridge:** In addition to the new complex the Uxbridge Lido has been fully refurbished. This project was completed in March 10.
- **The HRA pipeline programme:** This programme involves the development of surplus council owned sites for mixed tenure affordable homes.
- **Building Schools for the 21st Century:** This scheme was part of a national programme which aimed to renew or rebuild all secondary schools in England over the next 10-15 years. The government have now ended this programme but the Council will seek to continue investment where we can.
- **Gateway Heathrow 2012:** A new £900k European Social Fund employment support programme lead by the London Borough of Hillingdon in conjunction with local delivery partners.
- **Heathrow Opportunity Area:** An area around the airport defined by the current London plan for future regional growth, covering 821 hectares across a number of West London boroughs.

Funding and resources

6.0 The Council's ability to fund its priorities is now severely restricted by the government's spending reductions and the effects of the recession. The past year's (2009-10) capital budget of £88m is unlikely to be increased for the future. Indeed up to 2014 the Council has to find more than £60m of savings. The Business Improvement Delivery programme, the Councils change strategy, is taking a fundamental look at the organisation and implementing changes to improve the way we do things:

- shaping services based on what residents need us to deliver, and
- ensuring that we are the organisation that we can afford to be.

Receipts from asset disposals will continue to be one source of finance, whilst the Council carries out a rigorous programme of asset reviews to ensure that they support service delivery as efficiently and effectively as possible. We will also explore innovative delivery vehicles where feasible; PFI and joint ventures will be part of our options appraisal.

Partnership working

7.0 With limited resources, partnerships are essential for achieving the Council's ambitions. Well established partnerships exist in the borough, primarily the Local Strategic Partnership, Hillingdon Partners. This includes members from the public, private and voluntary sectors. Key partners are also the housing associations, who are part of the Local Housing Partnership and voluntary sector.

8.0 In working with our partners we have identified four core principles that further define the Hillingdon approach to delivery:

“1. Activity must be to the benefit of our residents. Residents are at the heart of regeneration within Hillingdon.

2. Activity demonstrates value for money. We will support activity that is evidenced by local need, partnership options and that adds value to existing activity. Our investment, be it financial and/or in-kind will be innovative and intelligent.

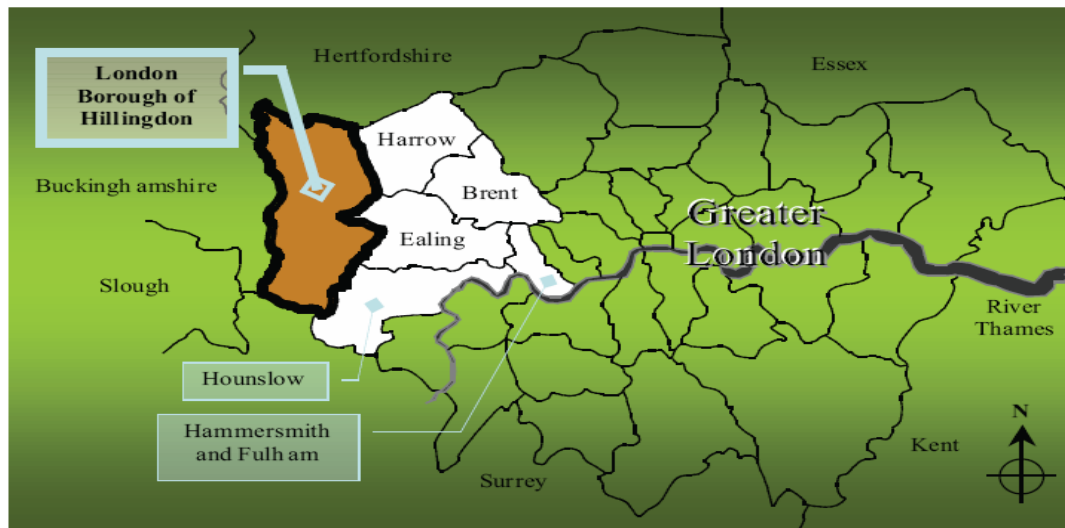
3. Activity contributes to council and Local Strategic Partnership priorities, as this is what matters to our residents and our partners.

4. Activity must be necessary. We will only intervene in exceptional circumstances (i.e. in response to extreme economic conditions - recession or high-growth) or where clear efficiency improvements are achievable.”
(Sustain, Renew, Prosper; The Hillingdon approach to Regeneration 2010-2015: Preparing for the Upturn, 2009)

Vision and ambition

1.0 This is Hillingdon

The borough in context



Source: Hillingdon Profile 2008

A modern well managed council delivering excellent services

1.0.1 The Council focuses on providing residents with excellent services with a mission to be modern and well managed. There are 65 councillors, 46 Conservatives, 18 Labour and 1 independent.

1.0.2 The Audit Commission's Comprehensive Area Assessment results in December 2009 found that, overall, Hillingdon performs well. It found that the Council has made good progress in improving services that residents say are their priorities and makes sure that its services provide good value for money. Furthermore it states:

“Hillingdon council scores 3 out of 4 for managing performance. Overall the Council is making good progress in delivering 62 of its 68 own targets for improving services. It has strong arrangements in place to check that the services it provides are the right ones and that they are improving the quality of life for local residents. The Council is good at consulting with residents and then making changes to plans and services as a result, if necessary.”

1.0.3 The most recent survey of Hillingdon residents (published 2009) has shown large increases in satisfaction with the Council and the services it provides. When compared to other London boroughs, the results put Hillingdon amongst the best in London.

1.0.4 The survey also shows very high levels of satisfaction for services for children and young people and community safety and following the launch of Hillingdon's

Vision and ambition

library refurbishment programme, more than three quarters of residents say they are satisfied with the borough's libraries.

Gateway to the UK and the world

1.0.5 Hillingdon is located 14 miles from central London and with Heathrow Airport within its boundaries is literally the gateway to the UK and the world. In addition to Heathrow Airport, Hillingdon contains a number of transport links including major UK motorways, the national rail network and the London Underground. Crossrail and High Speed 2 will make the borough arguably the best connected in London.

A centre of excellence in higher education

1.0.6 A higher than average proportion of school sixth forms is good or outstanding. Uxbridge College has been rated as outstanding by Ofsted.

1.0.7 Hillingdon has a strong programme for Young Apprenticeships and has the highest number in London.

1.0.8 Brunel University is now home to around 16,000 people, both staff and students, from over 100 countries. With a turnover of more than £130 million, the University is a complex organisation with considerable intellectual, financial and social resources and makes a major contribution to the economy and community of the West London region. It also plays a significant role in the higher education scene nationally and has numerous international links and partnerships.

1.0.9 Brunel University contributes to the Mayor's priority to support the Olympic Games. Brunel's relationship with the Olympic Games dates back to the last time that the Games were held in London in 1948. In recent years many former Brunel students have won Olympic medals when representing Great Britain. Its world class sports facilities will be highly sought after by visiting teams in the run-up to London 2012. The university offers comprehensive support to talented athletes through the Sports Scholarship Programme.

London's 5th largest economy

1.0.10 Heathrow airport is Hillingdon's biggest employer. Stockley business park is home to a number of international companies. Uxbridge College, Brunel and New Bucks Universities all collaborate with commerce and industry in supporting innovation and new businesses.

1.0.11 Uxbridge Town Centre is amongst the top 15 shopping destinations in London.

1.0.12 Hillingdon Partners have been positive when responding to the effects of the recession. For instance they have been successful in getting extra money to help training and recruitment opportunities in Heathrow around construction, retail, security and customer service sectors; small businesses are being supported, for

Vision and ambition

example by reducing their business rate, local residents have all been provided with the 'Hillingdon First' card, which allows residents to get discounts in local shops and businesses and to access local services.

Vision and ambition

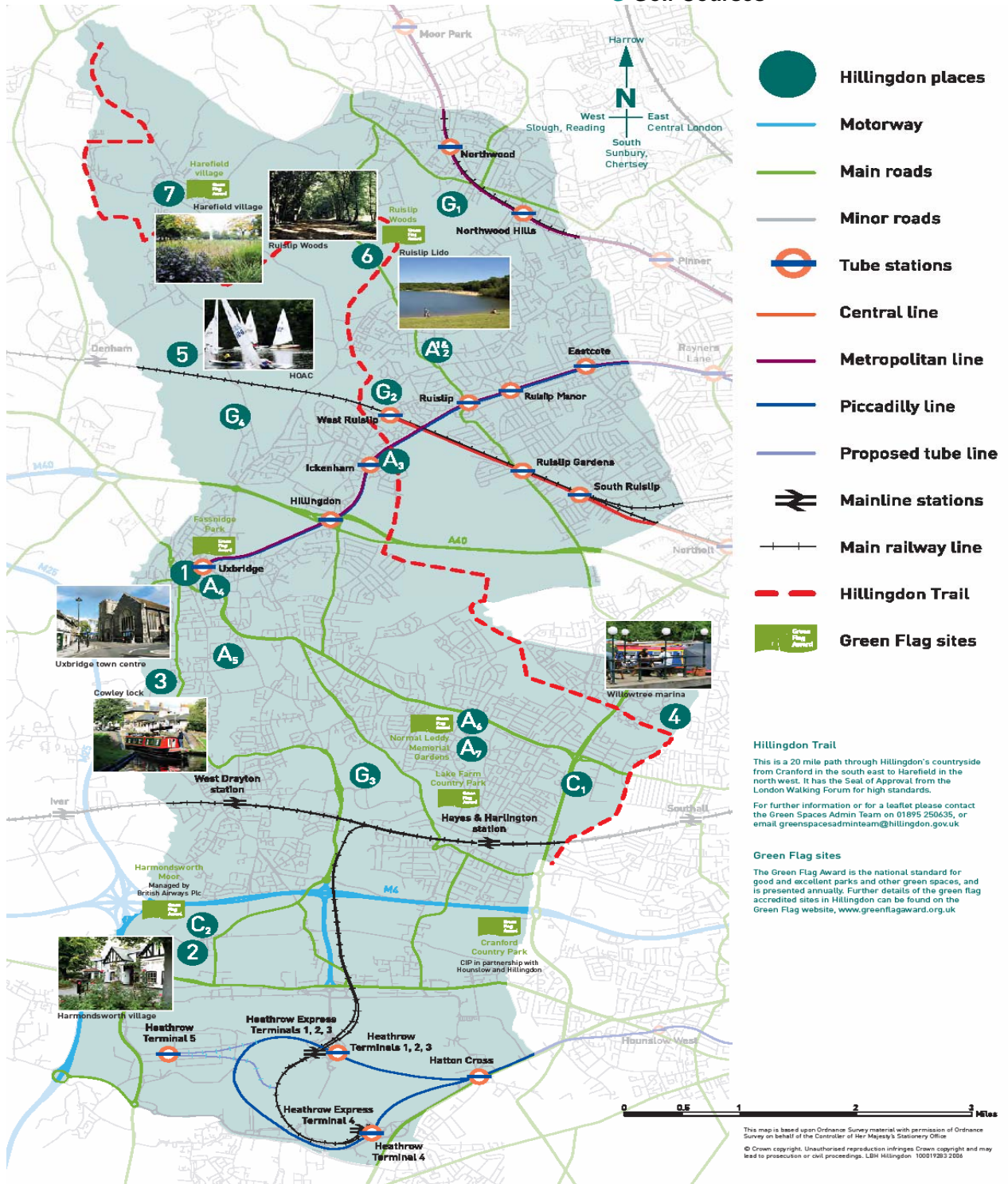
Where urban meets rural

Hillingdon places

- 1 Uxbridge Town Centre
- 2 Harmondsworth Village
- 3 Cowley Lock

- 4 Willowtree Marina
- 5 Outdoor activities
- 6 Ruislip Woods Lido

- 7 Harefield Village
- A Arts and Entertainment
- C Country Parks
- G Golf Courses



Source: http://www.hillingdon.gov.uk/media/pdf/9/k/explore_hillingdon.pdf

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Vision and ambition

1.0.13 Hillingdon is where town and country meet, boasting 800 acres of woodland, country parks, fields and farms, several rivers and the Grand Union Canal. Other popular attractions include the picturesque villages of Harefield and Harmondsworth, four 18-hole golf courses, Ruislip Lido, various theatres and arts centres, Uxbridge Town Centre and the 2nd World War bunkers at RAF Uxbridge.

1.0.14 There is now the new Hillingdon Sports and Leisure Complex, a multi-million pound indoor swimming pool and leisure facility, developed by the Council, which includes a restored 1930s open-air pool.

1.1 *Why invest in Hillingdon?*

- Europe's and arguable the world's busiest airport, gateway to the world contributing to the regional economy as part of the Heathrow Opportunity Area, which has capacity for 10,750 new homes and 11,000 new jobs to 2026
- Uxbridge Metropolitan centre, and the 5th largest economy in London
- RAF Uxbridge site, 47 hectares with the capacity for 1200 homes along with the proposed urban extension
- Excellent connections to London, the South West and the Thames Valley region via the M4 and M40 motorways making West London an important driver for the capital's entire economy
- The prospect of Crossrail and High Speed 2
- A knowledge centre of excellence with the "outstanding" Uxbridge College, Brunel and Bucks New Universities
- Support for the 2012 Olympics through Brunel University and world class leisure and sports facilities
- Value for money with lowest house prices in West London
- Stockley business park, home to international companies
- Decent Homes Standard delivered ahead of schedule
- Experienced in direct development of self-funded affordable homes
- Open to partnerships and innovation to deliver excellent services for residents

Vision and ambition

1.2 *Ambition for Hillingdon of the future*

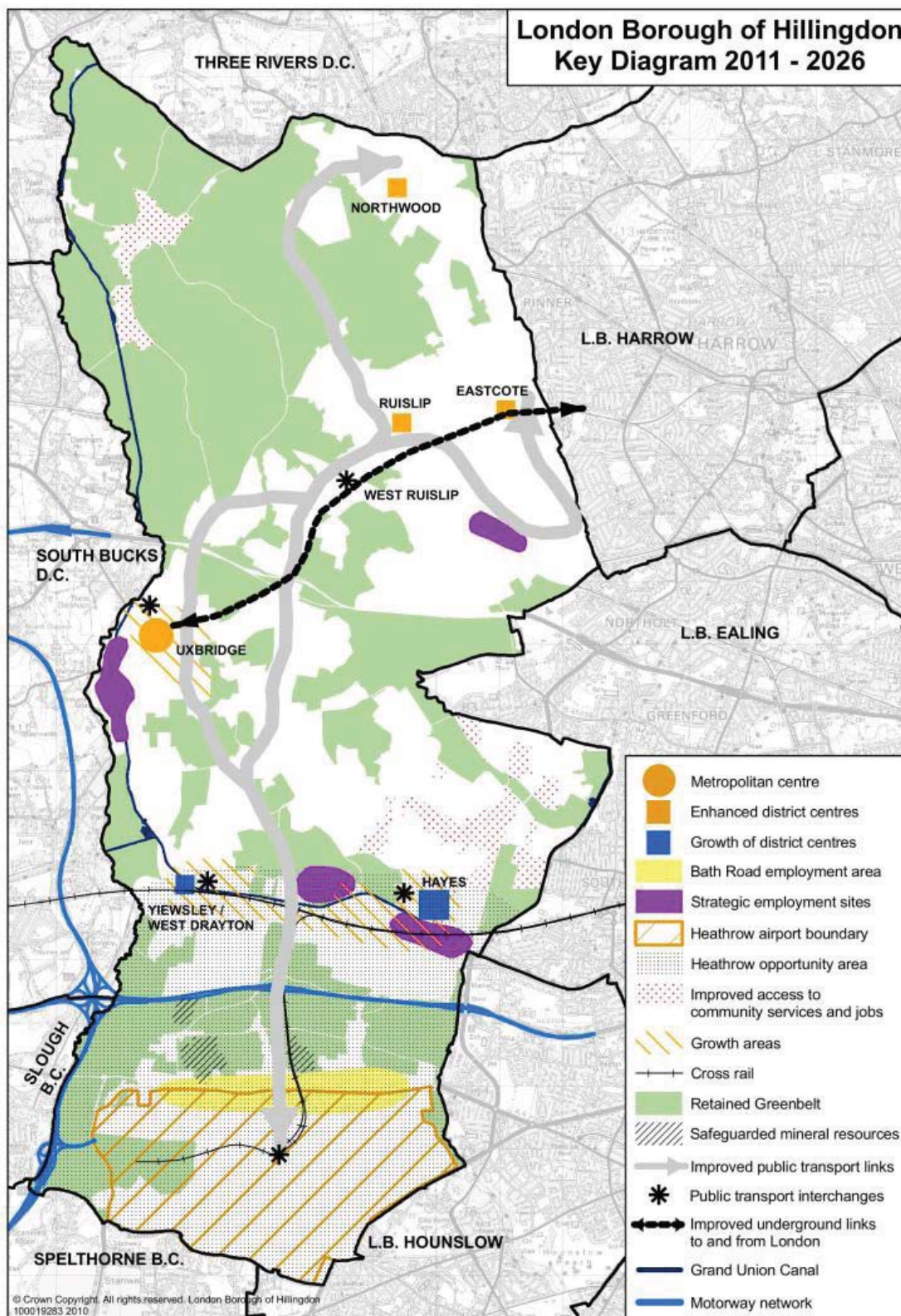
1.2.1. We want Hillingdon to be a place where people of all backgrounds have a chance to fulfil their potential. We are working with partners to shape a place where people want to live, work, study and visit - now and in the future.

1.2.2 The Council has set targets for delivering its current objectives in the Sustainable Community Strategy 2008 -2018. These targets are further converted into projects and tasks which are monitored by Cabinet quarterly and refreshed annually. The schedule of targets is available on request and is therefore not part of this document although many key projects are listed in Chapter 5.

1.2.3 The Council is still in the process of preparing the Core Strategy which is now out for consultation. The Core Strategy is the first stage in the preparation of the new style development Plan for the borough known as the Local Development Framework (LDF). It sets a long term vision of how land will be used in the borough up to 2026 and will cover issues such as the number of new homes to be built, requirements for employment land and the key areas for regeneration. It will also identify the large scale development opportunities that exist in the borough.

1.2.4 A key diagram has been developed as part of the Core Strategy to graphically represent the Vision and identify large scale 'strategic' site specific opportunities. More detailed opportunities will be identified in a Site Allocations document. It is intended that the key diagram will become part of the Borough Investment Plan when the Core Strategy has been approved. (See Key Diagram next page)

Vision and ambition



Source: Core Strategy Consultation Draft June 10

Vision and ambition

1.2.5 The following large scale development opportunities are likely to be identified in the Core Strategy:

- **RAF Uxbridge:** Proposals will involve the development 1200 new homes and 35,000 sqm of commercial floor space. Ancillary shops and services will also be included.
- **The Heathrow Opportunity Area** which will include key sub-areas such as:
 - *Porters Way (Former National Air Traffic Control Site) also known as RAF West Drayton:* A planning application has been approved for 775 dwellings with associated facilities.
 - *Hayes/West Drayton Corridor:* The Core Strategy will promote employment growth in the Hayes/ West Drayton Corridor. This could involve residential development, particularly in Hayes town centre.

1.2.6 A key part of the Vision for the Core Strategy is that in 2026, Hillingdon will have a reliable network of north/south public transport routes and new public transport links. Previously poor north south public transport access in the borough will have been addressed. There will be new services links to Heathrow and the Hayes/West Drayton corridor through Uxbridge to Northwood, Ruislip and Eastcote. Improved public transport interchanges will have been created at Heathrow, Hayes, Uxbridge and West Ruislip reducing the dependence on cars. As a whole, the borough will be benefiting from Crossrail.

1.2.7 The Council is preparing a Strategic Infrastructure Plan (SIP) as part of the evidence base for the Core Strategy. (A draft copy is included in Appendix B) The purpose of this document is to demonstrate that sufficient physical, social and green infrastructure will come forward to underpin planned growth. A number of investment programmes are expected to come forward from social infrastructure providers. Some key social infrastructure developments include:

- **Healthcare:** Hillingdon Primary Care trust is planning to develop two large Health Centres in Hayes and Yiewsley. It is expected that these facilities will be delivered in 2012.
- **Education:** A recent increase in birth rates has resulted in a need for additional primary education facilities. The exact nature of these improvements is still being assessed by the Council.
- **Leisure facilities:** The Council is currently implementing a significant programme of upgrades to its leisure facilities. In particular, this involves the investment of £50 million to upgrade leisure centres. All library facilities in the borough will also be upgraded.

1.2.8 The Strategic Infrastructure Plan will also summarise recent and planned investment from key partners. This work is still emerging; however significant

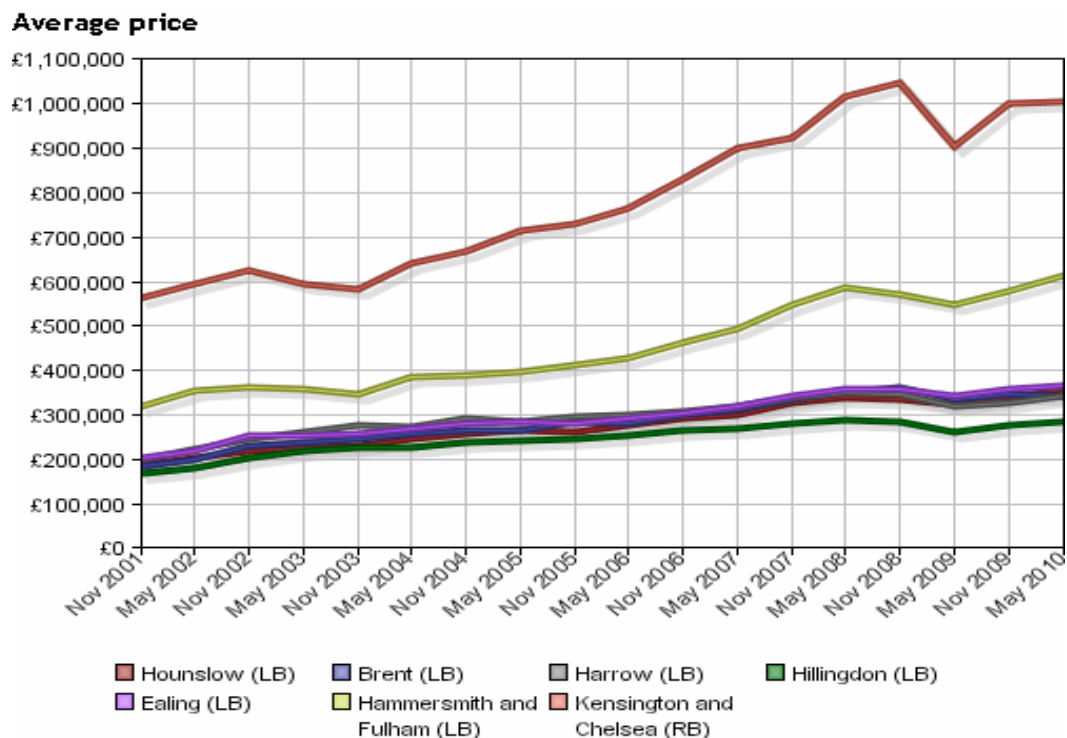
Vision and ambition

investment is taking place in the borough to improve leisure, education and healthcare facilities. In addition, upgrades to physical infrastructure are taking place from utilities providers, TfL, BAA and Crossrail. These proposals will help to deliver growth, however further investment is required to improve access to community facilities and to address increasing birth rates.

Ambition for housing

1.2.9 Housing is a priority for Hillingdon and a priority within the Sustainable Community Strategy. We will maximise opportunities to help people live in settled and affordable homes, both in the social housing sector and the private rented sector

1.2.10 In the West London region, Hillingdon can provide value for money in terms of HCA investment. The chart below shows Hillingdon has the lowest house prices in the West London region. We pro-actively work with our partners to maximise investment in housing supply.



Note

The chart shows the average property price over time for all types of housing in the area selected. Small sample sizes can distort the price over time in some areas. The data for this analysis is based on data from Hometrack's Automated Valuation Model.

Source: Hometrack July 2010

1.2.11 The Council has exceeded its LAA and London Plan targets for affordable housing in recent years and will continue to seek to do so, (LAA and London Plan targets for 2009-10 for affordable homes was 155 and 199 respectively against

Vision and ambition

delivery of 304.) There is a history of developing self funded affordable housing on surplus land on our estates which was boosted by the recent successful Local Authority New Build programme bids to the HCA for 97 social rented homes. This is part of our Housing Revenue Account pipeline sites programme from which we gain added value by targeting the new smaller homes at older people to free up scarce larger family homes for people on the waiting list, in temporary accommodation or in overcrowded conditions. Added value is also gained from providing new homes on surplus council owned land and garage sites which were previously sources of anti-social behaviour.

1.2.12 There is strong support for low cost home ownership, both to help first time buyers and to create mixed and sustainable communities on our estates and in the borough. Even in the difficult of market of 2008 -09 there was greater demand for our First Time Buyers Initiative than we could meet. This scheme is fully funded by the Council from our own resources and helped 53 applicants in 2009-10

1.2.13 We intend to support the development of more low cost homes for purchase using our surplus land on housing estates, particularly to help local families stay near each other and build the social capital needed for sustainable communities.

1.2.14 We will work with service users and partners, through our modernisation programmes for housing the most vulnerable groups, to move away from traditional residential and nursing care and provide high quality supported housing.

1.2.15 Having achieved the Decent Homes standard our focus for existing council homes is to improve the living conditions and environment for tenants. The Hillingdon Decent Estates Initiatives (DEI) seeks to improve residents' quality of life, through improvements to the physical environment in conjunction with a process for testing and improving the management of selected housing estates. This is an approach which seeks to ensure that the raising of standards in one aspect of the properties, through the Decent Homes Scheme and ongoing refurbishment programmes is reflected in the external aspect also.

1.2.16 In accordance with the Rugg recommendations ("Review of Private Sector Housing" Rugg 2008) we make use of the private sector through a variety of schemes to prevent homelessness and provide choice to applicants.

1.2.17 There is a vibrant long-established Local Housing Partnership in Hillingdon, with housing associations and registered providers.

1.2.18 The Local Housing Partnership has been awarded trailblazer status for a Local Tenant Empowerment initiative. Hillingdon's "Local Empowerment Offer" gives tenants a collective voice, the same opportunities for empowerment; and the ability to scrutinise local housing services, performance and strategies regardless of social landlord. The Council has been working with tenants and staff from its ALMO and 5 registered providers (covering 88% of the social housing stock) over the past year to develop this offer. The offer is being delivered by a Local Tenant Forum, a pool of mystery shoppers and a schedule of multi-landlord

Vision and ambition

walkabouts. The partnership has agreed a set of empowerment standards and will begin mystery shopping to compare customer services in October 2010.

1.2.19 To deliver our objectives we have worked with the Local Strategic Partnership to strengthen its focus on housing in the past year. The Local Housing Partnership will be soon be formally linked to the LSP structure.

People

2.0 People

2.1 *Priority one: Improving health and wellbeing*

“Making Hillingdon a borough with excellent health, social care and housing, where all residents can enjoy fulfilling and happy lives”

Population and households

2.1.1 The 2001 census results show that the borough’s total population was 243,006. In 2008 there were an estimated 253,000 people living in Hillingdon.

- 49% male and 51% female
- 19% aged under 15
- 67% aged between 15 and 64
- 13% aged 65 and over

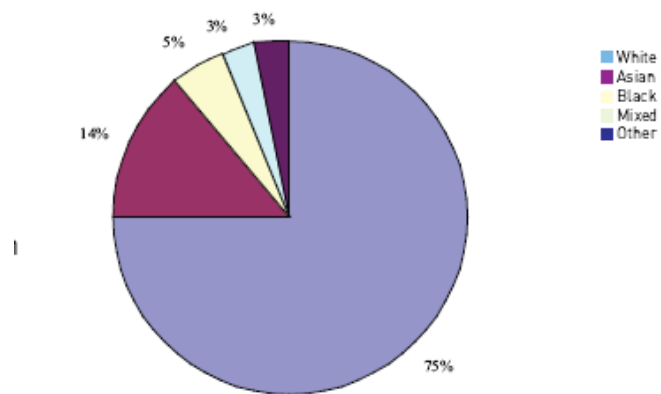
2.1.2 In the 2001 census there were 96,643 households within Hillingdon. In 2007 the average household in Hillingdon had 2.43 members.

Ethnicity

2.1.3 The more densely populated south-east, in particular, is home to a diverse range of people and communities, with significantly greater concentrations of people from minority ethnic backgrounds resident in and around Hayes. The proportion of the population from non-white British ethnic groups in the borough, as a whole, is below the London average for outer London, but the proportions in Hayes are well above the average.

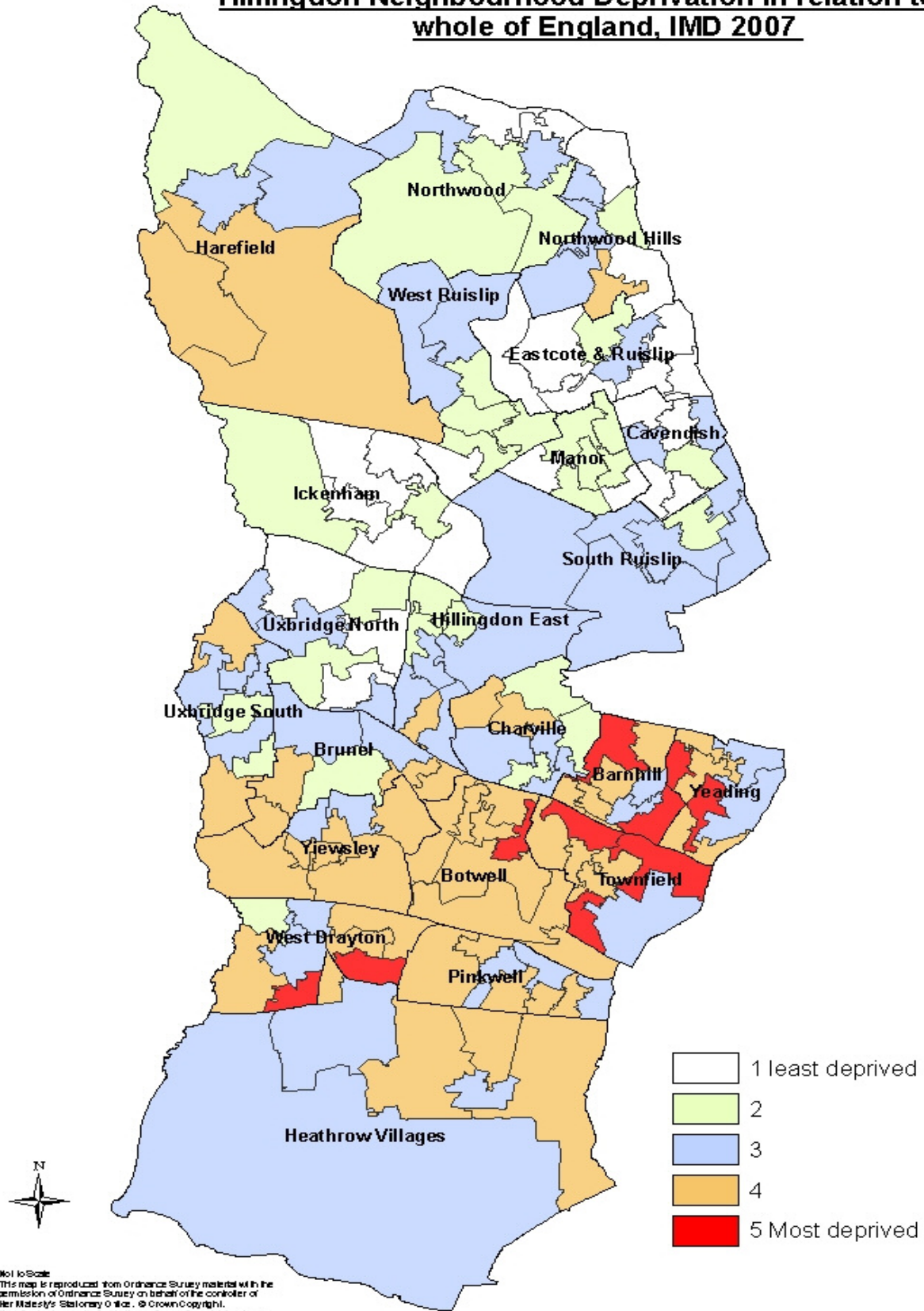
People

Ethnicity Population 2005



Source ONS Ethnicity Population projections 2006

Hillingdon Neighbourhood Deprivation in relation to the whole of England, IMD 2007



Not to Scale
This map is reproduced from Ordnance Survey material with the permission of Ordnance Survey on behalf of the controller of Her Majesty's Stationery Office. © Crown Copyright. Unauthorised reproduction infringes Crown Copyright and may lead to prosecution or civil proceedings.
Hillingdon PCT 2005

Data Sources: Index of Multiple Deprivation (IMD) 2007 (ODPM)

Social conditions

2.1.4 There are striking variations within the borough. The south of Hillingdon, particularly the belt bordered to the south by the M4 and to the north by the Uxbridge Road (A4020) is significantly more deprived than the north on almost all indicators of deprivation. When the borough is broken down into smaller areas (Super Output Areas) it shows the north overall as being relatively affluent, but the south having pockets of extreme deprivation, with most of the areas below the A40 falling into the 40% most deprived areas in England.

2.1.5 Compared to other authorities in outer London, Hillingdon appears to be less deprived than neighbouring Ealing and Hounslow but more deprived than Harrow.

Income

2.1.6 According to Focus on London 2007, the average household income for the London Borough of Hillingdon is £34,000 per annum. This is nearly £4,000 higher than the national average and just under £3,000 less than the Greater London average.

Health

2.1.7 On average, women live longer in Hillingdon than in England as a whole, whereas male life expectancy is similar but rising more slowly than the average in England. There are disparities in life expectancy between Hillingdon wards. Reducing inequality is a priority for our Wellbeing Strategy.

Looked after children

2.1.8 The proportion of children looked after by Hillingdon is higher than the national and London averages. This is a result of the inclusion of a significant number of asylum seeking children arriving at Heathrow within Hillingdon's looked after population. When they are excluded, rates of looked after children are in line with national and London averages

Households needing support

2.1.9 16% of all households in Hillingdon have one or more people with an identified support need. This is higher than the national average of 11.3%. The main support needs groups are:

1. Physical disability 58%
2. Frail elderly 27%
3. Severe sensory disability 18%

2.1.10 Over 29% of households with support needs are in unsuitable housing, compared with 16% of all households.

Housing needs and capacity

2.1.11 The Greater London Authority predicts that by 2021 the population of London will increase by 1.25 million people. About 19% of this growth will be in West London. This reflects the projected increase in demand of households in Hillingdon, which is set to rise by nearly 7% to 103,320 in 2021. Over the same period, the age structure of the borough is forecast to change. As the younger population increases, the need for housing will increase. Currently just over 71% of households are owner occupiers, and nearly 13% rent from private landlords. Social housing accounts for 16% of housing in the borough: the Council is Hillingdon's largest landlord with over 10% of homes.

2.1.12 The emerging Housing Market Assessment (HMA)¹ predicts that by 2028 there will be 114,000 households living in the borough and shows that 6380 households are currently classed as being in housing need. In order to meet future needs, 14,857 new homes will be required over the next 20 years. It is estimated that around half of these new dwellings should be market accommodation, 40% social rented dwellings and around 9% intermediate housing.

2.1.13 There are approximately 1,200 families living in temporary accommodation as a result of being accepted as homeless by the Council. By December 2010 this number will be reduced to 850 with further reductions of 200 for each subsequent year. We have in place a three-year Temporary Accommodation Strategy which sets out in detail how the reduction target will be achieved. This will be achieved by focussing on homelessness prevention and working with our Registered Provider partners to provide private sector homes. It also includes working closely with local private sector landlords to increase the number of permanent homes they provide. However, achieving the reduction target has become more challenging as a result of recent governments announcements to reduce Housing Benefit Subsidies and also increasing competition from private renting.

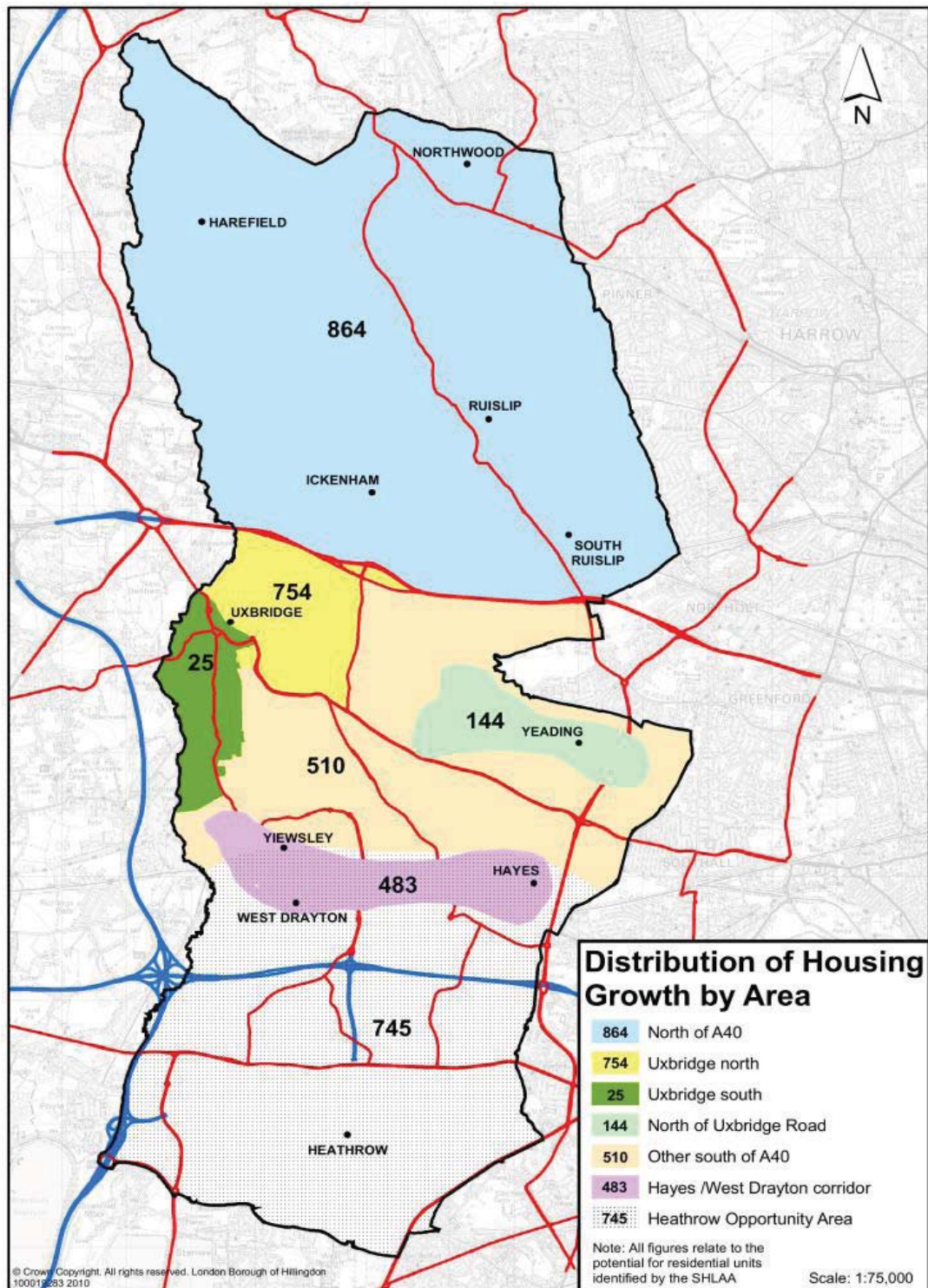
2.1.14 Hillingdon's housing capacity is identified through the Housing Capacity/ Strategic Housing Land Availability Assessments (SHLAA) undertaken by the GLA. The current London Plan sets a target for the borough to provide 365 dwellings per annum, based on the GLA's 2004 Housing Capacity Study. The more recent SHLAA and subsequent Replacement London Plan (October 2009) set a target for Hillingdon to provide 470 homes per annum. It will be subject to economic viability assessment and tested at the subsequent London Plan Examination in Public in October 2010. On current delivery rates Hillingdon is expecting to exceed its London Plan targets.

¹ London Borough of Hillingdon Housing Market Assessment-third draft, September 2009. Fordham Research

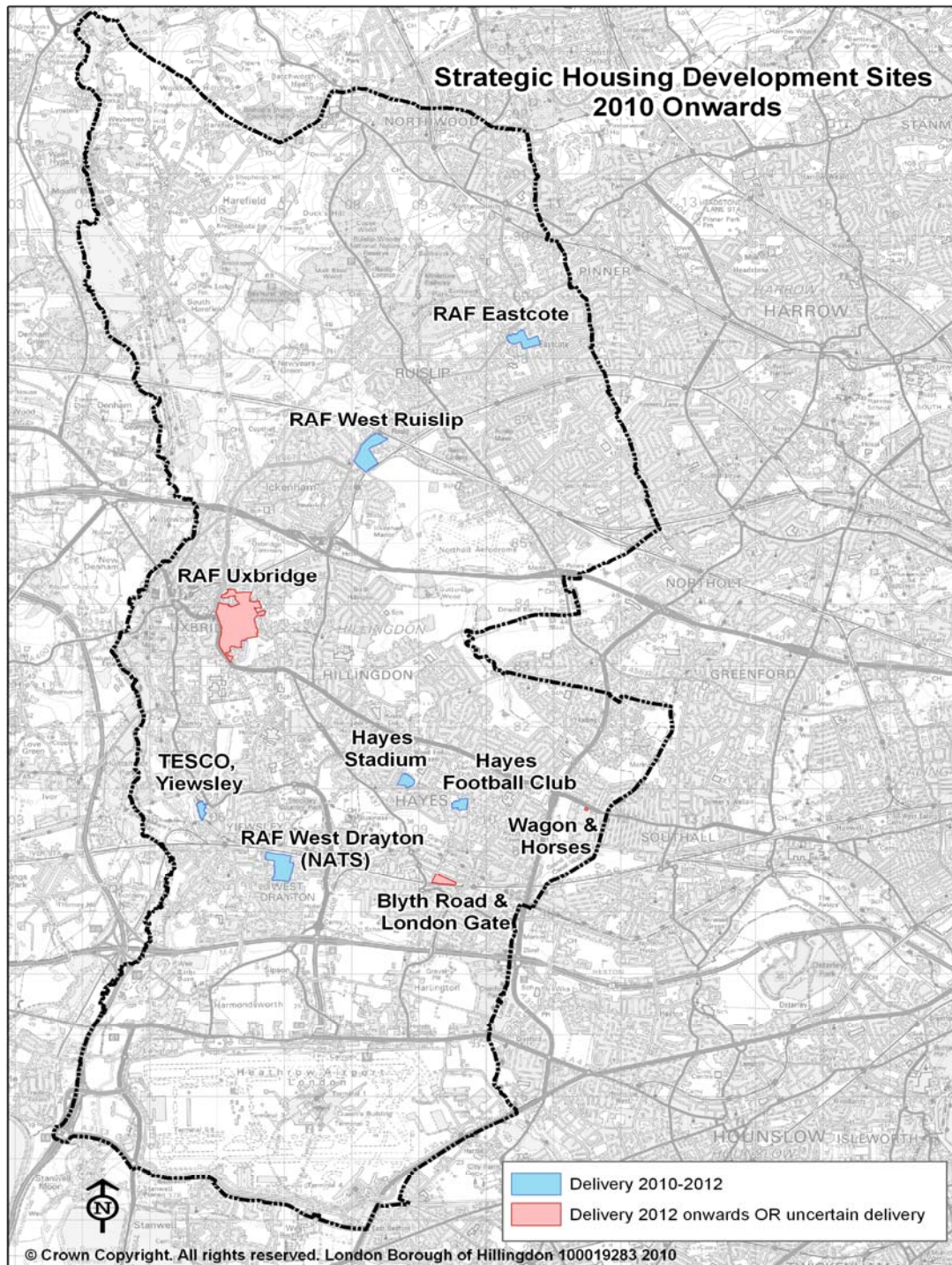
People

The map below shows the expected distribution of units from large SHLAA sites (2011-2021)

People



Source: Core Strategy Consultation draft June 10
 The map below shows the main housing development sites in the borough



2.1.15 At Appendix E is an extract of the key housing objectives from the current Housing Strategy which will be renewed at the end of the year.

Existing housing stock

Investment in council housing

2.1.16 The borough set up an arm's length management organisation (ALMO) in May 2003 to secure funding for its Decent Homes programme. Following inspection by the Audit Commission, Hillingdon Homes was able to access £59.9m of funding to ensure that the stock met the Decent Homes Standard.

2.1.17 Hillingdon Homes achieved the Decent Homes target in April 2008. Only a handful of properties remained at that point to be completed, together with those in which the tenant refused the work, and which are now being picked up following a change of tenancy.

2.1.18 Notwithstanding that the ALMO subsidy has come to an end, the Decent Homes standard will be sustained. Alongside other investment needs this will be funded from capital resources based on the Council's major repairs allowance, mutually agreed revenue contribution to capital outlay, and any other supplementary credit approvals granted for the maintenance and improvement of the housing stock.. The ending of the ALMO subsidy has prompted the Council to review the rationale for Hillingdon Homes and following consultation of tenants, it has been agreed that there should be a return to the Council as soon as practicable. They will return on the 1st October 2010.

2.1.19 During 2009/10 a new draft ten year stock investment strategy was considered. This is informing a revised Housing Revenue Account (HRA) Business Plan and consideration of the options for the future use of HRA resources to sustain Hillingdon's housing stock. The draft programme covers health and safety and security works, making best use of the stock to meet housing needs, environmental improvements, energy efficiency works and the maintenance and replacement of building components and service installations.

2.1.20 In the region of £132m is required over the ten-year period from 2009/10 to maintain and improve the housing stock - against an available budget of £100m. To address this projected funding shortfall, the HRA business plan is being reviewed, identifying savings, re-prioritising spend, and extending the period over which we achieve our goals. Efforts are also being made to secure external funding.

2.1.21 We have had some success in bidding for LDA funds to invest on estates. The biggest project is for The Glebe estate in West Drayton where the LDA is investing £1.35m and the Council a further £465k. In addition, there is a significant resource needed to spend on the estate environment, and we have identified three other estates for inclusion in our Decent Estates Initiative where similar major work is required. Possible DEI projects include such elements as security access, fencing, landscaping, the refurbishment of bin stores, improving lighting and the improvement of play areas. Funding will be from the Council's own resources through the Housing Revenue Business Plan. Other generally

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People

post 1945 built estates would benefit from lesser but still significant investment, to carry out backlog maintenance to stores and garages, improve lighting and the communal areas inside the blocks, better landscaping, relaying the drying areas, better refuse facilities and the like.

2.1.22 For the longer term, the Council has engaged Savills to carry out a sustainability assessment of the stock and assist with refreshing the asset management plan to ensure residents have homes they are satisfied with and efficient use of assets. The assessment will also provide the evidence base for future regeneration initiatives.

Gypsies and Travellers

2.1.23 Hillingdon Homes are responsible for the management of the Colne Park Travellers site in West Drayton on behalf of the Council. The site comprises 20 pitches each with an individual amenities block that includes a kitchen, and bathroom. Each pitch is for an individual van and parking for a car or other motor vehicle. A licence fee is charged which covers the rental of the individual pitch and the water rates but does not include power costs. Individual licensees are responsible for ensuring that they pay their own power bills. In general, the site operates at full capacity and there are few casual vacancies.

2.1.24 The Draft Replacement London Plan (2009) proposes 7 additional pitches in Hillingdon. In delivery of these the Council will take account of the West London Housing Partnership study on the needs of the travelling community. The Council will then allocate land in the site allocations Development Planning Document currently being prepared.

Housing associations and registered providers

2.1.25 Social landlords provide approximately 10,500 homes in Hillingdon. They are important partners in providing the majority of new affordable homes of all tenures. Some deliver more than new homes and work with the Council on employment initiatives, stock regeneration and raising housing management standards to improve the quality of life for residents. Together with the Council they form a strong Local Housing Partnership.

Use of the private sector

2.1.26 The Council makes extensive use of the private sector to address immediate housing need and offer choice to homeless applicants. Our Finders Fee scheme pays an incentive to landlords to provide a private rented home in the borough for homelessness prevention. There are also contracts with providers to manage private leased accommodation for those requiring more support. Approximately 40 units of bed and breakfast accommodation are used annually, but it is our intention to phase out the use of these eventually.

People

2.2 *What we will do:*

- Deliver the best possible health and wellbeing outcomes including promoting equality and tackling inequalities
- Deliver the best possible health, social care, support and housing services, ensuring they are safe, personalised and accessible, offering choice and best value within allocated resources
- Focus on health promotion, disease prevention and early intervention, addressing key risk factors such as smoking and obesity
- Support people with long-term needs, promoting self-care and independence
Support joint commissioning to achieve integrated solutions across the whole health and care system
- Maximise opportunities to help people live in settled and affordable homes, both in the social housing sector and the private rented sector
- Prevent homelessness by offering advice and assistance to people to identify housing solutions
- Reduce levels of fuel poverty in the borough, ensuring all residents can afford to heat their homes adequately

2.3 *What we have done*

Priority one: Improving health and wellbeing

2.3.1 The following extract from the Council's CAA assessment shows how well the Council has been doing in delivering on this priority. A green flag was awarded for exceptional performance and innovation in supporting unaccompanied asylum seeking children.

“When compared to the rest of London the borough is rated as fifth best in London for providing the level of support needed by older people to live independently at home. The Council and health service have made considerable progress over the last year to help people to live safely in their homes, while maintaining their independence and giving them choice.

Hillingdon Partners makes sure that people who use adult social care services and their carers are supported and encouraged to take part in community life and activities. They are encouraged to participate in community safety initiatives and volunteering as well as residents' and tenants' associations

A lot has been done to prevent homelessness in Hillingdon. So much so that central government have recognised the outstanding work the Council has done in reducing homelessness and in its commitment to service improvement” (Area Assessment Dated 9 December 2009, Audit Commission)

People

2.3.2 Current examples of relevant projects are in Chapter 5 of this document i.e., The Homes Energy Efficiency Scheme and the redevelopment of Triscott House as an extra care scheme.

People

2.4 Priority two: Strong and active communities

“A borough where communities are strong and cohesive and local people have a real opportunity to take an active part in local life, leisure and culture”

2.4.1 All the borough’s leisure facilities offer a variety of sports and fitness classes. Programmes include aerobics sessions, martial arts, gymnastics, trampolining, junior sports courses and competitive leagues in netball and football. There are 2 swimming pools and 3 Fitness Zones, which can be found in Ruislip, which is in the north of the borough, and in Hayes, which is in the south. There is also a 50 metre pool and leisure centre with sport facilities that has been recently built in Uxbridge.

2.4.2 Ruislip Woods covers 726 acres with crisscrossed footpaths, bridle paths and cycle paths. Ruislip Lido is a 60 acres lake surrounded by a footpath which takes you past a narrow gauge railway track and sandy beach. There are four public golf courses in Ruislip, Northwood (Haste Hill), Stockley Park and Uxbridge.

2.4.3 Hillingdon has 17 libraries. Each one is being refurbished and will include Starbucks Coffee bars, creating a more relaxed way to enjoy books and become the centre of local communities. As well as permanent libraries there is a mobile library which tours the borough Tuesday to Friday stopping at 26 roadside points. The borough’s local history, archives and museums collection is based at the Central library in Uxbridge.

2.5 What we will do:

- Build strong, cohesive and integrated communities
- Develop active citizenship by increasing the opportunities for residents to get involved in local decision making and promoting civic pride
- Ensure that Hillingdon has a thriving local voluntary and community sector
- Continue enhancing the borough’s cultural offer – across the arts, leisure and libraries
- Further improve sports provision and increase the participation of residents in active recreation
- Use the 2012 Olympics as a springboard to encourage the uptake of healthy lifestyles, exercise and sport, especially for children
- Engage with residents, including hard-to-reach groups, to ensure services are based on their needs and are accessible to all
- Design services based on customer insight, providing high levels of choice and access

People

2.6 *What we have done*

Priority two: Strong and active communities

2.6.1 The following extract from the Council's CAA assessment shows how well the Council has been doing in delivering on this priority.

“Just over a third of residents feel they can influence decisions in their area. And over three quarters (77 per cent) of residents over 65 say they are 'satisfied' or 'very satisfied' with both their home and the area. The Leader of the Council is the older people's champion and chairs the Hillingdon Older People's assembly.

According to a national survey, nearly three quarters of Hillingdon residents think that Hillingdon is a place where people get on well together. Although this figure appears to be high, it is low when compared to other London boroughs. There are more incidents of racially motivated hate crime within the south of the Borough than in the north. The level of racial incidents is also relatively high when compared to other London Boroughs, although this number is reducing.

To help to improve the situation the Council works closely with groups about international issues that may affect the borough. An example of this was the recent Gaza crisis where the Council, Police and Hillingdon Inter-Faith Network came together to make a joint statement supporting all communities.

Few adults and average and increasing numbers of children in Hillingdon are involved in sporting activities. The Council is investing in new leisure facilities in Hayes and in Uxbridge where a 50 meter pool is being constructed. It already looks like at least one Olympic team will use the new pool and the sporting facilities at Brunel University for training”. (Area Assessment Dated 9 December 2009, Audit Commission)

2.6.2 Current examples of relevant projects are in Chapter 5 of this document i.e, the new leisure facilities are now open in Uxbridge and Hayes and the libraries refurbishment programme is well advanced.

2.7 *Emerging priorities for People*

2.7.1 Improve access to local jobs, housing, services and facilities by:

- Improving access to local services and facilities, including health, education and training, community, cultural and leisure facilities for all groups.

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People

- Providing 6,200 new homes between 2011- 2021 and 20,000 new jobs up to 2021. As far as possible, addressing Hillingdon's housing needs, by providing affordable housing identified by our housing market assessment.

2.7.2 Address localised social and economic inequalities by:

- Linking deprived areas with the employment benefits arising from the development of major sites and existing key locations
- Meeting the needs of different sectors of the economy through the provision of a range of premises of different types, sizes and costs
- Developing demand responsive cycling solutions which encourage active and sustainable transport

2.8 Delivery for People

2.8.1 There is a schedule of projects and tasks being delivered by the Council and its partners to achieve the above intentions and priorities and which is monitored on a quarterly basis by Cabinet. A selection of key projects is detailed in Chapter 5.

2.8.2 There is Hillingdon's Wellbeing Strategy 2010 – 2015 which sets out in detail how we will deliver on Priority One for People, and includes arrangements for governance, accountability and performance management.

2.8.3 Overall responsibility for monitoring the delivery of the key strategic targets of the Wellbeing Strategy will rest with the Wellbeing Board (accountable to the LSP), which will meet four times a year. Membership will include senior representatives from Health, Adult Social Care, Registered Providers and the Third sector. It will also include the Cabinet Member with responsibility for Adult Social Care, Health and Housing as well as Local Involvement Network (LINK) representation. Direct resident representation will be from the people who chair the Disabled Peoples' Assembly.

3.0 Place

3.1 *Priority three: Protecting and enhancing the environment*

“One of the greenest and most attractive boroughs in London for current and future generations to enjoy”

3.1.0 Hillingdon is a borough with a unique combination of environments, being both rural and urban, with a mix of traditional and modern, industrial and residential settings. It is one of the greenest London boroughs, with 42sq miles of countryside made up of a network of canals, rivers, parks, open spaces and woodland. We feel this uniqueness should be protected and enhanced as a vital contributor to the quality of life of the whole borough. We feel strongly that this uniqueness must be protected and enhanced as a vital contributor to the quality of life of the whole borough.

3.1.1 Hillingdon residents have access to many local high streets with independent shops which provide quality and variety, as well as to the thriving shopping centre of Uxbridge. Uxbridge is among the top fifteen shopping destinations in London with big name stores in The Chimes and The Mall Pavilions shopping centres.

Transport

3.1.2 Hillingdon is arguably the best connected borough in the UK, providing direct access to numerous cities in the world and within the United Kingdom. The borough hosts probably the busiest international airport in the world, one of London's busiest bus and coach station, seven mainline stations, twelve underground stations and more than sixty local and regional bus services over and above the services at Heathrow Bus and Coach Station. The M4, M40 and M25 strengthen Hillingdon's excellent connectivity by providing direct access to the national motorway network and central London.

3.1.3 Hayes & Harlington, Ruislip and Heathrow stations provide journeys to central London within 20 minutes. Three mainline stations are located at Heathrow Airport, two in the south of the borough (Hayes & Harlington, and West Drayton) which provide direct access to London Paddington and the rest of the country via Reading, and two in the north of the borough (South Ruislip and West Ruislip) which provide direct access to London Marylebone, High Wycombe and Birmingham via Aylesbury respectively.

3.1.4 There are underground links to all terminals at Heathrow via the Heathrow branch of the Piccadilly line. The Metropolitan line and the northern branch of the

Place

Piccadilly line serve Uxbridge and the borough's northern centres whilst the Central Line serves some of the borough's central locations.

3.1.5 Numerous local bus services are complemented by high profile award winning bus services focused on Heathrow - Uxbridge and Hayes, and on the A4020 Uxbridge Road.

3.1.6 Hillingdon provides a cycle route network larger than in any other borough of which five routes form part of the London Cycle Network Plus and one along the Grand Union Canal, forms part of National Cycle Route 6. The routes provide adequate access to popular destinations on routes offering reasonably comfortable conditions for cyclists.

3.1.7 Travel by car is the most popular mode of choice (55.7%) as the borough provides a principal road network with an average speed higher and delay less than in any other London borough despite its 27 known congestion hot spots. Consequently, only 21.6% of the borough's workers commute to work using public transport. Other important considerations are the lack of demand for responsive public transport provision, especially between the north and south of the borough, the fact that 45% of residents in employment have jobs outside the borough and thousands of the jobs within the borough are occupied by employees commuting in from outside, predominantly from the home counties. Hillingdon has, understandably, both the highest number of households with two or more cars in London and the highest car usage in London.

3.1.8 GLA Focus on London 2008 figures indicate that Hillingdon emits the greatest amount of emissions of any borough, including 2,842 Kilo-tonnes of CO₂ per annum, or 6.5% of the London total.

3.2 *What we will do:*

- Ensure Hillingdon remains a clean, green and attractive borough
- Act as community leaders on green issues
- Mitigate and adapt to climate change, reducing carbon emissions across the borough
- Continue to increase recycling rates and reduce the amount of waste being sent to landfill
- Preserve and enhance Hillingdon's rich natural assets, including its parks, woodlands, waterways and its biodiversity
- Balance new development against protecting the green belt
- Achieve a high quality built environment
- Continue to promote sustainable modes of transport

3.3 *What we have done*

Priority three: Protecting and enhancing the environment

3.3.1 The following extract from the Council's CAA assessment shows how well the Council has been doing in delivering on this priority.

“Parks and open spaces are important to local people. The Partners have responded to this by including the environment as one of its priorities. A very large number of Hillingdon parks – 14 – have been given a national award called green flags.

Satisfaction with the cleanliness of the borough is average when compared to the rest of London and below average nationally. In response, work has taken place to improve this situation. A good example of where organisations have worked well together in order to improve the environment is through the impressive Streets Ahead programme.

The Chrysalis programme is another example of a good project that helps to improve the area of Hillingdon Residents are concerned about the level of traffic congestion in the borough. Congestion is increased by the number of children taken to school by car. There are school travel plans in place, which are designed to encourage other ways of getting to school such as walking or public transport, but there is no evidence so far to show that this has helped to reduced congestion in the borough

The level of waste collected in Hillingdon is high but the trend has shown a decrease over the last two years. However the Borough recycles a high level of rubbish when compared to other London boroughs. It ranks as seventh best in London. (Area Assessment Dated 9 December 2009, Audit Commission)

3.3.2 Current examples of relevant projects are in Chapter 5 of this document i.e. Transport projects and the Chrysalis programme.

3.4 Priority four: Making Hillingdon safer

“A safe borough, where residents are able to benefit from a full range of local amenities without fear of becoming a victim of crime”

3.4.1 Crime in Hillingdon is reducing. However, in developing the Sustainable Community Strategy it was found that for residents, crime is the top priority for improving the quality of life in Hillingdon. The Council is responding, and pursuing further reductions across the board to make Hillingdon one of the safest boroughs in London.

3.4.2. Concern about anti-social behaviour has reduced from 89% in 2004 to 79% in 2007. When comparing Hillingdon to the rest of London it sits midway with 5,911 offences, between Southwark with the highest number (8435) offences and Richmond upon Thames with the lowest number

3.5 What we will do:

- Continue to substantially reduce crime, so Hillingdon is recognised by all as a safe borough
- Significantly reduce the fear of crime in the borough, especially amongst our most vulnerable residents
- Boost the trust of residents in their local public service providers, building stronger, united communities
- Involve local people in keeping the community safe, building civic pride and respect
- Reduce young people’s involvement in offending and disorder, resulting in a reduction in anti-social behaviour
- Reduce the incidence and cost of fire to the Borough

3.6 What we have done

Priority four: Making Hillingdon safer

3.6.1 The following extract from the Council’s CAA assessment shows how well the Council has been doing in delivering on this priority.

“The level of crime is the highest priority for residents in Hillingdon and local plans recognise this. In a recent survey over a quarter of local people said they are happy with the way the Council and Police are dealing with antisocial behaviour and crime. One of the things that the Police and the

Place

Council have improved by working together is reducing the level of drug related crime in Hayes. In addition, the borough has one of the highest numbers of people attending drug rehabilitation programmes.

The Fire Brigade and Council seem to have prevented a number of fires in areas where it was previously difficult to get to. This is as a result of a project known as the Community Safety Cycle Scheme.

Hillingdon is one of 16 councils in the country ranked as outstanding for keeping children and young people safe. Hillingdon Partners are working well together to support children seeking asylum who arrive alone at Heathrow Airport.” (Area Assessment Dated 9 December 2009, Audit Commission)

3.6.2 Current examples of relevant projects are in Chapter 5 of this document

3.7 Emerging priorities for Place

3.7.1 Maximise use of and access to open spaces by:

Safeguarding, improving and enhancing Hillingdon’s open spaces, including waterways, as areas that are accessible for visual interest, biodiversity, recreation, leisure, sport and a healthier lifestyle.

3.7.2 Improve Hillingdon’s environment and infrastructure to support healthier living by:

- Promoting the efficient, effective and sustainable use of land whilst minimising environmental impacts (land, air quality, water and flooding).
- Minimising the causes of climate change, whilst planning for adaptation and mitigation of its effects
- Improving air quality and noise pollution
- Promoting the use of more user-active transport and providing a safe and efficient transport network that encourages sustainable travel

3.8 Delivery for Place

3.8.1 Projects and tasks have been developed to deliver on the above intentions and priorities and these are monitored by Cabinet on a quarterly basis. The main mechanism for delivering place-making objectives is the planning system. Key areas will have their own Supplementary Planning Documents or Development Plans to guide development. The Council will work with its partners, the LSP and regional and national government agencies. See Chapter 5.

Place

4.0 Prosperity

4.1 *Priority five: A thriving economy*

“Hillingdon will have a strong vibrant economy, where prosperity and quality of life are high”

Economy

4.1.1 Hillingdon has the 5th largest economy in London. Occupying a position as the gateway to London, the west of England and, through Heathrow, to the world, it is in a strong position to expand as a retail, business and service centre. We see a secure economic future leading to prosperity for the people of Hillingdon - but more than this, also raising the quality of life, reducing crime, and improving health. For economic development, strategic opportunities include:

- London 2012 Olympics and hotel developments bringing visitors to Hillingdon
- 3 Crossrail stations planned for Hillingdon
- Corridors of growth, particularly the Bath Road/A40 and M4/Uxbridge Road
- Stockley Park Phase 3 development
- RAF Uxbridge
- Night time economy potential in Uxbridge
- Hayes and West Drayton town centres

4.1.2 To achieve delivery of the borough’s potential the Council will work with its partners in the Local Strategic Partnership, Hillingdon Partners, and use planning mechanisms such as Supplementary Planning Documents to ensure that we can guide development. The Council already works cross-boundary with West London Alliance to promote employment and business growth. Details of projects are in Chapter 5.

4.1.3 Hillingdon’s town centres are well distributed throughout the borough, and play a vital role in providing services to local communities. Along with the LSP, we are working to encourage investment in district and smaller centres, to continue the regeneration of Hayes town centre, and ensure that Uxbridge maintains its competitiveness against new, larger developments in the locality.

London context

4.1.4 Hillingdon has a number of strategic development opportunities which benefit the whole of London. The current London Plan identifies parts of the borough as being within the Heathrow Opportunity Area. This also includes areas of Hounslow and sets a target to provide 11,000 new jobs and 10,750 new homes between 2001-2026. The extent of the Opportunity Area and apportionment of new homes and jobs have not yet been defined. These areas will be addressed through a Planning

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Prosperity

Framework, to be drawn up with Hounslow. Further details about the Heathrow Opportunity Area are set out in Chapter 5..

West London context: Growth corridors

4.1.5 Hillingdon is a key part of the West London economy. We support a spatial plan for the 'Western Wedge', a concept outlined in the London Plan. We will work with our regional partners and west London boroughs to develop this cross-boundary strategy. The road-related corridors that are of most interest to Hillingdon are:

- M4/Great Western Rail/Uxbridge Road, extending north of Heathrow via Hayes and Stockley Park beyond London to Slough (the alignment of the Crossrail route)
- A40 corridor from White City out to Uxbridge

The West London area



Source: Sustain, Renew, Prosper; The Hillingdon approach to Regeneration 2010-2015: Preparing for

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the Upturn, 2009

4.1.6 The locations along these corridors present strategic opportunities for growth of specific industries. In relation to the borough boundaries of Hillingdon, provisional allocation of locations and industries are:

- Heathrow North – logistic and transport, business and leisure tourism
- Stockley Park/Bedfont Lakes – national /European HQ and marketing offices, Research and Development (bio-science)
- Hayes – logistics and transport, business park setting, other sectors
- Uxbridge – higher & further education centre, national/European HQ and marketing offices

Local business

4.1.7 Hillingdon is home to approximately 9,045 individual businesses operating across a diverse spectrum of industries. The largest sector is property and business services with 2,720 separate companies and the smallest sector is agriculture with around 40 businesses. Both the retail and construction sectors are strong with 1,195 and 990 individual business respectively.

4.1.8 There are over 8,155 hotel rooms in Hillingdon located in 27 hotels graded 2 star (or equivalent) and above. The majority of hotel accommodation (7,705 rooms) is located in the Heathrow Area, immediately adjacent or south of the M4.

4.2 *What we will do:*

- Improve pathways to employment for local people, with a focus on closing inequalities in the rates of worklessness.
- Retain key employment sites and support enterprises of all sizes to ensure Hillingdon attracts investment and is a good place to start and grow a business
- Enhance and promote our district and smaller centres whilst ensuring that the metropolitan centre of Uxbridge continues to compete regionally
- Explore new ways of engaging with local businesses to increase their positive impact on Hillingdon.
- Champion the need for technology
- Infrastructure within the borough to be high quality, sustainable and available to all
- Work in partnership to ensure investment in Hillingdon's transport infrastructure

4.3 *What we have done*

Priority five: A thriving economy

4.3.1 The following extract from the Council's CAA assessment shows how well the Council has been doing in delivering on this priority.

“Hillingdon Partners have been positive when responding to the effects of the recession. For instance they have been successful in getting extra money to help training and recruitment opportunities in Heathrow around construction, retail, security and customer service sectors; small businesses are being supported, for example by reducing their business rate, local residents have all been provided with the 'Hillingdon First' card, which allows residents to get discounts in local shops and businesses and to access local services.

Child poverty, particularly in wards within the south of the borough is an issue. In total 25,000 children live in low income households and in some areas nearly a third of children receive free school meals. In recognition of this, the Council is leading a multi organisation task force that is creating a plan to reduce child poverty in the Borough, which will be ready in the autumn of 2009.” (Area Assessment Dated 9 December 2009, Audit Commission)

4.3.2 Current examples of relevant projects are in Chapter 5 of this document i.e West London Working and Heathrow area Supply Chains.

4.4 Priority six: Improving aspiration through education and learning

“We will raise attainment by increasing aspiration, and ensure that all residents, young and old, have the skills to prosper in the job markets of today and tomorrow”

Education

4.4.1 Hillingdon’s economy is underpinned by a good enterprise culture, high levels of productivity and very strong knowledge-driven businesses. It is predicted that in the next decade, almost 50% of jobs in the region will require skills at NVQ level 4 or above. However, the borough’s residents’ skills levels are currently below the London and national averages. As a result, there is a real threat of employment opportunities passing by local workers. The availability of an educated and highly skilled workforce is at the heart of supporting the future expansion of the borough’s economy. Increasing the aspiration and achievement of our young people is a top priority for the Hillingdon Partners, the Local Strategic Partnership.

4.4.2 The borough maintains a total of 92 educational establishments made up of 65 primary schools, 18 secondary schools, 6 special schools, 1 nursery school and 2 pupil referral units, for approximately 43,437 pupils. The Primary sector makes up 56.4 percent of the total school population in Hillingdon. This is followed by the secondary sector at 42.4 percent and special sector at 1.1 percent. The number of pupils attending schools in Hillingdon has steadily increased between 2005 and 2008.

4.4.3 Notably, over 50 percent of the school population is classed as White British followed by 12 percent Indian and nearly 6 percent Black African. There is a broad mix of ethnicity across the remaining population.

4.4.4 A key indicator of educational attainment in secondary schools measured by the benchmark of the number of pupils achieving A*-C GCSE results annually, is currently below the National Average of 61.5%. In Hillingdon as a whole, 23 percent of compulsory age pupils have an identified form of special educational needs (SEN), which is higher than the national average of 18 percent. Educational attainment of pupils with SEN is significantly lower than that of other pupils and they are less likely to enter full time education or employment at the age of 16.

Uxbridge College

4.4.5 Uxbridge College is the number one college in London out of 40 colleges for long qualifications. It has 4,000 full time (3,000 16-18s and 1,000 19+) and 6,000 part time (with 4,000 on site and 2,000 in the workplace). The college has two campuses: one in the heart of Uxbridge and the other in Hayes.

Brunel and Bucks New Universities

4.4.6 Brunel has approximately 14,000 students, approximately 18% of which are international fee paying students and approximately 15% declare an overseas country of domicile. In addition, the university has 786 students from the European Union. Brunel is keen to be actively involved as a community partner and engages with local employers and the Council in delivering employment initiatives. See Chapter 5.

4.4.7 There is also a branch of the Buckinghamshire New University in Uxbridge which has a total of 9000 students including the Wycombe site. They have moved their nursing provision to Uxbridge, which they regard as an ideal location with much closer links with the clinical areas where nursing placements are undertaken. The University's partnership with two of the world's best technology companies, (HP and Cisco), will ensure that they provide one of the most advanced technological student experiences in the UK.

Youth and Connexions services

4.4.8 Hillingdon Youth and Connexions Service delivers informal education and information, advice and guidance services for young people across the Borough and works in partnership with local voluntary community and uniformed youth service providers to support the delivery of community based youth provision.

4.4.9 The service works with youth people of different backgrounds aged between 11 and 25, with a main focus on those aged between 13 and 19. The service supports young people to be safe, healthy, active citizens, to develop life skills, achieve their full potential and be happy and valued for who they are. Their work is founded on four principles, education, empowerment, participation and equality.

4.4.10 The Council is developing three new youth centres across the borough, in Northwood, Barnhill and South Ruislip. It is planned that these will open in 2010.

4.5 What we will do:

- Ensure that our residents have the skills to compete in the local jobs market, especially the growing sectors
- Raise educational aspirations, attainment and levels of qualifications for all age groups
- Improve the transition of young people through childhood and beyond in schools that are of a 21st century standard
- Increase and improve the access to positive activities for young people and enable them to contribute to their communities
- Increase the number of local businesses providing opportunities for local people to develop their skill levels

4.6 What we have done

Priority six: Improving aspiration through education and learning

4.6.1 The following extract from the Council's CAA assessment shows how well the Council has been doing in delivering on this priority.

"The Council in partnership with commercial organisations has made significant investment to improve learning and culture in the borough. There is an ambitious library modernisation programme in place and to date Manor Farm, Harefield and West Drayton libraries have been completely refurbished and a brand new library Ruislip Manor has been built. The result has been greater use and satisfaction with the libraries.

Educational provision and results continue to improve. Achievement in the Early Years Foundation Stage is improving, better than similar areas and in line with the national average. Inspection has rated a higher than average proportion of primary schools as good or outstanding and achievement at age 11 is in line with similar areas and nationally. Half of the secondary schools are good or outstanding and the other half are satisfactory. A higher than average proportion of school sixth forms are good or outstanding. Uxbridge College is outstanding.

Minority ethnic pupils and those whose circumstances make them vulnerable are supported well. The achievement of black groups has shown significant improvement and achievement has improved for pupils with special educational needs. Children who are in the care of the council or in need of protection are also supported well so that they can continue with their learning." (Area Assessment Dated 9 December 2009, Audit Commission)

4.6.2 Current examples of relevant projects are in Chapter 5 of this document i.e West London Working and Heathrow area Supply Chains.

Prosperity

4.7 *Emerging priorities for Prosperity*

4.7.1 **Concentrate employment growth in Uxbridge and the Hayes/West Drayton Corridor, without ignoring the local centres by:**

- Encouraging economic growth and regeneration in Uxbridge and the Hayes/West Drayton corridor, within designated industrial and business areas and other appropriate locations
- Strengthening the role of town centres and local centres as accessible locations for retail, office, leisure, residential and community uses and developing local centres including
- Northwood, Eastcote and Ruislip for community facilities accessible to the local community

4.7.2 **Improve north/south public transport links by:**

- Improving public transport services between the north and the south of the borough to ensure easier access between residential areas such as Northwood and Harefield, Hillingdon Hospital, Brunel University, Stockley Park and Heathrow Airport
- In consultation with public transport operators, improving facilities at bus and underground/rail interchanges to promote accessibility, competitiveness, economic regeneration and environmental quality of Uxbridge, the Hayes/West Drayton corridor and other town centres
- Improving access to Uxbridge from its neighbouring town and metropolitan centres including central London and Heathrow
- Promoting and supporting demand responsible transport solutions, especially for people with mobility impairment living in remote and deprived areas

4.7.3 **Prosper from the sustainable growth of Heathrow by:**

- Developing a strategy for the Heathrow Opportunity Area, in order to ensure that local people benefit from economic and employment growth

4.8 *Delivery for Prosperity*

4.8.1 The Council has developed a schedule of projects and tasks which delivers on the above intentions and priorities and is monitored by the Cabinet on a quarterly basis. Some of these are part of the Local Area Agreements. In addition, the Council has in place its strategy for economic prosperity “Sustain Renew Prosper, the Hillingdon Approach to Regeneration 2010 -2015” which sets out in detail how the Council will deliver in conjunction with its partners. Hillingdon’s comments on the LDAs draft Investment Strategy sought recognition that agencies such as the London Development Agency (LDA), Visit London and Think London should co-ordinate the

Prosperity

promotion of inward investment to West London, for example in business parks such as Stockley Park to consolidate Hillingdon's success as the London base within the Knowledge/Pharmaceutical sector as well as Uxbridge's proximity to Pinewood Film Studios.

4.8.2 To ensure that town centres and other areas develop in accordance with priorities the Council uses Planning mechanisms such as site specific Supplementary Planning Documents (SPDs), for example those for RAF Uxbridge and Porters Way (RAF West Drayton), which guide development via planning permissions.

4.8.3 The Hillingdon approach to regeneration 2010-2015 ("Sustain, Renew, Prosper") has outlined commitment towards a 5-year delivery plan with clear and measurable outcomes and will be further shaped by our local economic assessment, the first of which will be completed by April 2011. The Local Strategic Partnership theme group (Sustain, Renew, Prosper) will focus on Priority five of the Sustainable Community Strategy, will drive success, overseeing delivery, reporting performance and planning for future delivery."

4.8.4 The Sustain, Renew Prosper Theme group operates as a multi-agency partnership to agree the implementation and delivery of the local economic and regeneration priorities identified by 'Sustain, Renew, Prosper' and the future Hillingdon Economic Assessment. The Board is chaired by a member of the Hillingdon Partners Executive and supported by a secretariat lead to manage meetings, guide activity and monitor delivery. It is directly accountable to the Hillingdon Partners Executive for delivery of key strategic targets.

5.0 Priority sites and projects

5.0.1 The following are more details of key sites and projects which contribute the priorities of the Sustainable Community Strategy for People, Place and Prosperity. These demonstrate:

- Hillingdon's track record in delivery because they are complete or close to completion, these are marked ◀
- How the Council is delivering projects now that achieve the Sustainable Community Strategy priorities during the period of this plan, these are marked ■
- How the Council is contributing to longer term regionally significant strategies that assist growth in the West London sub-region and London as a whole, these are marked ▶▶

5.1 *RAF Uxbridge* ▶▶

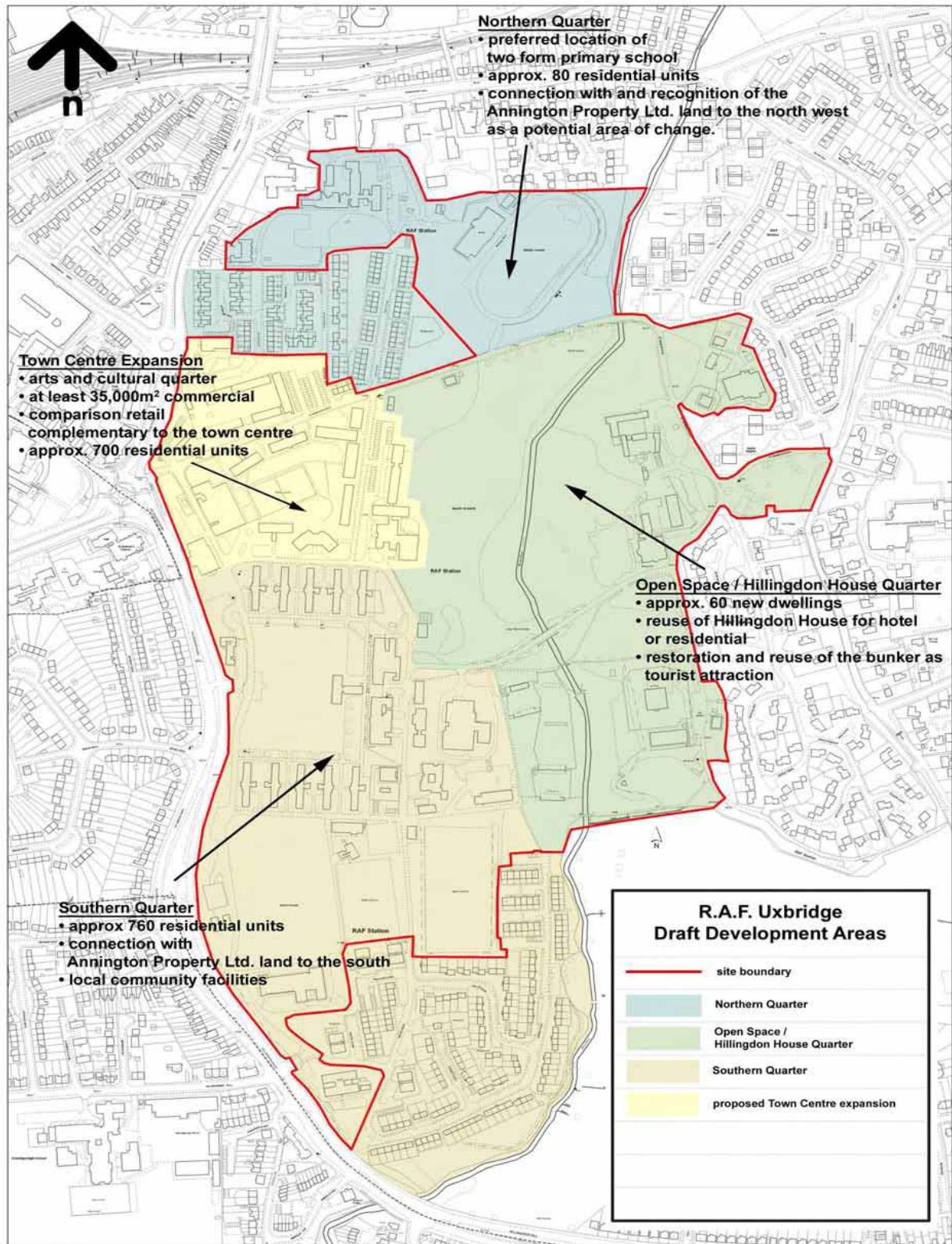
5.1.1 The RAF Uxbridge site is one of the largest regeneration sites in London at 47 hectares. It is one of a number of former military sites in the borough that have been become available for redevelopment. As the largest of these sites, and adjacent to the major commercial centre of Uxbridge, the RAF Uxbridge site provides an exciting opportunity to create a mixed tenure development with a range of building types and uses that will create new neighbourhoods that can be high quality places to live and also meet a number of strategic objectives at local, regional and national level.

The proposals

5.1.2 The site is of significant historical importance and includes extensive greenbelt land so the final planning document will include clear guidance to protect the area from any adverse impacts of redevelopment. It is proposed that the site be developed into four main quarters, each catering for varying needs in the community as follows

- **Town centre extension:** Theatre/music venue, cafes and restaurants, shops and offices, improved links with Uxbridge High Street, some commercial spaces and housing.
- **Southern quarter:** High quality residential area with community facilities and good links to the town centre, with a mix of sizes and styles to meet the needs of the local community.
- **Northern quarter:** Housing, primary school, public access along the River Pinn and other areas, enhancement of the river corridor. This section will have approximately 80 homes, a reduced number to maintain an attractive open landscape.
- **Open space quarter:** Retention and protection of green belt land a high quality open space, linked to the town centre. Hillingdon House a Grade 11 listed building, the bunker and the River Pinn corridor will be protected and enhanced.

Delivery



Delivery

Projected housing starts and completions per annum

5.1.3 The development of the entire site is likely to be spread over seven phases, which should be completed between 2013-2019. At this early stage it is not yet clear what the exact schedule of accommodation will be and what proportion of the site will be affordable. For now, the proportion of affordable housing provided is likely to be between 20-30%, subject to financial viability assessments. The following table is an estimate and, of course, delivery is dependent on market conditions. In difficult times the Council has supported grant applications to the HCA which would help to kickstart the rest of the development as in the case of Porters Way.

	Number of units	Expected Completion
Phase 1	154	2012-2013
Phase 2	141	2013-2014
Phase 3	221	2014-2015
Phase 4	113	2015-2016
Phase 5	134	2016-2017
Phase 6	208	2017-2018
Phase 7	229	2018-2019
Total	1200	

General outcomes (economic, social, and physical) expected

5.1.4 The borough has wide variations in income levels and is socially diverse, there is therefore a need to create neighbourhoods with a mix of tenures and prevent areas from becoming socially polarised.

5.1.5 A high proportion of jobs in the borough are filled by in-commuters, consequently, we would like to create more “occupational communities” where people are able to live close to where they work. The RAF Uxbridge site is close to Uxbridge Town Centre, Stockley Park (a modern trading estate with a number of head offices) and industrial areas such as Cowley and Hayes. Brunel University is expected to have a branch on the site.

5.1.6 Hillingdon has a high environmental quality typified by open spaces, parks and large amounts of undeveloped green belt land. It is important to preserve this high quality of environment when expanding the borough’s housing stock. This project provides an opportunity to do this, capitalising on the attractive landscapes, views and trees which could be used to create parkland settings around the site.

Delivery 2013 -2019

5.1.7 This site is in the No 1 priority category for the Council, which reflects its strategic importance as well as deliverability. The main delivery mechanism for this site is the planning process. The Council has undertaken extensive public consultation which resulted in the production of a Supplementary Planning Document and master plan for this important site. The SPD was formally adopted on 22 January 2009.

Delivery

5.1.8 A planning application was submitted at the end of 2009, which includes a theatre/cultural quarter, a restaurant with office space above, a district park incorporating playing fields, areas of ecological protection and nature walk. The proposal is for redevelopment of the site as follows:

A. Outline application (all matters reserved, except for access): Demolition of some existing buildings;

- a) Creation of up to 1,303 residential dwellings of between 2 to 6 residential storeys;
- b) Creation of up to 77 one-bedroom assisted living retirement accommodation of between 3 to 4 storeys;
- c) Creation of a three-form entry primary school of 2 storeys;
- d) Creation of a hotel of 5 storeys of up to 90 beds;
- e) Creation of a 1,200 seat theatre with ancillary café; office of up to 13,860sq.m; energy centre of up to 1,200sq.m; and retail of up to 2,850sq m; in buildings of between 4 to 6 storeys as well as a tower element associated with the theatre of up to 30m;
- f) Creation of a local centre to provide up to 150sq.m of retail and 225sq.m GP surgery; means of access and improvements to pedestrian linkages to the Uxbridge Town centre; car parking; provision of public open space including a district park; landscaping; sustainable infrastructure and servicing.

B. In addition to the above, full planning permission is sought for:

- a) Change of use of the Grade II listed former cinema building.
- b) Change of use and alterations to the Grade II listed Hillingdon House to provide 600sq.m for a restaurant on the ground floor and 1,500sq.m of office on the ground, first and second floors;
- c) Change of use and alterations to the Carpenters building to provide 1 residential dwelling; creation of 29 residential dwellings to the north of Hillingdon House of between 2 to 3 storeys as well as associated amenity space and car parking; change of use of Lawrence House to provide 4 dwellings associated amenity space and car parking including a separate freestanding garage;
- d) Change of use and alterations to the Sick Quarters to provide 4 dwellings as well as associated amenity space and car parking;
- e) Change of use of Mons barrack block to provide 7 dwellings as well as associated amenity space and car parking.

5.1.9 The Council is assessing the application and receiving responses to the public consultation exercise. When the scheme has been assessed it will be presented to the Central and South Planning Committee. Because of the size and complexity of this proposal, the Council is obliged by law to consult with the Mayor of London for him to confirm that the Council can finally determine the application and issue a decision.

5.1.10 The Council will work with its Registered Provider partners to deliver the maximum amount of affordable housing depending on the viability of the scheme. This will be via S106 agreement. Discussions are still in progress regarding which partners will eventually deliver.

Delivery

5.1.11 The extent of the Homes and Communities Agency's involvement is also being discussed, as this may take the form of grant or an equity stake. The HCA will also be involved in the development of the S106 agreement. The offer to the HCA is that investment in this regionally strategic site will contribute to growth in the West London economy. Hillingdon already is and will become the best connected borough in West London providing benefits to the regional economy.

5.2 Porters Way also known as RAF West Drayton ➤➤

5.2.1 The RAF West Drayton site is a large regeneration site with approximately 13.58 hectares. The site provides an exciting opportunity to create a large, mixed tenure development with a range of building types and uses that will create new neighbourhoods that can be high quality places to live and meet a number of strategic objectives at local, regional and national level.

Projected housing starts and completions per annum

5.2.2 The development of the entire site is likely to be spread over seven phases, which should be completed between 2011 - 2017. Progress is at an early stage and it is not yet clear what the exact schedule of accommodation will be and what proportion of the site will be affordable, however the following table is an estimate:

	Number of units	Expected Completion
Phase 1	62	2010-2011
Phase 2	188	2011-2012
Phase 3	162	2012-2014
Phase 4	157	2014-2015
Phase 5	206	2015-2017
Total	775	

We expect that, the proportion of affordable housing provided is likely to be between 11-15%, because of financial viability assessments, (January 2010). Whilst this is well below the 50% required by the Council's planning policy, the Council has investigated the reasons and is satisfied that the viability of the scheme should be maintained in order to secure much needed affordable homes.

5.2.3 In order to explore how the affordable housing could be increased, advisers were appointed by LB Hillingdon to review and comment on the financial viability assessment provided by the developer and to assess whether the Section 106 offer (which included affordable housing and other contributions) was reasonable.

5.2.4 Viability had been significantly affected by the site remediation costs for which planners sought further independent scrutiny. Capital costs for the proposed energy centre meant that once it was verified against the acquisition cost of the site, including remediation costs, the offer of 11.0% affordable housing plus other S106 contributions was deemed reasonable in the current economic climate.

Delivery

5.2.5 The Council has asked for the maximum financial package possible. Given viability, it should be noted that most financial contributions, not just affordable housing, are less than what would otherwise be sought if viability was not an issue. Our adviser has also undertaken a sensitivity assessment of affordable housing levels to show the effect this has on the S106 pot. In addition to the S106, there will be S278 highways works as well as the in-kind delivery of a PCT facility, 200+sqm community facility and public open space on site. All these add up to the cost to providing facilities in support of a mixed use sustainable community on the site.

Other accommodation / infrastructure to be developed as part of the project

5.2.6 In line with local priorities, there are proposals to build a care home, medical centre including doctors' and dentists' facilities, green energy production measures and children's playgrounds.

General outcomes (economic, social, and physical) expected

5.2.7 To create sustainable communities it will be necessary to have a mixture of private, intermediate and social rented housing, dispersed around the site.

5.2.8 This project presents an opportunity to address the high level of in-commuting to the borough and improve access to local employment. We would like to create more "occupational communities" where people are able to live close to where they work, thereby supporting recruitment and retention of employees and economic growth. The RAF West Drayton site is close to West Drayton Town Centre, Stockley Park (a modern trading estate with a number of head offices) and industrial areas such as Cowley and Hayes.

5.2.9 To maintain a high quality of environment, the developer's feasibility studies and master-planning is based on a "garden village" model with green spaces, large gardens and bio-diversity.

Delivery 2010 -2017

5.2.10 This site is in the borough's No 1 priority category for delivery. One of the Council's housing association partners, Catalyst Housing Group has reached agreement with the developer for the delivery of the first phase of 59 affordable homes, with start on site expected in the middle of 2010. It is expected that they will make bids to the HCA for grant. In order to provide value for money for the HCA, the Council is contributing £2m of our own resources. This first phase will be the "kickstart" that the scheme needs to stimulate further development that is largely dependent on the market.

5.2.11 An outline planning application was considered by the Council at the end of May resulting in a Resolution to Grant permission. Subject to planning formalities such as discharge of conditions, and call-in by the GLA, start on site is expected in the autumn of 2010.

Delivery

5.3 RAF Eastcote ■

5.3.1 This is a former Ministry of Defence site north east of Hillingdon close to the boundary with Harrow. It is 7.5 hectares and has the capacity for 385 homes 35% of which will be affordable.

Delivery 2008 -2012

5.3.2 The developer Taylor Wimpey has started construction but completion is expected to be delivered in phases over a number of years having been slowed by the recession. However, 50 affordable homes were delivered during 2009/10 via S106 agreement and HCA funding.

5.4 The HRA pipeline programme ■

5.4.1 Hillingdon has a portfolio of sites known as the “HRA Pipeline” which consists of small scale in-fill sites on our own estates. They are surplus to requirements and some have been the cause of nuisance. Redevelopment would therefore provide additional homes as well as improve the local environment. It is estimated that up to 400 units could potentially be developed in these locations and of these, a total of around 126 units (27%) have been identified as being suitable for rented housing.

5.4.2 We have been successful in bidding for Local Authority New Build programme for the development of over 98 homes on 17 sites for social rent. The total funding for this project is therefore a mixture of Local Authority New Build programme grant and Prudential borrowing by the Council amounting to just over £15m.

5.4.3 The first phase of this programme started on site in March 2010 completing in March 2011. Included in the Local Authority New Build programme are 48 extra care homes for older people at Triscott House which will start on site in June 2010 and complete just over a year later.

Delivery

Triscott House: Extra care homes for older people, funded by the HCA and the Council under the Local Authority New Build programme



5.4.4 There remain 27 sites to be developed. A strategy is being prepared for agreement by the Council's Affordable Housing Group. It is expected that these homes will be predominantly Low Cost Home Ownership contributing to the development of mixed and sustainable communities and offering local people the choice and opportunity to own their own home. Options include delivery via our housing association partners or development by the Council using HRA (Housing Revenue Account) receipts. In alignment with the Mayor's housing strategy some of these LCHO homes will be for families.

Delivery 2010 - 2014

5.4.5 Phase 1 consisting of 97 homes will be complete in July 2011. Phases 2 - 5 of approximately, 100 homes, are intended for Low Cost Home Ownership to create mixed tenure communities. The phased approach is being adopted to allow flexibility to respond changing market conditions and financial priorities.

5.4.6 The Council is using its Asset Management Strategy and resulting asset review process to continue to identify surplus land and intensification opportunities within our stock to maximise the provision of affordable housing but also create mixed communities.

Delivery

For other housing projects see Appendix A and the Spatial Infrastructure schedule, Appendix B.

5.5 The Learning Disability, Mental Health, Physical Disability and Supported Housing modernisation programmes ■

5.5.1 At Hillingdon our modernisation programmes for supported housing are at the forefront of our priorities. We are proud of our achievements so far but there remains much to do. The Council is modernising accommodation for people with support needs by re-engineering services to maximise independence and choice. The focus will be more on the needs of the individual rather than fitting into outdated traditional forms of institutional care. There needs to be a further significant shift away from residential and nursing care resulting in obsolete accommodation being closed and disposed of for reinvestment into modern high quality homes. Around 73% of spend on Learning Disabilities services is for residential care. We are devising a five-year plan to fully develop supported housing and to shift the balance of spend to supported community living very significantly.

5.5.2 The Council's strategy is to work with our housing association partners, disposing of sites to them and combining our own funds with grant to redevelop the sites and provide the new homes. Recent very successful examples include:

- The residential Home at 291-293 Long Lane which was redeveloped by the Council in 2008 to provide 9 self-contained units providing 24 hour supported housing to people with longer term support needs. It has been leased to Look Ahead Housing and Care to manage on a 21 year lease.
- The Hayes Park House hostel site which was leased to Catalyst Communities Housing Association for the development of 20 units of self-contained accommodation for a short to medium term supported housing service. This development was funded by Social Housing Grant and private finance raised by Catalyst Housing Group. This was completed in April 2010. The quality of this scheme has set a bench mark for future similar developments. The council ensured the highest quality using the planning system and excellent partnership working with our RSL partners. The scheme is managed by Look Ahead housing association.
- A new supported housing scheme, called Yew Tree Lodge, for adults with high support needs has been built by Look Ahead Housing on the Highgrove Annexe site. This 12 unit scheme was completed at the end of November 2008. This won the Daily Mail award for best affordable housing scheme.

5.5.3 Five hostels were sold to Paradigm Housing Group in December 2009. Work has started on site with the redevelopment to provide 21 general needs homes for rent and 6 homes for vulnerable people. Funding was provided by the Council, the housing association and the HCA. This scheme is expected to be complete by March 2011.

5.5.4 There are plans to continue the strategy to redevelop residential Homes at Hornbeam Road and Church Road which are be disposed of to an RSL during

Single Conversion Agreement - APPENDIX 1 - Draft Borough Investment Plan.doc

Delivery

2010/11 to provide 11 units of supported housing. A number of other properties are being prepared for disposal to provide 36 units of supported housing accommodation for people with Learning Disabilities.

5.5.5 Our aim is to maximise independence and provide self-contained accommodation with support where needed. Our strategy is to reduce residential and nursing care. To support this, our planning policy requires 10% of new housing developments to be wheelchair standard housing and all affordable new homes to be Lifetime Homes standard.

5.5.6 We will provide the homes needed through rationalising our assets and working with our housing association partners. We will seek out external funding opportunities. Recently, we have been successful in obtaining £1m of grant for providing homes for families living with HIV.

5.6 Homes for older people ■

5.6.1 Hillingdon's Joint Strategy for Older People aims to enable older people to be independent and to be supported at home if needed to lead full lives". This is echoed in the Joint Strategy for Older People with Mental Health Problems. It is recognised that the overall shape of services needs to change, to redress the balance between residential and nursing home care and community support services. This is a complex area of need, and responses to it are still being developed.

5.6.2 Schemes are needed that can help people with higher support needs than can be provided for within the traditional sheltered sector. This will involve both new provision (likely to be from the specialist RSL sector) and the re-modelling of some existing schemes. Specialist schemes enable care staff to provide a focused, 24 hour service to a similar client group.

5.6.3 Hillingdon's Sheltered Housing and Extra Care Strategy 2009 is integral to meeting these needs. As the number of people aged over 85 increases, so does the level and complexity of their needs which can only be met through a "spectrum of provision". The resulting strategy for modernising and re-modelling (or demolishing and re-providing) existing sheltered schemes and using them for the greater benefit of the community must take a high priority.

5.6.4 The Council's previous estimates showed a need for 120 units of extra care housing and there is an existing target of decreasing care placements by 5% by 2012-13. However, the Council is reviewing demand for extra care sheltered housing in the light of changing expectations of older people. We will be looking at national best practice examples to inform the development of an Older Person's Housing Strategy alongside analysing the impact of the Personalisation agenda and older peoples' aspirations for housing in the future. We anticipate that demand for high quality extra care sheltered housing will increase and we will significantly increase the current target to reduce the use of residential accommodation through

Delivery

the creation of a wider range of choices and community options to promote greater independence

5.6.5 Recommended actions in Hillingdon's current Sheltered Housing and Extra Care Strategy 2009 include:

- Develop an extra care specialist scheme provided by a housing association. (48 units currently being developed at RAF West Ruislip).
- As part of the Council's asset management strategy, work in partnership with housing associations to develop specialist extra care schemes, (including provision for sale).
- Conduct an annual review of Hillingdon's need for extra care to ensure that proposals within the Council's asset management strategy are in line with identified need.

5.7 The Homes Energy Efficiency Programme (Pan-London retrofit project) ■

5.7.1 The model for this project is an area based whole house approach that encompasses all housing tenures and has something to offer every borough and every household. It includes a range of free-of-charge, easy-to-do measures, from changing to low energy light bulbs to installing stand-by switches and giving energy saving advice. The aim is that more substantial steps such as loft and cavity wall insulation will involve no upfront costs, be free for those on qualifying benefits and subsidised for those who are able to pay.

5.7.2 Through the 'London Collaborative' Carbon Savings initiative on private sector housing, Hillingdon was the main local authority side taking the lead in setting up the Pan-London Retrofit Project. In May 2009, initiatives being worked on by the GLA and LDA on behalf of the Mayor were merged with the London Collaborative scheme into one initiative, and one team.

5.7.3 The Joint Team, with a Project Board of the Chief Executives of Hillingdon, Hammersmith and Fulham, Southwark, GLA and London Councils has delivered the scheme to date. Hillingdon has delivered one of 3 Technical trials (£100k and 250 properties) and is in the process of completing one of the 9 Demonstration Projects (£125k and 840 properties). Full roll out to 33 boroughs is expected in September 2010.

5.8 Heathrow Opportunity Area ►►

5.8.1 The Heathrow Opportunity Area in the current London Plan covers 821 hectares and although the boundaries are not precisely defined, it crosses a number of borough boundaries. Between 2001-2026 indicative targets are set to provide a minimum of 11,000 jobs and 10,750 new homes.

Delivery

5.8.2 Key sub-areas include Stockley Park, the Heathrow Airport perimeter, Hayes - West Drayton corridor, Hayes town centre and Yiewsley and West Drayton town centres. Therefore these areas are prioritised for development.

5.8.3 The Consultation Draft London Plan contains revised proposals for the Heathrow Opportunity Area. The differences between the Opportunity Area proposals contained in the current and emerging London Plan are summarised in the following table:

Opportunity Area	London Plan	Area (ha)	New Homes (Minimum)	New Jobs
Heathrow	2008 Plan	821	10,750	11,000
	Consultation Draft	700	9,000	12,000

Heathrow airport

5.8.4. Whilst the airport is not strictly part of the Opportunity Area, of itself it presents significant development and growth opportunities to the Council and the region. The Council did not support the third runway but is supportive of BAA investment in the existing airport and has approved plans for the redevelopment of Terminal 2. With the upgrade of Terminals 3 and 4 and the opening of Terminal 5, Terminal 2 represents the latest stage in Heathrow's transformation that provides the airport with an excellent platform to provide a better service to customers than ever before. That investment will cement Hillingdon's position as the crossroads between the US, Europe and Asia: a great home for companies with international operations.

5.8.5 Passenger growth is also expected to bring benefits to the hotel industry, which is already striving to build more capacity around the airport in both bedrooms and conferencing, with developments like the Riva, the Guoman and Arora International all getting plans approved in the last year.

Stockley Park

5.8.6 Stockley Park, located within the Opportunity Area, is the iconic business park between West Drayton and Hayes. It is popular with major multinationals – GlaxoSmithKline and Canon have both recently completed lettings there to add to Adobe, Astrazeneca and others.

5.8.7. There are plans for a phase 3 development which are being considered by the Council's planning department. These involve building a 10.6 hectare extension to the park, close to West Drayton station, which will be a Crossrail station.

5.8.8 The new phase will include a total of 72,635sqm of floor space, including a 450-bed hotel and 46,635sqm of commercial space. With cafe and retail facilities integrated into a development with a more urban feel than many business parks. The phase 3 scheme retains and develops the high quality tradition seen in phases 1 and 2, delivering a sustainable, functional and attractive masterplan, incorporating high quality building design and landscape architecture.

Delivery

5.8.9 It is expected that the new development will also provide better connectivity for the established earlier phases, with an improved walking route to West Drayton Station, canal side improvements for a better recreational environment, and with Crossrail, the whole park will be within 25 minutes of Farringdon Station.

Delivery 2010 - 2026

5.8.10 In accordance with the requirements of the London Plan, Hillingdon will work with its partners and neighbouring boroughs to develop and implement a spatial planning framework for the Heathrow Opportunity Area. The Heathrow Development Plan Document will include strategies to ensure that local people benefit from sustainable economic growth whilst still contributing to the regional growth of West London.

5.8.11 Funding for new affordable housing and regeneration activities will be necessary from the HCA and the London Development Agency as well as support and advice. Until the Development Plan Document is in place, the precise requirements are unknown. However, housing sites are coming forward and current sites are detailed on the Spatial Infrastructure schedule in Appendix B.

5.9 Hayes town centre and Crossrail hub ➤

5.9.1 Hayes town centre is a key sub-area of the Heathrow Opportunity Area, identified in the London Plan as an area for growth. Hayes offer excellent connections to Heathrow, central London and Reading by public transport, with also excellent road connections to the South-West.

5.9.2 The waterway and the potential of the Crossrail hub in Hayes provide a transport corridor opportunity to be seized (see paragraph 5.21.6). The Grand Union Canal offers an attractive and sustainable alternative for pedestrian and cycle routes through the borough. The Council is seeking to develop the whole length of the towpath so that it forms part of the national cycle route 6 and becomes an exemplar for London.

5.9.3 There has already been significant developer interest in Hayes with a major development by Ballymore to support this emerging market. Ballymore's high quality *High Point* development is a mixed-use scheme with a range of affordable housing provision aimed at housing local families. The buildings have been built to high environmental standards using biomass heating systems and solar panels.

5.9.4 Other planned developments will also elevate Hayes as a vibrant town centre. London Gate is ready and approved and awaiting lettings to start construction. Workspace are refurbishing the former EMI building to provide start-up studio space. Hines are still making progress on Hyde Park Hayes, but there are still sites and opportunities available for enterprising developers and investors. Hayes is a

Delivery

regeneration opportunity, just fifteen minutes from Heathrow, and with Crossrail, 25 minutes from the City.

5.9.5 Local stakeholder partnerships are critical for delivery. The Council is engaging with key groups such as the Hayes Town Partnership, Network Rail, Crossrail, and various transport operators to encourage a meaningful planning exercise to ensure that the future of the local area meets the aspirations of the local community and investors. Development in Hayes should improve quality of life and provide opportunities for employment in an area of the borough surrounded by pockets of deprivation.

5.10 Building Schools for the 21st Century ■

5.10.1 Building Schools for the 21st Century was part of a national programme which aimed to renew or rebuild all secondary schools in England over the next 10-15 years. The intention had been to rebuild and refurbish schools, enabling them to acquire state-of-the-art ICT equipment and leisure and sports facilities. Although the Building Schools for the 21st Century Programme has now been halted, Hillingdon will continue to invest in schools.

Our vision

5.10.2 Our vision for is for much more than a school building programme, it is about providing people in Hillingdon with state of the art facilities and exciting places to learn. We aspire to transform the face of education for generations to come, providing learning environments in which every young person can:

- unlock their individual talents,
- achieve their very best,
- and gain the skills and qualifications that they need to take their place as citizens in society.

5.10.3 We are working in partnership with schools to make sure that the widest range of activities and learning is available to each and every student, including providing a greater curriculum choice for young people between the ages of 14-19.

5.10.4 We want to ensure that all young people will have access to innovative information and communications technology (ICT) which will provide a wider range of learning choices for all abilities, enabling every individual to reach their full potential. Each school should have the benefit from new ICT, enabling greater collaboration between schools, colleges and businesses, and this will also give young people choices to pursue learning which is appropriate for them.

5.11 Three new young people's centres ◀

5.11.1 South Ruislip Young People's Centre, Northwood Young Peoples' Centre and Charville Youth Centre are being built to provide facilities for young people offering:

Delivery

- social and recreation space
- activity areas for sport and dance
- multimedia facilities
- an internet café
- a range of activities and programmes

Completion is expected in 2010.

5.12 The Libraries refurbishment programme ■

5.12.1 There is an ambitious library modernisation programme in place and to date Manor Farm, Harefield and West Drayton libraries have been completely refurbished and a brand new library at Ruislip Manor has been built. The result has been greater use and satisfaction with the libraries.

5.12.2 There will be a comprehensive refurbishment programme of all sites and in several cases, brand new libraries. Facilities will include several new initiatives including; 'Starbucks' facilities; Apple Mac computers with complementary design/graphics courses from our Adult Education Services and large screen televisions.

5.12.3 Local people will be able to rediscover libraries as new community centres where they can hold meetings; attend courses; learn new skills; and meet friends in a safe and secure environment. In terms of the digital future, the Council will implement a fully integrated WiFi facility on all sites over the refurbishment period. By 2015 all libraries will be refurbished or rebuilt with service operations changed to respond to customers.

5.13 Botwell Green sports and leisure centre ◀

5.13.1 The new Botwell Green Community Leisure Centre opened in July 2010. The project provides a sports and leisure facility for local residents which includes an 8 lane 25 metre competition pool with an adjacent learner/fun pool. In addition to this there is a recreation sports hall and fitness suite with aerobics studios. There is also a dedicated gymnastics training facility complete with all of the necessary equipment for training up to a national standard.

5.13.2 The Football Federation and Greenwich Ltd provided funding towards the cost of an all-weather football pitch. As a result, more people of all ages and abilities will be able to enjoy playing football at Botwell.

5.14 Hillingdon sports and leisure complex (Uxbridge) ◀

Single Conversion Agreement - APPENDIX 1 - Draft Borough Investment Plan.doc

Delivery

5.14.1 The multi-million pound complex, which includes the first 50 metre Olympic-sized pool to be built in London for 40 years, was opened in March 2010.

5.14.2 The Council's own investment of £26m to build the complex was enhanced by funding of £2.025m from the London Development Agency, £1.5m Sport England and £1m from the Heritage Lottery Fund.

5.14.3 Construction and restoration works on the site in Gating Way, Uxbridge began in 2006 as part of the Council's commitment to providing first-class sporting facilities for local residents and will also provide training opportunities for aspiring athletes.

5.14.4 Amongst the facilities bringing the site firmly into the 21st century are new 50m indoor pool, shallow pools, a 100 station gym, a multi use sports hall, spin and dance studios, as well as a crèche, sauna and steam rooms, classroom facilities for courses and training, and a café serving healthy food.

5.14.5 The 1930's open-air swimming pool, grandstands, cascades and entrance building has also been completely restored as part of the development. The pool, which is grade II listed, is the only remaining example of a 12-sided 'star' swimming pool in the country.

5.15 The Chrysalis programme ■

5.15.1 The Chrysalis programme aims to create cleaner, greener, more active and safer communities. Every year, the Council sets up the Chrysalis Fund which makes a substantial amount available for capital projects that tackle local issues with local solutions. In 2008/9, this fund was extended to £1 million.

5.15.2 Projects can range from environmental improvements, new play areas to community safety, greater park security and alley gating. The alley gating scheme enables local people to unite in order to reclaim their alleyways and make them safer. In 2007/8, 30 alley gates were installed across the borough and in 2008/9; a further 25 to 30 gates were added in vulnerable areas.

5.16 West London Working ▶▶

5.16.1 This is a programme of employment support projects to help individuals into sustained employment in pursuance of the Council's economic development strategy. It is being delivered in partnership with other West London local authorities in the West London Alliance.

Gateway Heathrow 2012 – Local workforce recruitment

5.16.2 One example of a key project is Gateway Heathrow 2012, a new £900k European Social Fund programme. The programme is designed to provide local employers in the Heathrow area with help to recruit appropriately skilled employees.

Single Conversion Agreement - APPENDIX 1 - Draft Borough Investment Plan.doc

Delivery

800 people will be supported through the lifetime of the project. The first phase will end in March 2011.

5.16.3 Through West London Alliance, the Chief Executives of the local authorities involved are looking at possible models for continuing after March 2011. A succession strategy is being planned with BAA, West London Working, the London Development Agency and the Department of Work and Pensions to develop a full co-commissioning approach for the specific employment zone at Heathrow. A possible starting date is July 2011 with deliver August 2014. The anticipated target is 1,800 jobs sustained over three years

5.16.4 Hillingdon is leading a consortium including Urban Futures Ltd and Uxbridge College to deliver this project. Uxbridge College is the delivery partner focusing on the requirements of the Hospitality and Tourism sector

Delivery - May 2009 – August 2014

5.17 Heathrow area supply chains ➤➤

5.17.1 Hillingdon Council has secured £295,000 European Regional Development Fund grant from the London Development Agency towards delivery of a 3-year programme worth over £500,000 that will assist small and medium enterprises to access major local supply chains at Heathrow Airport and within the public sector. The grant application was supported by BAA Heathrow, which will be contributing additional funding to the programme as part of its commitment to optimise Heathrow's local benefits, and by the boroughs of Ealing and Hounslow.

5.17.2 The Mayor of London announced the funding as part of £29m of European Union funds that will support 11,000 small businesses in London, create 1,100 jobs and safeguard a further 2,700.

5.17.3 Heathrow Area Supply Chains will build on the success of the annual BAA Heathrow Meet the Buyers, which is now the biggest supplier/buyer matchmaking scheme in the UK. Since it began in 1997, the event has generated an estimated £75 million in local trade whilst also widening access to public sector procurement opportunities within the London boroughs closest to the airport: Ealing, Hillingdon and Hounslow.

5.17.4 The project aims in particular to increase the ability of local small and medium enterprises to effectively market their products and services in order for them to tender for contracts within major local supply chains. This is a need that has clearly been identified by local business networks such as the Hillingdon Chamber of Commerce and through specific consultation with the local business community through the 2009 West London Business Sentiments Survey.

5.18 Brunel university ■

Single Conversion Agreement - APPENDIX 1 - Draft Borough
Investment Plan.doc

Delivery

5.18.1 Based in Uxbridge, Brunel became a university in 1966 and since then has had much to celebrate. Brunel University's rise has been impressive and its reputation grows year on year. It now has nearly 14,000 students, 3,000 engaged in postgraduate and research study. The University's mission to combine academic rigour with the practical, entrepreneurial and an imaginative approach pioneered by I.K. Brunel is proving as successful as ever.

5.18.2 The development of Brunel's Uxbridge Campus has continued apace, with the £300m investment in upgrading the facilities for students and businesses to a 21st century specification almost complete. Brunel was the first university to establish a Science Park in the UK. It now supports 13 companies attracted to the area by the opportunities available for cutting-edge collaborative research and development. As such, Brunel has established itself as the university for enterprise. It attracts companies from across the world to Hillingdon, supporting them to develop innovative products and processes to improve their businesses.

5.18.3 The University hosts West London Innovation a unique series of events aimed at raising innovation performance and awareness in West London. The programme is the result of collaboration between Brunel University and West London Business. Its varied events cover all sectors and bring practical hands-on innovation clinics together with inspiration from world-leading innovative companies

5.19 Uxbridge college ■

5.19.1 Over its two main campuses, Uxbridge College provides education to over 4,000 full time students a year, 75% of which are 16-18. It also delivers education and skills training, including training in the workplace, to a further 6,000 learners. The College boasts success rates that are in the top 10% for London and was rated "outstanding" by Ofsted in July 2008. Since 1999, it has invested £38m on estates and other aspects of capital infrastructure at its Uxbridge and Hayes campuses and has plans to complete the estate modernisation process by 2012.

5.21 Transport projects ►►

5.21.1 Hillingdon has been successful in securing funding for local transport improvements from the Mayor's programme for area improvements. Despite the reduction in 2010/11 Transport for London (TfL) funding, Hillingdon has managed to secure a large increase this year. This reflects Hillingdon's high degree of credibility based on its past performance of being able to deliver projects and also the constructive working relationship that has developed between Hillingdon and TfL. This is the highest ever allocation settlement for Hillingdon and represents an increase of £617k over the 2009/10 settlement.

5.21.2 The borough allocation for 2010/11 includes a total of £110k for the West London Trans-partnership. Most of this (£93k) is contained within the Corridor allocation, for specific works such as the South Ruislip Station bridge signage improvements; HGV routing; West London Freight Quality Partnership; and the West

Delivery

Drayton/Yiewsley town centre freight study. A further £17k is contained within the Smarter Travel allocation for travel planning including business travel plans.

5.21.3 The funding allocation includes £100k for the borough to allocate to transport priorities of its choice, compared to the pre-designated TfL categories.

5.21.4 TfL has encouraged further submissions for Area Based Schemes (ABS), using their so called 'step approach' focussing on new shared space projects. The ABS schemes provide an important opportunity to increase Hillingdon's funding allocation over and above the allocations granted through the Corridor, Neighbourhood and Smarter Travel allocations. In January 2010, officers submitted initial submissions (i.e. Step 1 applications) under the ABS Scheme for Hayes Town Centre and Ruislip Manor Shopping Centre. These are substantial bids amounting to £4.5m and £2.2m, which were successful and delivery will be phased over a period of 2-3 years.

5.21.5 The Council's Transport and Aviation team manager is fully engaged with Transport for London and has frequent discussions with them regarding developments in Hillingdon. Regular meetings, at least weekly, are held with director level counterparts such as the Borough Partnership Director and Major Projects Director. This reflects the strategic significance for London of TfL investment in Hillingdon.

Crossrail ▶▶

5.21.6 Crossrail is a visionary new railway proposal for London and the South-East, that will deliver a world-class railway, with a high frequency, convenient and accessible train service across the capital from 2017. The route goes from Maidenhead and Heathrow in the west right across the capital into Essex and Kent in the east. Crossrail will make travelling in the area easier and quicker and reduce crowding on London's transport network. It will generate jobs and make employment opportunities accessible to the more deprived areas of the borough.

5.21.7 Although the Crossrail service will use the existing Great Western relief lines (in normal operations) additional new track will be provided at some locations. Among Crossrail's major new structures or facilities in the borough will be new stations for Heathrow terminals and Hayes and West Drayton, a new flyover at Stockley and new or remodelled sidings at West Drayton and Old Oak Common depot. All these works will generate local employment.

5.21.8 Crossrail will require several changes, such as new track or track realignment and new or extended station platforms to accommodate 200m long trains at all 13 stations. At nine stations, improved facilities, including new or modified ticket halls will be provided to accommodate the increased number of passengers.

High Speed 2 ▶▶

Delivery

5.21.9 The proposed High Speed 2 route in Hillingdon, based on the 'outline drawings' on the Department of Transport website, runs from South Ruislip in the east to Broadwater (west of South Harefield) in the west. For approximately half its length it would run alongside the Central/Chiltern Line and the other half would be new construction in the Green Belt within the borough. This will have direct implications on people within the borough who are near the route.

Further projects not mentioned here are shown in the Appendix B on the Spatial Infrastructure Schedule.

6.0 Funding and resources

Finance

6.1 The recession has imposed considerable pressure on the Council's own financial resources. The fall in property values during 2009 has dented plans to support the capital programme through sales of council assets and there are predicted shortfalls.

6.2 The current economic conditions have impacted severely on interest rates, available capital receipts and other income generating schemes.

6.3 Budgets for 2010/11 onwards will be developed as part of a new Capital Strategy. The delay in setting provisional budgets for a three year rolling programme is considered a prudent step under the current unusual and rapidly changing economic conditions. The budget for 2010/11 is likely to be similar to the current year below.

Summary of Capital Programme for 2009/10

Service	Budget 2009/10 (£000s)	Council Resourced Budget 2009/10 (£000s)
Education & Children's Services	33,497	10,304
Housing Revenue Account	11,745	0
Planning & Community Services	19,783	17,097
Environment & Consumer Protection	10,043	5,791
Adult Social Care Health & Housing	3,715	1,599
Finance & Resources	2,591	2,461
Deputy Chief Executive's	2,125	2,125
Contingency & Risk	4,696	4,696
Programme Total	88,195	44,073

S106 Planning Obligations

6.4 The Council's policy on Section 106 Agreements is contained in its Planning Obligations Supplementary Planning Document, (SPD) published in 2008. The Council's general approach to securing these matters is in conformity with Government Guidance contained in Circular 05/2005. Guidance on specific areas such as affordable housing, healthcare and education is also contained in the document.

Delivery

6.5 The Affordable Housing SPD requires 50% affordable housing on sites of over 15 units or more, subject to viability. Within the 50% affordable housing quota, we ask for 70% rent and 30% intermediate tenures and that 50% should be family homes of 3 bedrooms or more.

6.6 The most significant challenge to enabling development and securing S106 contributions has arisen as a result of the 'credit crunch', which has occurred since the publication of the SPD. The number of planning applications received by the Council has reduced and developers are now able to provide convincing viability arguments that affordable housing provision as a percentage of market housing is no longer viable. A number of large scale development schemes have stalled as a result of this phenomenon. HCA funding, particularly through the Kickstart programme, has been able to restart some development. The following table shows the amount of grant allocations received from the HCA for the 2009-10 financial year. These figures include the Local Authority Local Authority New Build programme.

2009/10	Total affordable homes	Rent	LCHO
SHG Allocation	£55.7m	£41.8m	£13.9m
Units	766	500	266
Persons	2938	1989	949

6.7 Clearly for the affordable housing programme, the Council will need to rely now and in the future on its main delivery partners the housing associations, and Registered Providers and funding from the HCA. We will ensure that the HCA is involved in any S106 negotiations where we require their funding. At the same time, we will continue to seek out innovative ways of delivery to reduce our reliance on grant in the future.

6.8 However, the Council has a history of being pro-active in generating receipts through disposals of unsuitable stock for redevelopment and reinvestment into new homes as demonstrated by our Modernisation programmes for supported housing and the HRA pipeline programme. We are also now benefiting from the proceeds of a trickle transfer scheme with one of our Registered Provider partners. We intend to work with the HCA to combine these sources of funding with grant, offering value for money in providing more homes. An example of this is the sinking fund from a 20 year leasing scheme which we have combined with HCA funds on the Porters Way site to deliver over 60 affordable family homes.

6.9 The Council has a good track record in securing inward investment for a varied range of projects and will need to become more adept in order to address current predicted funding shortfalls and to manage its borrowing prudently.

6.10 In considering funding options the Council will seek to innovate and include delivery routes such as PFI, Local Housing Companies, LIFT and Joint Ventures with the private sector as part of its appraisal process.

Delivery

Land

6.11 Land availability and land use allocation is essential to the Council achieving its ambitions. Major land owners in Hillingdon include the Council itself, Ministry of Defence, BAA, Brunel University, the Primary Care Trust and Network Rail. Other private sector organisations such as the Stockley Park Consortium are significant in the borough.

6.12 It is considered that the Council's Local Strategic Partnership (LSP) will play a key role in engaging with landowners and the private sector. The LSP and LDF working group included representatives from BAA, Brunel University and the local Chamber of Commerce and played a key roll in developing the Council's Spatial Vision up to 2026 and the strategic objectives for how this will be achieved. Other landowners, such as Metropolitan Police and utility organisations have been consulted on the level of infrastructure required to achieve the Vision.

6.13 The Council is in the process of commissioning viability studies to assess the delivery of recent housing targets contained in the Replacement London Plan. The results of these studies will be presented at the London Plan Examination in Public and will inform the allocation of sites for specific uses in the Council's Site Allocations Development Planning Document.

6.14 In recent years, significant residential and mixed use development opportunities have come forward from former Ministry of Defence sites. A number of these sites, including RAF Uxbridge have yet to be developed. The London Development Database indicates that up to the end of March 09, Hillingdon contained 2,243 units under construction and 1,725 units with planning permission where development had not started.

6.15 As shown in Chapter 5, the Council is using its own land on estates to increase affordable housing delivery through the HRA pipeline programme.

Asset review programme

6.16 To raise funding to support the capital programme and as part its Asset Management Strategy, the Council is in the process of reviewing all its property assets to ensure that they meet service requirements. The Learning Disabilities and the Mental Health Modernisation programmes and Older People's strategy are benefiting from this approach as disposal receipts are being reinvested into modern homes for vulnerable people. Even though the recession has resulted in reduced receipts, this source of funding and land remains important in delivering the Council's ambitions.

7.0 Delivery capacity and partnerships

7.1 The main delivery mechanisms for place-making activity in Hillingdon is the Planning system and working with our external partners and neighbouring boroughs particularly in the West London region. In addition, the Local Area Agreement is the primary document for the achievement of the Sustainable Community Strategy being the “delivery plan” for many of its priorities.

7.2 For priority sites and areas such as RAF Uxbridge, the Council has developed Supplementary Planning Documents (SPDs) which guide delivery and are monitored regularly. These SPDs are developed in consultation with the public and our partners. Areas which require particular attention, such as the Heathrow Opportunity Area will have its own Development Planning document which follows the Core Strategy of the LDF (currently out for consultation). The Heathrow DPD is in the early stages of development.

7.3 The Council has a Major Construction Projects team that delivers projects to improve the quality of services in the borough, through a programme of modernisation and improvement. Some current projects have been detailed in Chapter 5. Examples of their work include the recently completed leisure centres at Uxbridge and Botwell Green.

7.4 Also, the Council has, unusually, and successfully maintained its capacity to develop good quality newbuild homes on our own sites using Housing Revenue account funds and our Housing Supply team. Over the past 8 years the council has built 63 units using HRA resources on disused sites on estates. We are currently building ourselves 98 homes under the HCA’s Local Authority New Build programme. This demonstrates our capacity to be able to take up opportunities presented by the proposals for HRA reform which will allow councils to build new homes.

7.5 Effective partnership working is key to the successful delivery of our priorities. We work in partnership with many organisations including business, statutory organisations (like the Metropolitan Police and the Primary Health Care Trust), voluntary and community groups and other London Boroughs. The following table shows some examples of our partnerships.

Delivery

Partnership	Members	Helping to deliver:
Local strategic partnership	<ul style="list-style-type: none"> • British Airports Authority, • Brunel University, • The Chimes, • Fire Brigade, • Groundwork, • HAVS, • Hillingdon Chamber of Commerce, • Primary Care Trust, • Job Centre Plus, • Pavilions, • Pensions Service, • Police, • Uxbridge College. 	<ul style="list-style-type: none"> • Hillingdon's Sustainable Community Strategy, • Bringing together other local plans and initiatives to more effectively meet local needs • Co-ordinating action to reduce inequalities and involve communities in service planning and delivery.
West London local authorities Housing partnership	<ul style="list-style-type: none"> • Ealing • Hammersmith and Fulham • Kensington and Chelsea • Hounslow • Harrow • Brent 	<ul style="list-style-type: none"> • Developing common approaches to all housing services in West London to improve the economic, environmental and social well being of its communities.
West London Working	<ul style="list-style-type: none"> • (Brent, Ealing, Hammersmith & Fulham, Harrow, Hillingdon and Hounslow),the West London Alliance • Jobcentre Plus • The Learning Skills Council • The London Development Agency. 	<ul style="list-style-type: none"> • One of 15 City Strategy Pathfinders launched by the Department for Work & Pensions in April 2007. Pathfinder partnerships aim to join up employment and skills agencies and services to increase their effectiveness; bringing together the agencies responsible for employment and skills to reduce the high number of West London residents not in employment.

Delivery

<p>Housing Development Forum</p>	<ul style="list-style-type: none"> • Aldwyck HA • A2 Dominion, • Catalyst HG • Family HA • Genesis HG, • Guinness Trust, • Home Group, • Inquilab, • Network HG • Nottingham HG • Ballymore developers • The Homes and Communities Agency 	<ul style="list-style-type: none"> • Delivering affordable housing • Delivering market housing • Managing the provision of housing leased from the private sector • Delivering Flexible New Deal <p>Providing funding and advice on housing and regeneration schemes</p>
<p>The Local Housing Partnership</p>	<ul style="list-style-type: none"> • All Registered Providers in the borough are considered members automatically. 	<ul style="list-style-type: none"> • Delivering the Area Housing Plan. 21 RPs have signed. This aims to make best use of stock in Hillingdon, whatever the landlord. It aims to raise standards across landlord, improve value for money collectively and pool resources to sustain tenancies.
<p>Hillingdon Community Safety Partnership</p>	<p>Including:</p> <ul style="list-style-type: none"> • Metropolitan Police • London Fire Brigade • National Probation Service • Hillingdon Primary Care Trust 	<ul style="list-style-type: none"> • Addressing the fear of crime by ensuring that the Community is kept informed of community safety issues. • Undertaking projects to reduce crime and disorder in the borough
<p>Joint Strategy Group for Older People including:</p>	<ul style="list-style-type: none"> • User and carer representation • Primary Health Care Trust • Older People Team (Social Services) • Voluntary Sector 	<ul style="list-style-type: none"> • Developing and monitoring the older persons strategy across the Council and the Primary Care Trust

Delivery

<p>Joint Strategy Group for Physically Disabled and Sensory Impaired People including:</p>	<ul style="list-style-type: none"> • User and carer representation • Primary Health Care Trust 	<ul style="list-style-type: none"> • Overseeing the partnership agreement with Hillingdon Primary Care Trust • Developing services and strategies for people with learning disabilities
<p>Supporting People Commissioning Body</p>	<p>Including:</p> <ul style="list-style-type: none"> • National Probation Service • Primary Health Care Trust 	<ul style="list-style-type: none"> • Overall responsibility for the development and delivery of the Supporting People programme

7.6 The primary partnership in Hillingdon is the Local Strategic Partnership called Hillingdon Partners. Hillingdon Partners is accountable to:

- The public through consultation and regular progress reports
- Other Partners by delivering the agreed priorities set out in the Sustainable Community Strategy
- Existing decision-making bodies, such as Hillingdon council and Primary Care Trust, for budgets and budget management

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Harry Lawson	Corporate Finance, Corporate Accounting Manager
David McCulloch	Private Sector Manager

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Building Schools for 21 st Century; Strategy for Change Part 1, April 2009	www.hillingdon.gov.uk /schools
Hillingdon Area Assessment	http://oneplace.audit-commission.gov.uk
A Vision for 2026 – Local Development Framework Core Strategy Consultation Draft June 2010	www.hillingdon.gov.uk

Appendix A

Affordable housing schemes on site

Rented Units																					
Scheme name	Ward	Tenure	Type	Bedroom Mix							Total units	Developer	RSL	S106?	Fundin g	Delivery				Liaison Officer	Comments
				1bf	2bf	3bf	3bh	4bh	5bh	tbc						09-10	10-11	11-12	12-		
Porters Way	West Drayton	Rent	NB	18	71	25		13	7		134	St George	NHHG	Y	HCA	90	44			Ian Seivwright	
Hayes Stadium, Judge Heath Lane, Hayes	Botwell	Rent	NB	8	9		36	8			61	Barratt	Family Mosaic	Y	HCA		61			Julie Markwell	On-site with works progressing
RAF Eastcote	Eastcote & East Ruislip	Rent	NB	22	29		24	12	10		97	George Wimpey	A2 Dominion	Y	HCA	50	47			Julie Markwell	
RAF West Ruislip	West Ruislip	Rent	NB		20						20	Cala Homes	Paradigm	Y	VT			20		Ian Seivwright	Age Restricted (55+)
Purchase and Repair Phases 1 and 2	Various	Rent	P&R			14			1		15		Network	N	HCA	12	3			Ian Seivwright	
				48	129	39	60	33	18		327					152	155	20	*		
				1bf	2bf	3bf	3bh	4bh	5bh	tbc	Total					09-10	10-11	11-12	12-13		
Total rented housing by size and type											Total rented housing for each year										

Intermediate Units																					
Scheme name	Ward	Tenure	Type	Bedroom Mix						Total units	Developer	RSL	S106?	Fundin g	Delivery				Liaison Officer	Comments	
				1bf	2bf	3bf	3bh	4bh	5bh						tbc	09-10	10-11	11-12			12-
Hayes Stadium, Judge Heath Lane, Hayes	Botwell	Int	NB	14	13					27	Barratt	Family Mosaic	Y	HCA		27			Julie Markwell	On-site with works progressing	
Porters Way	West Drayton	Int	NB	16	17		9			30	St George	NHHG	Y	HCA	30				Ian Seivwright		
RAF Eastcote	Eastcote & East Ruislip	Int	NB	36	3					39	George Wimpey	A2 Dominion	Y	HCA	14	25			Julie Markwell		
RAF West Ruislip	West Ruislip	Int	NB		58			8	6	72	Cala Homes	Paradigm	Y	HCA			72		Ian Seivwright		
				66	91	*	9	8	6	168					44	52	72	*			
				1bf	2bf	3bf	3bh	4bh	5bh	tbc	Total					09-10	10-11	11-12	12-13		
				Total intermediate housing by size and type											Total intermediate housing for each year						

Supported Units																					
Scheme name	Ward	Tenure	Type	Bedroom Mix						Total units	Developer	RSL	S106?	Fundin g	Delivery				Liaison Officer	Comments	
				1bf	2bf	3bf	3bh	4bh	5bh						tbc	09-10	10-11	11-12			12-
RAF West Ruislip	West Ruislip	Sup	NB	24	24					48	Cala Homes	Paradigm	Y	VT			48		Ian Seivwright	Extra Care (Elderly)	
Hayes Park House, Hayes End Road, Hayes	Charville	Sup	NB	20						20		Catalyst	N	HCA		20			Julie Markwell	Mental Health	
				44	24	*	*	*	*	*	68					*	20	48	*		
				1bf	2bf	3bf	3bh	4bh	5bh	tbc	Total					09-10	10-11	11-12	12-13		
				Total supported housing by size and type											Total supported housing for each year						

Appendix B

Spatial infrastructure schedule

This is a separate Excel document

Appendix C

Chief officers of the Council

Hugh Dunnachie is the Chief Executive



Deputy Chief Executive, Fran Beasley



Deputy Chief Executive's Office

We provide corporate services including communications and democratic services and lead the formation and dissemination of council policy.

The Deputy Chief Executive's Office is also responsible for the Hillingdon Improvement Programme (HIP) as well as the development of the [Sustainable Community Strategy](#), [Local Area Agreement](#) and a number of initiatives including equalities and connecting communities.

Corporate Director of Adult Social Care, Health and Housing: Linda Saunders



Adult Social Care, Health and Housing

Our departments provide adult social care, health and housing services.

We support vulnerable adults, older people and people with learning disabilities, to live in our community by providing a range of social, health and housing services that are safe, efficient and effective.

Corporate Director of education and children's services: Chris Spencer



Education and children's services

We are responsible for education and schools, youth services and a range of services for children and families.

Corporate Director of finance and resources: Christopher Neale



Finance and Resources

We administer the Council's financial affairs, advising on financial matters and balancing policy demands against the need to maintain standards and keep within budget.

This group also provides information technology services, facilities management, procurement and internal audit.

Corporate Director of planning, environment and community services: Jean Palmer



Planning, Environment and Community Services

We deal with a range of planning, environmental and community services, including building control applications. A team of policy planners is responsible for preparing key planning documents, the Local Development Framework, to guide the planning process. Responsibilities include environment and protection services.

Appendix E

Hillingdon's strategic housing objectives (Hillingdon's Housing Strategy 2007–2010)

1. Serving our community and customers

A borough of learning and culture

- Increasing the capacity of service users to participate and be involved in the planning and delivery of services.

A safe borough

Creating safe and sustainable communities:

- By tackling crime and anti-social behaviour in partnership with the police, Hillingdon Homes, registered social landlords and other organisations
- By leading a coordinated approach to tackling racial harassment and domestic violence.

A clean and attractive borough

- Maintaining and improving the borough's housing environment and related open spaces.

A borough of improving health, housing and social care

Maximising opportunities to help people to live in affordable homes:

- By working in partnership with registered social landlords as part of the Homes and Communities Agency's National Affordable Housing Programme and as part of local council initiatives such as the void transfer programme
- By developing affordable housing within council housing land in partnership with Hillingdon Homes
- By developing a range of options to enable local people to become home-owners
- By bringing empty properties back into use.

Preventing homelessness:

- By providing a range of effective housing options and advice
- By reducing the use of temporary accommodation
- By increasing access to private sector housing.

Improving housing conditions in the public and private sector:

- By raising the standard of private sector accommodation including houses in multiple occupation
- By increasing the energy efficiency of homes
- By achieving the decent homes standard in public sector homes and for vulnerable people living in private sector accommodation

- By working with Hillingdon Homes to deliver an excellent landlord service to council tenants and leaseholders
- By working to common standards of housing management services that are offered by all social landlords.

Helping people to become or remain Independent:

- By ensuring that vulnerable people can access quality support services, aids, adaptations and assistance to enable them to live as independently as possible
- By delivering a range of housing options and support services tailored to the needs of older people
- By working to modernise accommodation and housing support services for people with a learning disability, for people with mental health problems and for other vulnerable people
- By ensuring that Supporting People funding is used to meet the needs and priorities of the community.

Providing excellent services

- By developing modern, efficient and effective services, accessible to customers and maximising choice
- By delivering high standards of customer care.

A borough where opportunities are open to all

Tackling inequalities in housing:

- By assessing and working to meet the housing needs of all communities in Hillingdon
- By delivering the Housing Service Equality Plan and improving access to housing services and opportunities for all communities in Hillingdon to receive an excellent service
- By delivering an effective and efficient Housing and Council Tax Benefits service and tackling fraud.

A borough where children and young people are healthy, safe and supported

- Working to ensure that children and young people are living in healthy, safe and supported housing.

2. Achieving value for money

Maintain reserves and balances of £9million and work towards £12 million

- Managing, monitoring and forecasting our budgets efficiently to ensure that expenditure is aligned to agreed priorities from the Service Plan and delivering agreed budget out-turn.

Achieve value for money gains of 2.5% annually ensuring more services are delivered for less

- Working with our local partners, external agencies and government to ensure maximum external funding is available to meet priorities

- Evaluating value for money across all housing services and improving outcomes for service users.

3. Strengthening planning and performance

Challenge and where necessary re-engineer Council processes to deliver efficient and effective services, using the Hillingdon Improvement Programme to ensure continuous improvement in performance is sustained

- Working in partnership with West London authorities to maximise efficiency, innovation and good practice
- Continuing to engage with partners, service users and the local community to identify local needs and improve service delivery
- Maximising the use of technology to modernise services
- Improving the effectiveness of internal and external communications regarding service objectives, priorities and performance achievements
- Managing our performance to ensure that housing services are high quality and cost effective.

APPENDIX B :LONDON BOROUGH OF HILLINGDON SPATIAL INFRASTRUCTURE SCHEDULE

Site / Area / Opportunity				Current status				Proposed / potential development				Delivery			Contribution to Borough priorities										Additional support required for delivery									
Ref	Name / address	Linkages to other opportunities	Site area (ha)	Ownership		Planning	Current use (state - use)	Residential			Other	Timing for start on site	Proposed delivery route	Key barriers to development	Housing priorities				Thematic or spatial priorities						LA priority for delivery	Nature of support sought			Investment sought					
				Sector	Organisation			Total homes	Social rent (if known)	Inter-mediate (if known)					Social rent	Intermediate housing	Family housing	Sheltered housing	Estate regen	Prominent location	Town centre revitalisation	Sustainable employment	Re-using derelict employment land	Social & community infrastructure		Public green space	Transport infrastructure	Release of public sector land value	Investment - enabling	Investment - delivery	Investment - infrastructure	Coordination / leadership	Regulatory / statutory	Target or activity specifically requiring investment
HOUSING PROJECTS																																		
RAF UXBRIDGE																																		
	A mixed use regeneration site which will be composed of the following elements: -Town centre extension -Residential areas -Open space quarter linked to the River Pinn	Offers affordable housing, and supports the urban expansion and regeneration of Uxbridge as a regional Metropolitan Centre for W London and part of the Heathrow Opportunity Area	47.00	Private	Ministry of Defence	Outline submitted	Partially occupied - commercial	1235	224	150	Theatre/music venue, cafes, restaurant shops, primary school.	2011 - 2014 Master plan exists. Hillingdon will work with its Partners, Hillingdon Partners to bring forward private sector elements. 2017+ Discussions are underway with the Homes and Communities Agency on how to bring forward the affordable homes. Although we expect them to come forward via S106 agreements HCA assistance is likely to be required, whether in the form of grant or an equity stake.	Current market conditions. The council does not have significant capital resources and will be working with partners.		*	*	*	*	*	*	*	*	*	*	*	*	*	1	*	*	*	Affordable Housing	Unknown	No
PORTERS WAY, RAF W DRAYTON																																		
	A predominantly mixed tenure residential site which will include, a care home, medical centre, doctors' facilities and green energy production measures.	The second largest redevelopment site in the Borough and the catalyst for the redevelopment of Porters Way into a major mixed use area of West Drayton. Will link in with employment and training initiatives around the South of the Borough as also close the primary business district of Stockley Park.	13.6	Private	Inland Homes Plc	Outline obtained 25.5.11	Derelict - commercial	775	69	47	care home, medical centre, doctors' facilities and green energy production measures.	2010 - 2012 Private lead through s106. 15% affordable housing is being achieved due to economic viability assessment Jan 10. RSL partner already identified	Funding cuts and Market viability	*	*	*	*	*	*	*	*	*	*	*	*	1	*	*	*	Demolition Provision of affordable housing	Total not known	Yes		
HRA PIPELINE PHASE 2																																		
	A portfolio of the council's own sites on estates with the potential to provide up to 400 homes. Phase 1 obtained Challenge Funding for 97 social rent homes (Including Triscott House) and work has now started on site. Phase 2 approximately 100 homes is proposed as LCHO to help create mixed tenure homes on mostly social rent estates.	This project will help Hillingdon to exceed LAA targets and regional requirements and contributes completions which have not been delivered as a result of the recession. Offers opportunity to eliminate antisocial behaviour on disused sites.	Various	Public	LB Hillingdon	Detailed submitted	Miscellaneous, garages etc on residential estates	106	97 in Phase 1	106	NA	2011 - 2014 Council lead newbuild or delivery with RP	Funding cuts and market	*	*	*	*	*	*	*	*	*	*	*	1	*	*	*	Delivery of affordable homes	Unknown	No			
HAYES /W DRAYTON CORRIDOR																																		
	This is a mixed use area identified in the Core Strategy document as one for growth particularly of employment opportunities. It is also part of the Heathrow Opportunity area, outlined in the London Plan. As such it includes Hayes Town Centre which is undergoing regeneration. The LDF includes an Area Action Plan for Southern Hillingdon which actively promotes the regeneration of W Drayton, Yiewsley and Hayes Town Centres. Affordable housing has been recently delivered in award winning High Point development by Ballymore.	Development of Crossrail hub for Hayes TC. Development of a transport corridor incorporating the Grand Union Canal. Part of Heathrow Opportunity Area contributing to W London growth.	NK	Private	Mixed private	LA masterplanning	Mixed use, various sites	Unknown	NA	NA	NA	2011 - 2014 Private lead		*	*	*	*	*	*	*	*	*	*	*	1	*	*	*	Regeneration of Town Centres, development of the Crossrail transport hub, support for the provision of affordable housing.	Not known	No			
OTHER RSL SITES																																		

