



LONDON BOROUGH OF HILLINGDON

**COMMUNITY PARTNERSHIPS AND ECONOMIC
DEVELOPMENT OVERVIEW AND SCRUTINY
COMMITTEE**

2005/06

Final Report

TOWN CENTRE PARTNERSHIPS

Members of the Committee

Cllr Anthony Way (Chairman)

Cllr Josephine Barrett

Cllr Frank Filgate

Cllr John Hensley

Cllr John Major

Cllr Richard Lewis

Cllr Norman Nunn-Price



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CHAIRMAN'S FOREWORD



The Community Partnerships and Economic Development Overview and Scrutiny Committee were invited by the Cabinet on 12th August 2004 to review Town Centre Partnerships in Hillingdon.

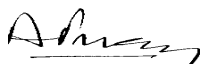
Cabinet suggested that we give detailed consideration to the future health and sustainability of partnerships for both Uxbridge and Hayes, and to the arrangements for other centres. We were pleased to take up that challenge and, within the limitations of the resources available to Overview and Scrutiny, have conducted as thorough a review as possible.

We have adopted an outward-looking approach seeking to involve representatives of organisations from the localities concerned. We met six times to hear witnesses and take written evidence, and I would like to thank the witnesses on behalf of the Committee for the time and care they devoted to this and to answering our questions.

We produced an interim report to tie in with Cabinet's request to receive a further report from officers at their meeting on 16th December 2004 on a strategy for Town Centre Partnerships. Our comments to Cabinet then, which are summarised in Annex 4, included the urgent need to ensure the funding and continuity of the Hayes Town Partnership. Cabinet's decision (also in Annex 4) was to agree to commit £25,000 to ensure the continuation of the Partnership. Cabinet also asked for a progress report from officers in June 2005 on the establishment of a new, more firmly grounded partnership in Hayes.

The main messages we wish to convey to Cabinet in this final report are:

- widespread support for Town Centre Partnerships and the Council's role in initiating and sustaining them
- the need for partnership arrangements to reflect the differing needs and aspirations of each locality. We do not support 'one-size fits all'
- the continuing need for a rejuvenated task force in Hayes, building on the work done so far on the Town Centre Partnership but achieving wider community engagement and more tangible results.



Cllr Anthony Way

EXECUTIVE SUMMARY AND RECOMMENDATIONS

1. The Community Partnerships and Economic Development Overview and Scrutiny Committee have found widespread support for Town Centre Partnerships as a means for improving and, where necessary, regenerating local shopping areas. The involvement of the Council is seen as often being important to the success of these partnerships, both in initiating and in sustaining them.
2. Whilst some town centre partnerships have been successful, for example, Uxbridge and Harefield, others have attracted criticism. The Committee have particular concerns with Hayes Town Centre Partnership.

Recommendations

Good practice principles for town centre management:

- The Council to draw lessons from past experience and develop clearer and stronger principles and procedures for setting up and monitoring Town Centre Partnerships.
- The priority recommendations from the Audit Commission's "*Probity in Partnership*" report on Hillingdon to be implemented and evident in practice. Key recommendations are:
 - o To ensure that all partnerships that may involve the Council in financial or reputational risks are subject to a risk analysis and based on formal risk sharing agreements.
 - o To ensure that all partnerships in which the Council is involved are co-ordinated, and that good practice lessons learnt are passed on to partnerships that could benefit, in order to move away from a silo approach.
 - o To ensure that clear and measurable outcomes are developed with stakeholders for each partnership and that appropriate arrangements are in place to regularly review the outcomes of the partnerships.
- There are two risks that need to be assessed and managed:
 - o Developers must not dominate or unfairly influence Town Centre Partnerships - a range of interests, community and business must be reflected and balanced.
 - o As reported by the Chief Executive to the Committee, some developers may apparently 'renege' on their initial proposals. The authority needs to work to address this problem and prevent it happening.

On Hayes Town Centre Partnership

- The Council to set up a new regeneration task force for Hayes Town Centre involving the current members of the Hayes Town Centre Partnership, the Chamber of Commerce and Hayes and Harlington Community Development Forum.
- This task force to be commissioned to produce a new vision for Hayes town centre with an associated work programme and business plan, based on a process of wider community engagement.
- The new Hayes partnership to adopt a more focused and proactive management approach. It should prepare a three-year rolling business plan, which should be reviewed on a six-monthly basis. The Committee would welcome the opportunity to review the business plan.
- Proposals for improving the ambience of Hayes town centre, such as improved signage, street lighting, more efficient street cleansing and graffiti removal, etc, to be actively developed and implemented.

On Business Improvement Districts:

- Officers in the Policy Team to keep under review progress made by other London boroughs' initiatives in setting up Business Improvement Districts (BIDs) and assess whether the BID model is suitable for and likely to bring benefits to any locations in Hillingdon, and to report back to this Committee (or similar) by October 2006.

Future review arrangements:

- This Committee (or similar) to undertake an annual review of town centre activity.

BACKGROUND

1. The Community Partnerships and Economic Development Overview and Scrutiny Committee were invited to review Town Centre Partnerships by Hillingdon's Cabinet on 12th August 2004. A copy of the Cabinet decision is at Annex 1.

Terms of reference

2. The review focussed on town centre management arrangements operating in Hayes and Uxbridge and the key issues affecting their future health and sustainability, as well as arrangements for other localities. The terms of reference for the review are at Annex 2.

Evidence

3. The Committee considered this topic at seven meetings between 1st September 2004 and 11th May 2005. Summaries of the evidence, as recorded in the decisions sheets, are in Annex 3.
4. The Committee have taken evidence from representatives of
 - Hayes Town Centre Management
 - Hayes Town Partnership
 - Uxbridge Town Centre Management
 - Uxbridge Town Partnership
 - Hillingdon Chamber of Commerce
 - Hayes and Harlington Community Development Forum.
 - Safe Surroundings Project
 - Hillingdon Youth Council
 - Harefield Village Forum
5. In addition, John McDonnell, Member of Parliament for Hayes and Harlington, gave a presentation to the Committee on 1 February 2005 about the principles of regeneration and the way forward for Hayes town centre and John Randall, Member of Parliament for Uxbridge, sent us written comments. Their contributions are in Appendix 5.
6. On 22 July 2005, the Committee went on a Hayes Town "walkabout" with the Town Centre Manager and Assistant Manager and other officers to see at first hand the issues and action to deal with them.
7. The Committee wishes to thank all those who provided evidence and assistance during this review.

Interim Reports – December 2004

8. The Committee produced an interim report that went to Cabinet on 16 December 2004. This report was produced to meet an urgent need for advice to Cabinet on the funding and continuity of the Hayes Town Partnership. The Executive summary from the interim report is reproduced in Annex 4. The Committee expressed concern about Hayes Town Partnership and urged Cabinet to take action to ensure continuity of funding and drive improvements in the membership and management of the partnership.
9. A minority report (in Annex 4) was produced by Cllr Filgate who did not support the Committee's conclusions on the grounds that the evidence heard had not supported the criticisms made of the Hayes Town Centre Partnership, nor had evidence been heard to support the conclusion that Harefield Village Forum is a successful town centre partnership. These concerns were addressed in further evidence sessions in 2005.

Cabinet decision on 3 March 2005

10. Cabinet returned to the issue of Hayes Town Centre Partnership funding on the 3rd March 2005 when they agreed to commit £25,000 'earmarked' for the continuation of Hayes Town Partnership. Cabinet also called for a progress report from officers in June 2005 on the establishment of a new partnership, supported by clear protocols, terms of reference and firm plans for the future.

FINAL REPORT: SUMMARY AND CONCLUSIONS

1. The Committee found widespread support for Town Centre Partnerships as a means for improving and, where necessary, regenerating local shopping areas. The involvement of the Council was seen as often being important to the success of these partnerships, both in initiating and in sustaining them.

A. Uxbridge: a successful town centre partnership

2. All the Committee's witnesses referred to the success of the **Uxbridge Town Centre Partnership**. Various reasons were put forward for this including:
 - A small number of landlords with whom to deal
 - Good transport links
 - An outward-looking approach seeking to attract shoppers from a wider area
 - Elected Member and Council officer involvement in the partnership
 - Contributions in cash or kind from the Council and from partners
 - Management arrangements suited to the circumstances – it was stressed to us that these need to be flexible so they suit the needs of the location.
3. Established in 1994, the Uxbridge Initiative was the first town centre management initiative formed in Hillingdon. Its steering group covers a wide cross-section of business and town centre community interests. Among its achievements are:
 - Improved lighting, signage, and landscaping
 - Production of a streetscape manual to provide a detailed design guide
 - CCTV scheme funded by the Home Office and local businesses
 - Dedicated town centre policing team
 - Introduction of a Shopmobility scheme
 - Variable Message System implemented to provide parking information
 - Strategic and specialised working groups provide ongoing and critical overview of the key factors for a successful town, with relevant issues examined in detail.
 - Interaction with the Association of Town Centre Management at national and regional levels enables best practice to be examined and drawn on.
 - Commitment of core funding to the partnership by the local authority has been matched by organisations outside the council.
 - Retail-led regeneration, e.g. The Chimes shopping centre
4. The success so far of the partnership does not mean it is without room for improvement. Transport issues for workers and customers are a continuing concern, as is identifying sustainable funding and retaining good partnership working.

B. Harefield Village Forum – a model for smaller centres

5. Witnesses also pointed to the success of other partnerships both in the borough and elsewhere. Arrangements for organising them appeared to vary. **Harefield Village Forum**, for example, has been running for 3 to 4 years as a successful partnership for a small area. Set up following a meeting between elected representatives and the business and local community, it relies on “busy volunteers”, has benefited from support from Hillingdon Chamber of Commerce and from Harrow in Business through this Council’s contract with that organisation. This funding expired in March 2005 and it has not proved possible to find any further support.
- 6 Harefield Village Forum provided us with a note on its origins and growth and we reproduced it in Annex 6 as a case study of small area development that others may want to borrow ideas from. The Forum has led to tangible improvements in Harefield High Street with help from two Partners, Groundwork Trust and Clancy Dowcra. It has a vision and practical ideas for developing local trading, promoting information exchange and obtaining grants. Other centres in the Borough, such as Ruislip, Eastcote and West Drayton, might benefit from a similar approach.
7. The Committee concluded that Town Centre Partnership arrangements are more likely to be successful if they reflect the differing needs and aspirations of each locality.

C. Hayes Town Centre Partnership – less of a success

8. The Committee received divided views about Hayes Town Centre Partnership. Representatives of the Hayes Town Centre Partnership believed that they were being successful in tackling the issues facing them. However other witnesses thought the Partnership was not working well and the problems needed more radical action.
9. Problems identified by witnesses with Hayes Town Partnership included
 - A large number of landlords with whom to deal (*Elaine Jacobs – Chairman, Hayes Town Partnership*)
 - Poorer transport links than Uxbridge (*Mike Langan – Chairman, Hillingdon Chamber of Commerce*)
 - The image that Hayes has (*Elaine Jacobs*)
 - A feeling that Hayes is seeking to retain shoppers rather than attract new ones into the area because of a decline in the range of retail outlets operating in the area (*Elaine Jacobs, Mike Langan*)
 - The way the Town Centre Partnership itself is organised and run and the nature of its relationship with the local community (*Helen Lowder, Hayes & Harlington Community Development Forum, John McDonnell, M.P.*).

10. John McDonnell, the Member of Parliament for the area, presented his view of prospects for the regeneration of Hayes Town Centre to the Committee. The presentation is reproduced in Annex 5 and summarised here. The main points are:
- Regeneration is best if “bottom up”, with openness, transparency, maximum participation, inspiration and resources invested to home grow capacity.
 - Uxbridge and Hayes have different contexts and challenges and need different approaches. The relatively poor environment and facilities in Hayes calls for a *regeneration* rather than *town centre management* approach.
 - Structurally, town centre management in Hayes has in the past been Council dominated and too bureaucratic; there has been insufficient local consultation or involvement; it has become a “developers’ forum”. A model partnership for Hayes would be independent of the Council and community-led.
 - There are now real opportunities for regeneration, with money available to the community from the Local Development Agency, Hillingdon Community Trust, etc. There should be a community launch of a new Hayes regeneration initiative along with a community engagement programme, and Council participation at member level as one partner with equal status to others.
11. The Committee welcomed this presentation and Members spoke in favour of establishing a long-term vision for Hayes and of the need to work in concert with, but not dominated by, developers. It was recognised that there are many dynamic, inspirational people within the local community capable of achieving these aims.
12. This community dynamism and enthusiasm for tackling the problems within Hayes was evident in another presentation made to the Committee by Emma Weston, a representative of Hillingdon Youth Council. Emma spoke about the Safe Surroundings Project that, between January and October 2004, investigated safety in an area between Hayes and Harlington Station and the bandstand at the other side of Hayes Town. This started with a safety audit and took account of the views of all ages within the community. It found a fear of anti-social behaviour from groups of young people “hanging around”, concerns about personal safety and hazards for children and the disabled in using the Station car park and approach, and a desire for an increased police presence. Proposals for action included more visible CCTV, more efficient removal of graffiti and litter and a greater police presence to reassure the community. Emma felt the project had achieved some improvements but more needed to be done.
13. Other examples of community-led action in Hayes and Harlington are evident in improvements at Minet Country Park, renovations at Barra Hall and in the surrounding park, at Lake Farm and in the Bernnier initiative. There are existing, active community forums, such as the Hayes and Harlington Community Development Forum willing to work to overcome negative stereotyping and people’s misconceptions of Hayes.

14. Hillingdon had been seen in the past as a “prosperous” borough, which meant that pockets of the borough that needed action and might have received, say, Neighbourhood Renewal Funding elsewhere, lost out. This changed a few years ago following a meeting between the Council’s Chief Executive and the Hayes MP, John McDonnell and relevant Ministers, where they were able to impress upon the Department that the borough contained areas of deprivation. This resulted in the Council receiving funding for regeneration initiatives and Hayes had benefited. Hayes Town Partnership was formed in late 2002 using Single Regeneration Budget funding, but this funding ended in March 2005.
15. The views that we heard about Hayes suggested:
- There is a perception in Hayes that the Council is not interested in the area.
 - To start to counter this, the basics need to be sorted out – i.e. street cleaning and improving the local environment.
 - The Town Centre Partnership was seen in some quarters as a “developers’ forum” and to have missed out on a number of key opportunities. It lacks the confidence of key sections of the local community.
 - With large areas around Hayes Town primed for development, which the partnership would be concerned with, asked to comment on or take a decision on, great care needs to be taken to ensure the partnership is acting on behalf of all the interests in the community. Developers must not be given an “inside track”. Clear terms of reference (not then in place), representative community membership and strong, active leadership needs to be put in place.
 - The area would also benefit from initiatives to improve people’s *perception* of Hayes Town Centre, e.g. by installing attractions to make the town ‘children friendly’; using the history of Hayes (EMI, George Orwell, etc) to excite interest; inviting architectural students to explore ideas to make Coldharbour Lane attractive; and improved signage to draw attention to local attractions (historical and otherwise).

D. Action on Hayes Town Centre Partnership in 2005

16. Following the Committee’s interim report to Cabinet in December 2004, Cabinet decided that:
- The Chairman of Hayes Town Centre Partnership should undertake a fundamental review of the partnership’s membership, in consultation with all stakeholders in Hayes.
 - By 1 April 2005, a new partnership should be established, supported by clear protocols, terms of reference and firm plans for Hayes town.
 - The partnership should work to secure adequate funding commitments from local businesses to enable the partnership to have a sustainable basis for continued operation.
 - Subject to satisfactory progress on these 3 points, the Council would provide temporary funding for the first six months of 2005/6, up to a maximum of £25,000.

17. Following progress on these issues, Cabinet decided on 3rd March 2005 to commit £25,000 for 2005/6 to the Hayes Town Centre Partnership. The Hayes Town Centre Manager reported to the Committee in February 2005 that the Partnership had secured £20,000 in match funding from some of the Partners and has applied to the Hillingdon Community Trust for the remaining £5,000 needed. This application was successful. This match funding will cover the management of Hayes Town Centre Partnership for the 2005/06 financial year.
16. In response to the Committee's concerns and Cabinet's request, the Hayes Town Centre Partnership produced revised terms of reference and an action plan for 2005/6 (the latter is attached in Annex 7). The latest position on the Town Centre Partnership is that the Council has confirmed support for the partnership for the financial year 2006/7. This support will enable the employment of town centre management staff. Funds to support events and promotions will be secured by partner contributions.
17. A bid went to the London Development Agency in November 2005 under the New Opportunities Fund for Town Centres and Business locations for just under £1,400 to transform St Anselm's Church in Hayes town centre into a Regeneration Resource Centre. Unfortunately this has not been successful.

E. Business Improvement Districts (BIDS)

18. Several of those who gave evidence to the Committee, mentioned an interest in Business Improvement Districts (BIDS). The concept originates from the USA where, from the 1970s, it has been used to combat declining retail and commercial activities in older, inner city areas. BIDS are essentially a funding mechanism for providing revenue for local improvements. Formed with consent through a ballot of local businesses and with their active participation, the businesses in a District agree a mandatory levy and determine what the extra funding is used for, e.g. improvements in the local environment, greater safety and security or promoting local trading.
19. Following recent legislative changes, regulations for setting up BIDS are now in place in the UK. By the end of 2005, 20 areas in the UK had taken ballots with 75% voting to set up a BID. Ealing and Hammersmith Councils in West London are planning to ballot areas within their boroughs in 2006. Currently Hillingdon Council has no plans for setting up BIDS but the Uxbridge Initiative expressed an interest in the concept to this Committee.

E. Town Centre Partnerships: general conclusions

20. John Randall, M.P. for Uxbridge, commented to us that while the various partnerships in existence had had some success, in his experience, it had been a slow process and some had been more successful than others. We concur with these views and urge the Council to draw lessons from past experience to

develop clearer and stronger principles and procedures for setting up and monitoring Town Centre Partnerships.

21. The Audit Commission Report "*Probity in Partnership*", published in December 2004 and considered by Cabinet in January 2005, on Hillingdon's partnerships made a number of relevant recommendations in this respect, which were identified as requiring "priority":
- To ensure that all partnerships that may involve the Council in financial or reputational risks are subject to a risk analysis and based on formal risk sharing agreements, are documented and prioritised.
 - To ensure that all partnerships in which the Council is involved are co-ordinated, and that good practice lessons learnt are passed on to partnerships that could benefit, in order to move away from a silo approach.
 - To ensuring that clear and measurable outcomes are developed with stakeholder for each partnership and that appropriate arrangements are in place to regularly review the outcomes of the partnerships.
22. Hillingdon is similar to many other outer London boroughs, in that it has one primary shopping centre in Uxbridge and a range of smaller centres – the main one being Hayes but also including Ruislip, Eastcote and West Drayton. On the whole Hillingdon's retail economy remains robust, although there are areas that are experiencing problems and decline.

Key conclusions

23. The following are a summary of the Committee's key conclusions:
- That there needs to be *both* community and business involvement in regeneration of town centres.
 - That perceptions count and there is a need to get the basics right in terms of street cleaning, graffiti removal and signage, through *proactive* town centre management.
 - Many of the town centres and smaller shopping parades have lost or seen a decline in the traditional range of shops. The larger retail centres such as Uxbridge now sport generic multi-chain brand stores, many operated as franchises. This change in the face of retailing in Hillingdon has had a more marked effect on certain parts of the borough than others. Help needs to be targeted at areas coping least well.
 - There is no 'one size' fits all solution to town centre management. There are several models on which to draw, and these suit different localities.
 - The Council already has a series of roles in relation to its town and retail centres, and it should build on these, namely:

- As an influencer and facilitator through partnership and community engagement – the Council has a role in facilitating and promoting partnerships.
- As a service provider through a range of environmental and technical services. The success of our town centres partly relies upon the Council making sure that they are safe clean and secure. The Committee places great store in the Council undertaking this role effectively.
- As a core funder. The Committee concluded that the Council has an ongoing role as a funder and that given additional resources it could have considerable influence in the borough's smaller retail centres.
- As a statutory regulatory body e.g. in respect of planning and licensing.
- The Committee noted the influence the Council could have if developers are keen to fund town centre improvements. But there are two risks that need to be assessed and managed:
 - Developers must not dominate or unfairly influence Town Centre Partnerships - a range of interests, community and business must be reflected and balanced.
 - As reported by the Chief Executive to the Committee, some developers may apparently 'renege' on their initial proposals. The authority needs to work to address this problem and prevent it happening.
- Historically, Hillingdon has not really embraced community leadership. This is changing with the appointment of a Community Leadership Manager and the spread of the Neighbourhood Partnership Initiative (NPI). The NPI started in mid-2005 with 7 Police Safer Neighbourhood Teams being introduced to cover 8 wards. From April 2006 Safer Neighbourhood Teams will be rolled out to cover all wards. The whole premise of the Initiative is based on consulting and involving the community from the beginning in identifying issues and proposing solutions. The initiative is widely regarded as one of the most successful parts of Hillingdon's partnership working. Two lessons have been learnt: that central resourcing is needed to ensure co-ordination of response across the Council and other providers; and that community involvement works well if the public are given genuine opportunities to contribute views and receive feedback, so creating a virtuous circle of consultation.
- The Council may have missed out on some funding opportunities in the past but now needs to actively press the London Development Agency (and others) for more funding for our run down areas. This Committee has been active in this regard – for example, recently sending a letter to the LDA over the funding of youth business training as part of the First Flight programme at Uxbridge College's Hayes Campus.

Conclusions on Hayes

- Hayes Town centre remains a key area of concern for the Committee.
- The Committee was pleased that the Council will continue to support the Hayes Town Partnership and that action was taken, even if late in the day, to develop terms of reference and an action plan for 2005/6 for the Hayes Town Centre Partnership.
- But there is still a need for a long-term vision and a new regeneration strategy for Hayes should be developed.
- The Committee is keen to see greater community involvement in the Hayes Town Centre Partnership. It is convinced that community regeneration is more effective and sustainable if it follows a “bottom up” approach.
- The Committee has reservations in respect of the influence of developers on Hayes Town Centre Partnership and feels this needs to be tackled and mechanisms put in place to prevent excessive or unfair influence by developers.

Conclusions on Harefield

- The Committee was impressed by the Harefield Village Forum and agreed that this could serve as a model for other smaller centres

Conclusions on Uxbridge

- That the Uxbridge Initiative is an example of a successful Town Centre Partnership. The involvement of a range of partners is one of the key reasons the partnership is successful.

CABINET DECISION

12TH AUGUST 2004

1. To acknowledge the achievements of both the Hayes and Uxbridge Town Centre Management schemes and reaffirms its support for working in partnership.
2. To refer the report to Overview & Scrutiny for their detailed consideration of the future health and sustainability of the partnership for both Hayes and Uxbridge, and to consider arrangements for other centres.
3. To instruct officers to take urgent action to tackle the funding shortfall for Hayes after March 2005.
4. To receive a further report from officers by December 04 setting out:
 - a) Proposals for Uxbridge to retain and enhance its position nationally as one of the country's premier shopping centres.
 - b) Proposals to ensure the funding and continuity of the Hayes Town Centre Partnership.
 - c) The Council's overall strategy for supporting all the Council's shopping and town centres.

**COMMUNITY PARTNERSHIPS AND ECONOMIC DEVELOPMENT
OVERVIEW & SCRUTINY COMMITTEE**

REVIEW TERMS OF REFERENCE

TOWN CENTRE PARTNERSHIPS

1. Topic and key issues to address

- The current arrangement for town centre management in Hayes and Uxbridge
- Determination of how to sustain the current town centre partnerships currently operating in Hayes
- Sustaining the current success of the Uxbridge initiative
- Contribute towards the development of a strategy for supporting Hillingdon's shopping and town centres.

2. Background Information

- Town centre partnership arrangements for Uxbridge and Hayes
- National best practice on the development of town centre partnerships
- Potential key local developments that will have an impact on the boroughs town centres, e.g. Hayes station development, redevelopment of Master Brewer site by Tesco.

3. Who is it for?

- To benefit the residents and business sector of Hillingdon
- Potential investors in Hillingdon business
- Partner organisations in the town centre management

4. Desired outcome: what will happen as a result?

- Proposals for future sustainability of Hayes Town centre partnership
- Sustainability of Uxbridge initiative
- Proposals for developing a strategy for supporting Hillingdon's shopping and town centres

5. Report outputs to include:

- Findings and conclusions. Recognition of good practice and examples of successful partnerships operating elsewhere.
- Recommendations to Cabinet on sustaining Hayes Town Centre Partnership.
- Suggestions and recommendations on the development of a strategic approach to supporting the boroughs shopping and town centres.

6. Timetable [to be updated for extension in to 2005]

<i>Date of Meeting</i>	<i>Action / Outcome</i>
13 th October	Agree scope and terms of reference Receive presentations from Uxbridge and Hayes Town Centre Partnerships and town centre managers.
26 th October	Receive presentations from Association of Town Centre Management and Hillingdon chamber of Commerce
18 th November	Identify key issues / formulate ideas Agree response to Cabinet
January 2005	Further consideration on development of borough strategy in relation to town centre management. Consider response from Cabinet.

7. How the study will be conducted

- Review of current arrangements, best practice in other areas
- Evidence gathering
- Preparation of response to Cabinet
- Recommendations on future approach to town centre management.

DECISION SHEETS RECORDING EVIDENCE TO THE COMMITTEE

COMMUNITY PARTNERSHIPS AND ECONOMIC DEVELOPMENT
OVERVIEW & SCRUTINY COMMITTEE – 1ST SEPTEMBER 2004

DECISIONS SHEET (EXTRACT)

2.	<p><u>Town Centre Partnerships</u></p> <p>The Committee received a report on Town Centre Management that Cabinet had referred to OSC. Cabinet on 12th August 2004 had resolved to refer the report [to OSC] “for their detailed consideration of the future health and sustainability of the partnership for both Hayes and Uxbridge, and to consider arrangements for all other centres”.</p> <p>Commenting on the report and the proposed review, the Committee wished to give due regard to the smaller, emerging shopping areas in the borough (Harefield, Ruislip, Eastcote, etc.). The Council has no overall strategy for supporting shopping and town centres in other parts of the borough (hitherto the process has been money-led) and the review was intended to address this issue.</p> <p>Agreed:-</p> <p>(i) To undertake a review of Town Centre Partnerships as requested by Cabinet.</p> <p>(ii) That the scope of the review would encompass the critical issues for Uxbridge and Hayes as identified by Cabinet:</p> <p>(a) <u>The managing arrangements and partnership structures</u></p> <ul style="list-style-type: none"> • Are the current arrangements considered to be fit for purpose? • Are the existing informal structures supported by a clear set of protocols or constitution? • Does membership properly reflect all key stakeholders? • What role should members and the local MPs take? • Is the area served and purpose of each partnership clear? <p>(b) <u>Funding</u></p> <ul style="list-style-type: none"> • Are there sufficiently robust plans in place to ensure the continuance of the partnerships? • What contribution the Council make? • Should membership be dependent on making a contribution in cash or kind? <p>(The Committee identified another critical issue under this heading:)</p> <ul style="list-style-type: none"> • What sponsorship arrangements are in place? <p>(iii) That the Committee invite evidence from a range of witnesses as follows:</p> <ul style="list-style-type: none"> • Uxbridge and Hayes Town Centre Managers, and their respective Chairmen; • Mike Langam, Hillingdon Chamber of Commerce; • MPs John Randall and John McDonnell (written evidence if necessary); • Representatives from the Association of Town Centre Managers (to brief on best practice elsewhere); • Representatives from the Learning Skills Council; • Stakeholders in West Drayton (to comment on the use of S106 funding for town centre management in this area); • A Youth Council perspective. <p>(iv) That additional meetings be arranged for Wednesday 13th and Tuesday 26th October, both meetings to start at 6.30 p.m.</p>
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	(v) That the Committee complete its interim report in time for 16 th December Cabinet and its final report by March 2005.
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COMMUNITY PARTNERSHIPS AND ECONOMIC DEVELOPMENT
OVERVIEW & SCRUTINY COMMITTEE – 13TH OCTOBER 2004

DECISIONS SHEET (EXTRACT)

1.	<p><u>Town Centre Partnerships Review – Terms of Reference</u></p> <p>The Committee received the terms of reference / scoping report that had been prepared for OS Co-ordinating Committee on 5th October, and which the OS Co-ordinating Committee had approved in principle. The Committee asked officers to invite the local MPs to attend, or make written submissions to, the meeting on 18th November. It was noted that the Committee's interim report would form part of the officers' report to December Cabinet.</p> <p>Agreed:- That the terms of reference be endorsed subject to the timetable being amended to include the local MPs' input.</p>
2.	<p><u>Town Centre Partnerships – Review</u></p> <p>a) <u>Hayes Town Centre</u></p> <p>The Chairman welcomed Mohammad Haniff and Melanie Clarke-Smith (representing Hayes Town Centre Management) and Elaine Jacobs (Chairman, Hayes Town Partnership) to give a presentation and answer questions from Members about issues affecting the health and sustainability of the partnership. Their presentation focused on the questions identified in the Town Centres Management Cabinet report, which the Committee had received on 1st September and which was tabled at the present meeting.</p> <p>The following points were noted:</p> <ul style="list-style-type: none"> • The Council is not 'blocking' the Hayes Town Partnership, but more support from the authority is needed; • Hayes has an image problem, which militates against attracting shoppers to the town; • Need to expedite planned redevelopments in the area; delays have caused business stagnation; • Have Hayes residents been consulted about what they want from the Town Centre Partnership? • Need for increased involvement of Community and Faith groups in the work of the Partnership; • Need to harness the local MP's networks to best advantage; • Questions were asked about the Unitary Development Plan (UDP) map of the area; • Negotiations with respect to S106 funding allocations to be more focused to ensure that the needs of the Partnership are met. <p>b) <u>Uxbridge Town Centre</u></p> <p>The Chairman welcomed Andy Stubbs (Uxbridge Town Centre Manager) and Tony Dunn (Chairman, Uxbridge Town Partnership) to give a presentation and answer questions from Members about issues pertaining to the health and sustainability of the partnership. Members were referred to the Town Centres Management Cabinet report, which contained a lot of background information on the Partnership; and a handout which addressed questions identified in the report was tabled at the meeting.</p>

The following points were noted:

- The partnership is successful but there is room for improvement; therefore the Town Centre Partnerships review is opportune and welcome;
- Elected Member and officer involvement in the Uxbridge Initiative is useful and an enhanced role for the former is envisaged;
- The partnership is looking to the Business Improvement District (BID) model to strengthen financial resources and guarantee greater security;
- The Council contributes 1/3 of total funds of Uxbridge Town Centre Partnership. For members of the partnership, the contribution is cash and/or kind; all must make a contribution or it could be a talking shop;
- Uxbridge can learn from Hayes and vice versa; management arrangements must be flexible

Comments of the Committee

- The Committee commented on the differences between the Hayes and Uxbridge partnerships; it was noted that the latter had more focus; Hayes Town Partnership was trying to entice shoppers into the area whereas Uxbridge attracts shoppers from far and wide.
- Association of Town Centre Management (ATCM) to be invited to a future meeting to speak to the Committee about best practice.
- The Committee requested further evidence-based material from Hayes and Uxbridge partnerships.
- The Committee requested more information on BIDs.

COMMUNITY PARTNERSHIPS AND ECONOMIC DEVELOPMENT
OVERVIEW & SCRUTINY COMMITTEE – 18TH NOVEMBER 2004

DECISIONS SHEET (EXTRACT)

1.	<p><u>Town Centre Partnerships – Review</u></p> <p><u>Presentation: Hillingdon Chamber of Commerce</u> The Chairman welcomed Mike Langan (Chairman, Hillingdon Chamber of Commerce) to speak to the Committee and answer questions from Members about issues relating to developing a strategy for town centre management in the borough. Mike Langan referred Members to the Chamber of Commerce’s comments on the Local Development Framework, which were tabled at the meeting.</p> <p>The following points were noted:</p> <ul style="list-style-type: none"> • The Chamber of Commerce supported the idea of Town Centre Partnerships and the improvements they could bring to local shopping areas and communities; • The Chamber also endorsed the role of the Council in assisting the creation and development of Town Centre Partnerships. The Uxbridge Town Centre Partnership had worked particularly well, though it was important that the right arrangements evolved to suit each shopping area. The businesses in Uxbridge were committed to supporting the partnership initiative, whereas in Hayes the business community felt marginalized due to the numerous changes in the area over a period of several years; • The Harefield Village Forum, a developing partnership which operated on a rather different basis involving the whole community, had also been successful and might be a model other areas such as Ruislip and Eastcote - whose previously active Chamber of Commerce had withered on the vine - could adopt. <p>The Chamber of Commerce felt that in other respects, however, both central and local government did not in practice do much to support local shopping areas. Planning controls and transport policies such as parking arrangements and bus lanes needed to reflect shoppers’ and small retailers’ needs. At present the major supermarkets were allowed to dominate the market to the detriment of small businesses in the High Street.</p>
2.	<p><u>Town Centre Partnerships – Review</u></p> <p><u>Presentation: John McDonnell, MP for Hayes and Harlington</u> John McDonnell had been delayed in Parliament and was therefore unable to attend the meeting. Members noted and welcomed Mr. McDonnell’s offer to make himself available to the Committee on another occasion.</p> <p>Agreed:- That Mr McDonnell and the other local MPs be invited to attend a future meeting of the Committee.</p>
3.	<p><u>Town Centre Partnerships – Review</u></p> <p><u>Presentation: Hayes & Harlington Community Development Forum</u> The Committee welcomed Helen Lowder of Hayes & Harlington Community Development Forum to speak to the Committee and answer questions from Members about issues affecting the health and sustainability of the Hayes Town Centre Partnership. Helen Lowder’s presentation focused on community involvement as an important resource. Two reports, ‘Progress and Management Through Partnership and Engagement’ and ‘Hayes & Harlington Community Prospectus 2004 –</p>

	<p>2006' were tabled at the meeting.</p> <p>The following points were noted:</p> <ul style="list-style-type: none"> • Hayes used to be an industrial town with an extensive skills base. This has all gone now and Hayes has lost its direction and identity; • Hayes needs to celebrate and promote its attributes: its past, its diversity, the new developments. There is considerable drive and enthusiasm within the community to overcome the negative stereotypes and people's preconceptions about Hayes. The Council could do more to assist this process, whether through increased funding or assistance with administration, etc. • There is a perception and frustration among community groups that Hayes Town Centre Partnership is not representative of the community as a whole; that it has become a 'developers' forum to too great an extent and that community achievements are not adequately acknowledged. There is a need for transparency and a 'bottom-up', as opposed to a 'top-down', approach. There needs to be wider consultation with all sections of the community to ensure that the partnership is able to respond to what local people want. <p><u>Comments of the Committee</u></p> <p>The Committee asked Helen Lowder to make a further written submission on points she had raised. The Committee would then be in a position to consider whether to invite the Hayes Town Centre Manager and Partnership representatives to comment. The Committee acknowledged that Helen Lowder is universally appreciated for her hard work and achievements.</p>
4.	<p><u>Town Centre Partnerships – Review</u></p> <p><u>Presentation / Report: Association of Town Centre Management</u></p> <p>The ATCM had been invited to give evidence on best practice with respect to town centre management. They were unable to attend the meeting or submit a written report on this occasion; however it was proposed to pursue the invitation and also to seek other examples of best practice elsewhere.</p>
5.	<p><u>Town Centre Partnerships Review – Briefing Note: Business Improvement Districts (BIDs)</u></p> <p>The Committee noted the briefing note and fact sheet, which Members had requested at the previous meeting. The Uxbridge Initiative had expressed interest in the BIDs model but was awaiting the outcome of the current pilot programme. It was suggested that the Committee might return to this at a later stage and possibly explore the approach adopted by Ealing.</p>
6.	<p><u>Town Centre Partnerships Review – Town Centres Management (Cabinet Report)</u></p> <p>The Committee referred to the 12th August Cabinet report, which provided the genesis of the review. It was noted that the OSC interim report would feed into the Officers' report to 16th December Cabinet. Based on the evidence heard so far, the following points were noted:</p> <ul style="list-style-type: none"> • The Uxbridge Initiative has a clearly defined business profile and corporate identity; • Hayes Town Partnership by contrast is more 'inward looking', and the Committee expressed concerns about the ability of the team to manage the project and to deliver at this critical time, in view of impending developments. The present format of the Hayes Town Centre Partnership might need to be reviewed; • The Committee however accepted that the model which has proved so successful for Uxbridge might not be suitable for Hayes and that a 'one size fits all' approach should be

	<p>avoided;</p> <ul style="list-style-type: none"> • The Committee wished to convey these views to Cabinet. <p>It was further noted that Cabinet in January is due to receive an Audit report on Probity in Partnerships. It was agreed that it would be useful for the Committee to receive and comment on this report.</p>
4.	<p><u>Agenda Plan 2004/05</u> The Committee noted the report.</p> <p><u>Comments of the Committee:</u></p> <ul style="list-style-type: none"> • Concern was expressed that OSC, and this Committee in particular, had insufficient resources and dedicated Officer support to support the work programme. • It was agreed that the Committee would meet on Wednesday 15th December, starting at 5.00 p.m. to receive an update on Regeneration Issues and to consider initial scrutiny of the Voluntary Sector budget 2005/06. • It was noted that another meeting would need to be arranged in the New Year to cover outstanding Town Centre Partnerships issues. It was agreed to invite local MPs to attend this meeting or provide written submissions.



COMMUNITY PARTNERSHIPS AND ECONOMIC DEVELOPMENT
OVERVIEW & SCRUTINY COMMITTEE – 1ST FEBRUARY 2005

DECISIONS SHEET

	<p><u>Committee Members Present:</u> Cllrs Anthony Way (Chairman), Josephine Barrett, Frank Filgate, Roshan Ghei, John Hensley, John Major, Mary O'Connor.</p> <p><u>Apologies:</u> None</p> <p><u>Other Members Present:</u> Cllr David Bishop (Item 1)</p> <p><u>Officers Present:</u> Dorian Leatham, Nigel Cramb, Guy Fiegehen, Martine Cazeau</p> <p><u>Also in Attendance:</u> John McDonnell, MP</p> <p><u>Other Apologies:</u> John Randall, MP, John Wilkinson, MP.</p>
	<p><u>Decisions Sheet for the meeting held on 13th January 2005 – Agreed.</u></p> <p><u>Matters Arising</u> Under minute 1 (iii), it was noted that Officers had met with Victoria Pitt of the Legal Services Commission to discuss the concerns raised by local voluntary organisations about achieving the Specialist Quality Mark standard. The Council and the Legal Services Commission intended to work together to address the various issues arising.</p>
	<p>The following personal, non-prejudicial interests were declared: The Chairman – Project Manager for Heathrow Employment Advice Project; Cllr Filgate – Does occasional consultancy work for Laing O'Rourke Contracts at Heathrow.</p>
	<p>It was confirmed that the business of the meeting would be considered in public.</p>
<p>1.</p>	<p><u>Town Centre Partnerships Review</u></p> <p>(i) <u>Invited Witness: John McDonnell, MP</u> The Chairman welcomed John McDonnell, Member of Parliament for Hayes and Harlington, to speak to the Committee and answer questions from Members about Hayes Town Centre Regeneration and Management.</p> <p>Mr McDonnell gave a presentation to the Committee in which he spoke about his background involvement in regeneration work. Copies of the presentation, together with the Hayes & Harlington Community Prospectus 2004 – 2006, were circulated at the meeting. Main points of the presentation were noted as follows:</p> <ul style="list-style-type: none"> • The principles of regeneration, comparing regeneration 'from above' (top down decision making) with regeneration 'from below' (bottom up decision making). • Regeneration or town centre management, or both: within the Hayes context, a regeneration approach (preferably regeneration 'from below') is more appropriate. • Structurally, town centre management in Hayes has in the past been Council dominated and too bureaucratic; there has been insufficient local consultation /

involvement; it has become a 'developers' forum'. A model partnership for Hayes would be independent of the Council and community led.

- The Audit Commission Report on Partnership Working (January 2005 Cabinet) made criticisms of partnership working in Hillingdon, which was designated as 'Weak'.
- The way forward: there are now real opportunities for regeneration, with money available to the community from LDA. Hillingdon Community Trust, etc. The community needs to develop a targeted work programme with set objectives, linked to the Local Development Strategy. External funders are unlikely to provide large amounts of funding unless the initiatives are community led. This is the best opportunity for Hayes for the next 50 years.

(ii) Discussion & Comments of the Committee

- The Committee welcomed the presentation. With reference to the development of a work programme linked to the Local Development Strategy, Members spoke in favour of establishing a long-term vision and of the need to work in concert with developers.
- There are many dynamic, inspirational people within the local community capable of achieving these aims.
- People get disillusioned with the Council; there is a perception that the Council is not interested in Hayes. In order to counter this view, the basics need to be sorted out – i.e. street cleaning and improving the local environment.
- Possible initiatives to improve people's perception of Hayes Town Centre: install attractions to make the town 'children friendly'; use the History of Hayes (EMI, George Orwell, etc) to excite interest; invite architectural students to explore ideas to make Coldharbour Lane attractive; improved signage to draw attention to local attractions (historical and otherwise)

(iii) Chief Executive's Comments

- The Chief Executive referred to a meeting at 10 Downing Street some years ago in which he and the local MP had impressed upon Government the fact that Hillingdon borough contained areas of deprivation. This had resulted in the Council receiving funding for regeneration initiatives.
- Definitions of partnerships: there are several models on which to draw on, which may suit different localities. Historically, Hillingdon has not really embraced community leadership, however this is being addressed and a Community Leadership post-holder is being appointed.
- The Council may have missed out on some funding opportunities in the past but we are pressing the LDA (and others) for more funding for our run down areas.
- Service Delivery (street cleaning, etc.) must improve.
- Developers: some developers may apparently 'renege' on their initial proposals but the authority is working to address this problem.
- The authority needs to work with local companies to improve skills and training in the local community.

(iv) Update from Hayes Town Centre Manager

- The Leader of the Council has authorised 6 months' additional funding of £25K for Hayes Town Centre Management. The Management has secured £20 K in match funding from some of the Partners and has applied to the Hillingdon Community Trust for the remaining £5K; it is anticipated that this application will be successful. This match funding will cover the management of Hayes Town Centre Partnership for the 2005/06 financial year.
- The consultation period on the Hayes Town Centre Partnership terms of reference has been

	extended to 14/2/05.
2.	<p><u>Town Centre Partnerships Review</u></p> <p><u>Invited Witness: John Randall, MP</u> John Randall, Member of Parliament for Uxbridge, was unable to attend the meeting because of prior business in Westminster. The Committee welcomed Mr Randall's comments on town centre management arrangements in Hillingdon. It was proposed to invite the Town Centre Manager to comment on Mr Randall's observations.</p>
3.	<p><u>Town Centre Partnerships Review – Issues that need to be considered in Future Strategy</u></p> <p>The Committee received a report, which summarised progress to date on the Committee's review of Town Centres and which set out further issues to be considered before completion of the review.</p> <p><u>Comments of the Committee</u></p> <ul style="list-style-type: none"> • The Committee noted that the Business Improvements Districts (BIDs) initiative was not being progressed within Hillingdon at present; the Committee asked to be kept informed of future developments. • Although the focus remained on Uxbridge and Hayes at present, it was hoped that in future years resources would be available to develop initiatives in other parts of the borough. • It was proposed to consider requesting a joint meeting with Environment OSC to look at the Local Development Framework. • With reference to the LDF, it was noted that the Committee's other major review for this year concerned the Hillingdon Economic Development Strategy. With reference to the discussion of this item at a previous meeting of the Committee, Members re-emphasised the need to keep in mind a long term vision of the needs of the borough and to work in partnership with developers to achieve this vision. • With respect to the current review, it was noted that a presentation from Youth Council Members on the Safe Surroundings Project Hayes and a report from Harefield Village Forum (and possibly from Yewseley & West Drayton Action Committee), were scheduled for the meeting on 24/2/05.
2.	<p><u>Agenda Plan 2004/05</u></p> <p>The Committee noted the report. It was agreed to move the start time of the 24th February meeting from 7.00 – 6.30 p.m.</p>
	<p><u>Next Meetings</u></p> <p>Thursday 24th February 2005, 6.30 p.m. in Committee Room 6. Tuesday 22nd March 2005, 7.00 p.m. in Committee Room 6.</p>
	<p><u>Meeting closed at 8.25 p.m.</u></p>

This is a summary of the Community Partnerships and Economic Development Overview & Scrutiny Committee proceedings. If you wish for more detailed information on any of the above please contact Martine Cazeau on 01895 250692.

Circulation of this decisions sheet is to Members of the Community Partnerships and Economic Development Overview & Scrutiny Committee, Members of the Overview & Scrutiny Coordinating

Committee, the Cabinet Member for Performance, Partnerships and Regeneration, Leaders, Chief Whips and appropriate Officers.



COMMUNITY PARTNERSHIPS AND ECONOMIC DEVELOPMENT
OVERVIEW & SCRUTINY COMMITTEE – 24TH FEBRUARY 2005

DECISIONS SHEET

	<p><u>Committee Members Present:</u> Cllrs Anthony Way (Chairman), Josephine Barrett, Frank Filgate, Janet Gardner, John Hensley, John Major, Mary O'Connor.</p> <p><u>Apologies:</u> Cllr Roshan Ghei; Cllr Gardner attended in his place. Cllr Filgate apologised for lateness due to traffic problems</p> <p><u>Other Members Present:</u> Cllr Rod Dubrow-Marshall</p> <p><u>Officers Present:</u> Nigel Cramb, Asima Mahmood (Item 1), Martine Cazeau</p> <p><u>Also in Attendance:</u> Emma Weston, Hillingdon Youth Council (Item 1)</p>
	<p><u>Decisions Sheet for the meeting held on 1st February 2005</u> – Agreed, subject to amendment as follows:</p> <ul style="list-style-type: none"> • That it be noted that the Committee had asked the Chief Executive to ensure that a clean up of the Hayes Town Centre physical environment be undertaken with immediate effect and that steps be taken to guarantee improved service delivery. • The Chief Executive had acknowledged the need for improved signage in the vicinity of Hayes Town Centre. <p><u>Matters Arising</u> The Chairman questioned whether the promised clean-up of Hayes Town Centre had taken place and asked that the Committee be informed of the likely date for the installation of improved signage.</p>
	<p>The following personal, non-prejudicial interests were declared: The Chairman – Project Manager for Heathrow Employment Advice Project; Cllr Major – Recently become a Director of Hayes & Harlington Community Development Forum Cllr Filgate – Does occasional consultancy work for Laing O'Rourke Contracts at Heathrow. Cllr Dubrow-Marshall – As Dean of Faculty at Buckinghamshire Chilterns University College, which was a provider of courses to the Council's Social Services Group and as a member of the Board of Hillingdon Homes.</p>
	<p>It was confirmed that the business of the meeting would be considered in public.</p>
<p>1.</p>	<p><u>Town Centre Partnerships Review – Safe Surroundings Project</u></p> <p>(i) <u>Invited Witness: Emma Weston, Hillingdon Youth Council</u> The Chairman welcomed Emma Weston of Hillingdon Youth Council to speak to the Committee and answer questions from Members about the Safe Surrounding (Hayes Town) Project. Emma was accompanied by Asima Mahmood, Youth Council Development Worker, EYL.</p> <p>Emma gave a brief overview of the aims and outcomes of the project. Copies of the Safe</p>

	<p>Surroundings leaflet were circulated at the meeting. Main points of the presentation were noted as follows:</p> <ul style="list-style-type: none"> • The project involved a safety audit of the area between Hayes & Harlington Station and the Bandstand at the other side of Hayes Town. • The area is visually unattractive. In the area around the station car park there are several potential hazards for children and the car park itself does not look like a safe place in which to leave your car. • The project took account of views from all age groups. • The station approach is not disabled-friendly. • Most people interviewed (Including young people) wanted increased police presence at night; the alleyways around are perceived to be unsafe. • People reported fear of anti-social behaviour – ‘young people hanging around in groups’. (Noted that the survey was carried out before the Tumbler centre opened so this perception may have altered since then.) • The photo on the front of the Safe Surroundings leaflet shows an area that has been renovated – more renovation is needed elsewhere. • Proposals for improving the area include: more visible CCTV; more efficient removal of graffiti and litter than at present; greater police presence to raise people’s sense of security. <p>(ii) <u>Discussion / Q&A & Comments of the Committee</u></p> <ul style="list-style-type: none"> • The Committee thanked Emma for a clear and succinct presentation. It was noted that while CCTV might not make any real difference, people would be reassured by its visual presence. It was remarked that improved signage would draw attention to CCTV in the area. • With reference to the station car park and adjacent land, it was agreed that Officers would write on behalf of the Hayes Town Partnership to Network Rail asking them for urgent action in respect of their property. • <i>Emma</i> – The area near the station is in urgent need of regeneration. The Safe Surrounding project ran from January – October 2004; there was some improvement during this period, but more needs to be done. The Town Centre Partnership has helped; they are generally on the right track. • <i>Emma</i> – Main priorities for change are: i) more police, now; ii) clean up the area (graffiti, litter, etc.); iii) begin to renovate the area, starting with the smaller things, which need not be expensive, then gradually move on to the longer term improvements. <u><i>The Safe Surroundings Project Members would like to convey this message to the Hayes Town Centre Manager.</i></u> • <i>Emma</i> – Groups of young people in the 14 – 18 age range, hanging around in groups, are seen as the biggest threat. It’s mainly boys, but increasingly girls are becoming a problem. • Noted that the Youth Council Safe Surroundings initiative was started in Hayes because Emma and her colleague, Roberto Bruno, live there. There are however plans to address other areas in the borough at a later date. <p>Recommendation:-</p> <ul style="list-style-type: none"> • That Youth Council Members be invited to attend meetings of the Hayes Town Centre Partnership in order to convey their views to the Partnership direct.
2.	<p><u>Town Centre Partnerships Review – Harefield Village Forum</u></p> <p>The Committee welcomed the report of the Harefield Village Forum, including the note from the Chairman acknowledging the role of the Hillingdon Chamber of Commerce in the development of</p>

	<p>the Forum. It was noted that the Partnership has been running for approximately 3 – 4 years.</p> <p>With reference to the question of extra support from the Council, it was noted that Harrow in Business has been engaged to facilitate small businesses and to support the Partnership's activities. The Committee was advised that the Council is actively seeking additional funding from the LDA to re-engage Harrow in Business to work with the Forum throughout the financial year 2005/06. It was anticipated that this funding would be forthcoming. The Committee was further advised that the Community Resources Team Partnership Development Worker had been working with the Forum on a 1:1 basis and it was expected that this support would continue.</p> <p><u>Comments of the Committee:</u> The Committee thanked Frazine Johnson, Chairman, Harfield Village Forum, and her co-Directors and Forum Members, for their useful contribution to the Town Centre Partnerships review.</p>
3.	<p><u>Regeneration & Economic Development Review – Economic Sustainability Strategy / Hayes Heston Southall Programme</u></p> <p>The Committee received a report, which outlined progress on development of the Economic Sustainability Strategy and on implementing the Hayes Heston Southall programme. Attention was drawn to the draft strategy attached at Appendix 1 to the report; this was being consulted on. It was noted that an Executive Summary was being prepared; this together with a Key Objectives Plan covering a 3 – 5 years' programme, would be brought back to a future meeting of the Committee.</p> <p><u>Discussion & Comments of the Committee</u></p> <ul style="list-style-type: none"> • It was noted that the LSP Theme Group includes Brunel University, the Hillingdon Chamber of Commerce, Jansons the letting agents, Uxbridge College, Hillingdon PCT and LSC, West London Business, BA and BAA.. The Committee requested further information on the composition of the Core Group and Theme Groups. • There was discussion about the role of developers and vested interests (e.g. Brunel, BAA) in the Partnership. • With reference to Hayes Heston Southall, it was noted that the Gateways to Business project had been resubmitted to the LDA and was likely to be approved. • It was noted that the Council was striving to achieve a consistent approach vis-à-vis the Community Plan, the LDF and the Economic Strategy. • It was confirmed that Hayes & Harlington Community Development Forum would be included in the consultation. It was noted that significant resources were being targeted toward the Hayes area through the Hayes Heston Southall programme. • The Committee reiterated the need for 'SMART' targets to be incorporated in the strategy. • It was suggested that elements of the Strategy were crosscutting, involving both Community Partnerships and Environment OSC. • It was noted that errors in the draft, with respect to ward data would be corrected. <p>Agreed:</p> <ul style="list-style-type: none"> • That the draft be welcomed. • That the OSC be involved in the formal launch of the Strategy and that Officers come back to the Committee with a suitable conference proposal.
4.	<u>Agenda Plan 2004/05</u>

	The Committee noted the report. It was agreed to move the next meeting from Tuesday 22 nd March to Wednesday 30 th March, starting at 6.30 p.m. Noted that the Committee would receive a report on the Community Strategy at this meeting.
	<u>Next Meetings</u> Wednesday 30 th March 2005, 6.30 p.m. in Committee Room 4 Tuesday 3 rd May 2005, 7.00 p.m. in Committee Room 6.
	Meeting closed at 8.15p.m.

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THE COMMITTEE'S INTERIM REPORT EXECUTIVE SUMMARY, THE MINORITY REPORT INTERIM REPORT AND RELATED CABINET'S DECISIONS.

Majority Report - Executive Summary

1. The Community Partnerships and Economic Development Overview and Scrutiny Committee have found widespread support for Town Centre Partnerships as a means for improving and, where necessary, regenerating local shopping areas. The involvement of the Council is seen as often being important to the success of these partnerships, both in initiating and in sustaining them.
2. Whilst some Town Centre Partnerships have been successful, for example, Uxbridge and Harefield, others have attracted criticism. The Committee have particular concerns with the Hayes Town Partnership.
3. Dealing with the concerns the Committee have about Hayes Town Partnership requires action on a number of fronts. On the more urgent ones the Committee recommend
 1. that Cabinet commission work necessary for a bid to be made through the current Medium Term Financial Forecast exercise so that the Council is in a position to ensure the funding and continuity of Hayes Town Partnership after March 2005
 2. that Cabinet commission an urgent review of the terms of reference, membership and management of the Hayes Town Partnership with the aim of improving local community representation and involvement and that this review is completed prior to further Council funds being committed to the Partnership.
4. The Committee will also seek evidence in the New Year from the Council's network of officers involved in community development on what further actions may be needed to improve the position at Hayes Town Partnership.

Minority Report by Frank Filgate

1. Regarding the interim report from the Community Partnership & Economic Development Overview and Scrutiny Committee that is going to Cabinet on 16th December 2004, I feel unable to support the report for the following two reasons:

1. Hayes Town Partnership

2. I could not see, based on the evidence that I heard, that there were grounds for criticising this Partnership in the way that it is criticised in the report. The Chairman of the Partnership and the Town Centre Manager, who both gave

evidence to the committee, were mindful that they face an uphill task, due in some measure to lack of local support and lack of participation by local businesses. Also, the length of time it takes for issues to be decided was a problem for them.

3. To my knowledge direct criticism of the Partnership was made by Helen Lowder, when she gave evidence to the Committee. I do not know whether her criticism is justified or not. It might very well be that it is. However, what concerns me is that this was the only quarter from which this type of criticism was made. And it does not seem reasonable to me to accept it at face value. Surely we should require corroboration from others before drawing any conclusions.
4. It was surprising too that, on the evening that Helen gave evidence, we also heard evidence from Mike Langan, Hillingdon Chamber of Commerce, who is also a member of the Hayes Partnership. And although he recognised some of the problems referred to by others, he made little attempt to support Helen in her criticism of the Partnership. Nor was he asked to comment on what she said.
5. I think therefore that we need to hear a lot more about the workings of the Hayes Town Partnership before drawing conclusions that imply criticism of the current members.
6. Finally on this, my closing remarks at our last meeting were that we needed to be supportive of the efforts of volunteers serving on the Hayes Partnership, and not do or say anything to undermine their confidence or deter them from contributing. It would appear that, sadly, this advice went unheeded. .

2. Harefield Village Forum

7. Reference is made in the Report to the Harefield Village Forum being a successful partnership model. There was no real evidence to support this. There was no in-depth analysis of the how the Harefield Village Forum is structured, supported, managed, operated, etc., and I feel that we should not make these assertions without evidence to back them up. All I heard was comment from one witness that it was a successful endeavour. Again this might very well be the case but we need evidence to demonstrate it.
8. I am sorry if my comments are not in tune with my colleagues on the Committee, but I feel it is unfair to draw conclusions on so little evidence.

Cabinet Decision 16 DECEMBER 2004

11	<p>TOWN CENTRE MANAGEMENT</p> <p><i>The Cabinet also receive a copy of the interim minority report of the Overview & Scrutiny Committee on this matter.</i></p> <p>DECISION</p> <ol style="list-style-type: none">1. To agree to the strategy to ensure the continuance of the Hayes Town Centre Partnership, as set out in the report.2. To agree the overall approach, as set out in the report for all other centres, including Uxbridge, but defers further decisions pending the work of Overview & Scrutiny. <p>REASONS FOR DECISION</p> <p>The most immediate issue to be addressed is the future funding of the Hayes Town Centre Partnership and the issues raised by Overview & Scrutiny. It is proposed to defer the recommendation of the broader approach to town centre management until the full outcomes of the work of Overview & Scrutiny.</p> <p>ALTERNATIVES CONSIDERED AND REJECTED</p> <p>The Cabinet could have chosen to agree or amend the proposals for Hayes.</p>
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Cabinet Members' Decision 21 March 2005

5.	<p>DECISION BY LEADER OF THE COUNCIL AND CABINET MEMBER FOR PERFORMANCE, PARTNERSHIP AND COMMUNITY SAFETY</p> <p>HAYES TOWN CENTRE PARTNERSHIP</p> <p>DECISION</p> <ol style="list-style-type: none">1. To agree that the £25k 'earmarked' for the continuation of the Hayes Town Partnership is now committed.2. To note the progress the Hayes Town Partnership is making in securing funding to sustain the partnership.3. That the Cabinet Members are briefed on progress in June 2005 on the establishment of a new partnership, supported by clear protocols, terms of reference and firm plans for the future. <p>REASONS FOR DECISION</p> <p>The funding for the HTP is mainly from s106 contributions and this funding expires in March 2005. Without the Council support the current partnership will be unable to continue. The Partnership has a pivotal role to play in the improvement and development of the town centre.</p> <p>ALTERNATIVES CONSIDERED AND REJECTED</p> <p>The Cabinet Members could have decided to decline to support the initiative.</p> <p>To view the report click here http://www.hillingdon.gov.uk/central/democracy/comm_reports/executive_decisions/cab_performance/rep_cab_performance_03mar05.pdf</p>	Mohammed Haniff 0208 813 7733
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CONTRIBUTIONS FROM JOHN MCDONNELL MP AND JOHN RANDALL MP

John McDonnell MP gave a presentation to the Committee on 18 November 2004

The presentation slides were:

Title: Hayes Town Centre Regeneration

1. Principles of Regeneration

Regeneration from above:

- o Top down decision-making
- o Closed discussions and minimal consultation
- o Parachuting Resources
- o Mechanistic

Regeneration from below:

- o Bottom-up decision making
- o Openness and transparency and maximum participation
- o Resources invested to home grow capacity
- o Inspirational

2. Regeneration or Centre Management or Both

Hayes and Uxbridge

- o Different contexts
- o Different challenges
- o Require different approaches

Hayes context

- o Poor built environment
- o Reduced retail offer
- o Lack of leisure facilities
- o Poor logistical arrangements
- o Poor image

Obvious conclusion

- o Hayes needs a clear regeneration approach

3. Regeneration Approach

Needs to be reflected in

- o Objectives
- o Structure for Participation and decision-making
- o Method of working
- o Resourcing
- o Staff support – role, type and line of accountability

4. Background to Hayes Town Centre Partnership

SRB programme

- o Failed to consult and listen to local community
- o Hence town centre not prioritised until too late in programme
- o Too little, too late
- o Staff appointed without consultation

Hayes Community Conference

- o Prioritised town centre for action
- o Set up approaches to developers
- o Established festivals team and programme
- o Forced pace on establishment of Partnership

5. Partnership eventually agreed

But

- o Council dominated and quickly bureaucratised
- o Introverted
- o Self Appointed
- o Missed opportunities

6. Attempt to revive

- o Community proposal for seminar to revive and redesign work programme
- o Organisational disaster with no accountability
- o Secrecy of decision making and no transparency
- o No engagement of community and missed opportunities, e.g. LDA, Trusts
- o Degeneration of initiative – TCP seen as:
 - Talking shop
 - Developers forum
 - Unrepresentative
 - Inactive
 - Invisible

Community not in the driving seat.

7. Audit Commission report on Partnership Working – January 2005 Cabinet

- o Partnership Working designated as Weak
- o Lack of coherent strategy
- o Lack of vision
- o Ad hoc approach

Inability to determine outcomes.

8. Way Forward

Climate and context

- o Immense site developments underway and planned
- o Community led projects underway

- o Vast tracts of sites available for redevelopment
- o Potential partners available – LDA, Community Trust et al

9. Question: How do we shape and harness these developments to secure the maximum enhancement to the quality of life of the local community?

1. Appreciate time to move on
2. Recognise that what is needed is regeneration approach at this stage
3. Understand that regeneration works if bottom up approach and community lead.
4. Trust the people – independent organisation based upon community engagement, openness and transparency.
5. Resourced – grant aided, section 106, LDA, trust funded, to ensure community lead and based.

10. What is needed now?

1. Community launch of Hayes Town Regeneration Initiative
2. Community Engagement Programme
3. Steering Group – Community Development Forum lead
4. Council Participation at Member level as one partner with equal status to others
5. Develop time-scaled and targeted work programme with set objectives and linked to development of Local Development Strategy.

Get Excited!

John Randall MP, invited witness to Community Partnership and Economic Development O&SC on 1st February 2005

John Randall, MP, Uxbridge, provided the following written comments for the Committee's review of town centre management arrangements in Hillingdon:

While the various partnerships that are in existence have had some success, my experience over many years has been that it is a slow process and some have been more successful than others. I have not been directly involved in any of the existing partnerships although I obviously keep a watching brief on them through my local contacts.

It is not always possible for a local M.P. to be able to attend meetings but it would be very useful to us to be notified and to have copies of minutes and agendas, and perhaps make formal arrangements to meet from time to time with members of the partnerships to discuss how things are progressing.

I would certainly like to see an increase in the number of such partnerships. For example within my constituency I feel the Hillingdon Circus area would be well served by the establishment of such an arrangement. The Reverend Reg Craig of the Dovetail Community Outreach and I have talked about this and had some informal meetings.

Funding, of course, is always a difficult matter as private companies, while normally willing to contribute, also feel that the local authority have a role to play in funding. I am not entirely convinced that membership of such a group should be based on a contribution having been made as it would exclude some very useful potential partners. However, my other experience of these matters is that if the attendance at meetings is too large, those meetings can become too unwieldy.

I am very sorry that I am unable to attend the debate but I would commend your Committee for looking into this very important matter and would be delighted to be kept informed of how things are progressing.

HAREFIELD VILLAGE FORUM

Thank you for inviting the Forum to contribute to the review. However it is understood that the Forum is not really in the same sort of management position as those of the groups supporting Hayes and Uxbridge Town Centre. Consequently it is a bit early for the Forum to be able to respond to some of the questions you have posed in your letter.

However it is hoped that this contribution will give the Committee an insight in a “management structure” which is aiming to develop partnership working for the benefit of an area, albeit not strictly defined other than “Harefield”, and which is growing successfully.

HISTORY

The Forum started off as a general meeting involving businesses and the local community at which the local MP and councillors encouraged partnership working for the benefit of the local community. It was recognised that Harefield consisted of disparate geographical business areas and a lot of home working, indeed at that time there were 235 VAT registered businesses in Harefield. However nothing was co-ordinating them so that they and the community could mutually benefit.

Following this a group developed consisting of businesses, representatives from the Community such as voluntary groups and the Schools and the local councillors. A mission statement was devised as to the Forum’s goals “to enhance the well being of Harefield”. This is to be achieved in a number of ways, through projects and through the encouragement of the people in Harefield to use in preference services and supplies from Harefield businesses and in return for the businesses to give support to the Community.

Starting afresh, with nothing, the Forum recognised they needed skill and experience and hoped this could be provided by part-time support funded by the LDA. However owing to a number of reasons this did not occur. The Forum sought to rectify this.

CURRENT POSITION

The Forum immediately sought partners and have pledges of support from the Police; the PCT; the Council; and Groundwork Thames Valley Trust. A bank account was opened. The Forum held two public consultation meetings with the Community as to what it should do and how it should establish itself. As a result the Forum has established itself

as a Company limited by guarantee and there are 25 members and 12 Directors. These consist of the Partners, the churches, the schools, businesses, Harefield Hospital, and community groups. The Forum is currently processing its Charity status application.

PARTNERSHIP WORKING AND FUNDING

As a result of support from its Partner, the Council through Harrow in Business the Forum is now seeking to become a social enterprise which will allow it to trade and obtain grants.

It is proposed that trading will result through the use of a business listing on the Forum's website which is currently being established through a local business. Financial support for this has in principle been given by the Chief Executive of Country and Metropolitan plc.

The Forum has also contributed to the High Street works in Harefield. Through the help of its Partner Groundwork Trust a bid and design was submitted through Chrysalis for enhancing works to those being carried out through the Council.

The Forum has worked in partnership with the Council on the High Street works supporting the Council in its consultation process and in an advisory capacity and the Council has assisted in the management of the grant obtained by the Forum.

The Partnership has worked well and is about to be repeated next year in relation to more highway works, no doubt with the assistance of Groundwork Trust.

Clancy Docwra has agreed to donate street furniture for the High Street, thereby enhancing the grant achieved by the Forum.

The Forum hopes that the Council will extend its procurement processes to enable Clancy Docwra to tender for next year's road works in the Village. The Forum is aware that Clancy Docwra have young people on apprenticeships from the Village and it is felt that should Clancy Docwra be successful the added value for the Village would be immense.

DEVELOPING PARTNERSHIPS

The first step is to raise the profile of the Forum and to ensure that the Community is kept aware of the Forum's activities.

It is expected that this in turn will strengthen the partnerships, develop stronger links between the businesses and others in the Village and ensure a cohesive approach to problem solving and projects in the Village.

It is proposed that this first step will be achieved through the Website and the trading potential for local businesses. It is hoped that the Website will be running in the next couple of months. This in turn should generate regular funding for the Forum.

When the Forum gains in status it is more likely to attract a greater membership and encourage confidence. It is expected that other key large businesses and organisations will become more directly involved or at the very least seek to involve the Forum in relation to the projects that are undertaken in the Village.

At present the directors meet monthly chaired by one of the local councillors and conduct “business” in accordance with the Company’s Articles. It is vital that both the local councillors and the local MP are involved in the Forum as they provide a knowledge base and a conduit to council and other services. When the Company gains charitable status it will more likely to be able to attract larger grants for its projects.

However as a result of these expansion ideas more support is required.

The Forum would ideally like support in the following areas:

- Obtaining up to date statistics which affect Harefield only;
- Obtaining information on all the local businesses;
- Collating information as to all the projects that are being and are proposed to be independently run in the Village through Education Youth and Leisure and Social Services;
- Devising appropriate research projects to be carried out by Brunel business students;
- Applying for Grants;
- Trading as a social enterprise;
- Management of the activities being carried out through the Forum; and
- Strengthening and increasing partnership working.

The Forum consists of busy “volunteers” and would benefit from some skilled dedicated time and support.

It is asked “what contribution the Council should make?” At present we are getting the support of Harrow in Business through the Council for which the Forum is extremely appreciative. However I understand that their contract will end on 31 March 2005. The Forum has made a request through its Chairman for the continued support of Harrow in business past 31 March.

What the Forum needs is the time of an officer on a part-time basis funded by the Council or through funding achieved by the Council from the LDA to work closely with the Forum ie the Directors and its members; the Community; the businesses supporting the Forum and the Forum’s 4 Partners.

This person could work in general for the smaller shopping centres as well as Harefield and link in with the managers of Uxbridge and Hayes.

Perhaps as a team the three managers could extend to cover the whole of the Borough and support this Committee. They could help to get over the north/south divide. They could also support the organisations seek appropriate funding; work to strengthen the organisations' partnerships and support the organisations development as "social enterprises".

HAYES TOWN PARTNERSHIP

ACTION PLAN 05/06

4th April 2005

BACKGROUND TO HAYES TOWN PARTNERSHIP

Hayes is the second largest shopping centre in the London Borough of Hillingdon, next to Uxbridge. The town is located in the industrial and technological heartland of West London and boasts a significant industrial and manufacturing heritage.

Hayes has strong associations with a number of household brand names such as Nestle and Heinz, and boast a unique musical heritage, being the original home of the EMI processing plant, which was once a major employer in the area and they leave a significant legacy with the EMI archive still located in Hayes.

The role of Hayes town centre has changed from a significant shopping centre to a convenience and service centre which caters predominantly for the local population.

The size of the population in this area is increasing and the structure of the population is also changing, with an increasing number of young people, a reduction in the number of elderly people and an increasing proportion of black and minority ethnic residents.

Relatively low rents, coupled by a lack of demand for units by national multiples has resulted in a high proportion of independent retailers in the primary shopping area.

Trade in the centre is reputed to have reduced following pedestrianisation. However, this has been temporarily addressed by the reintroduction of vehicular access and provision of short stay parking in the centre.

The southern section of the town is in need of investment demonstrated by vacant units and a neglected and deteriorating built environment.

There are a number of significant development projects that could create a positive impact for Hayes town centre. The London gate office development will increase the potential catchment population for the town. The redevelopment of the site adjacent to the station for mixed use scheme could improve the town's retail and leisure offer. The proposals for a music heritage plan and a music academy will add vitality and viability to the town. In addition, Hayes & Harlington Station as a major transport hub/interchange will further enhance the accessibility of the town.

The Hayes Town Partnership was formally launched in November 2002 with the aim of improving and developing the town centre. The partnership consists of representatives from the Businesses, Statutory Agencies, Community Groups, the Council, the chamber of Commerce and the Local MP. (list attached).

In order to enable the partnership to develop an action plan, a Visioning Conference and Marketing Strategy were commissioned in 2002 and issues identified in these consultations were incorporated in the partnership first year action plan for March 03-April 04. The second year action plan March 04 –April 05 was prepared after a brainstorming exercise was held to identify issues the partnership needed to address.

This report details proposals for the action plan for March 05 – April 06.

Aim of Partnership

To serve as a forum for business stakeholders in Hayes to monitor and lobby statutory service providers and provide support to community groups and projects in order to improve and develop Hayes as a Town Centre.

Vision

To make Hayes Town a distinctive, sustainable and quality town centre where it is safe, attractive and pleasant for residents, businesses and visitors and to retain the correct uses and mixes of the area whilst encouraging inward investment, regeneration and growth.

NO	THEME	ACTION	LEAD PERSON/S	MILESTONES
1	<p>ENVIRONMENT& CRIME (a) Easier Movement To assist in making the town centre more accessible and legible</p>	<ul style="list-style-type: none"> • Monitor the use of car parks and look at ways to maximise under utilisation and the need for improvement • Subject to s106 from Sainsbury commission the installation of Town Centre signs to highlight the entrance points to the town centre, using the new logo. • Monitor the development of the Heathrow Express, Crossrail and the West London Tram and the proposed extension of the Congestion Charging Zone • Monitor the development of the LBH Transport Strategy. • Explore the possibility of introducing a limited free parking scheme in Hayes that is being piloted by LBH. • Explore the possibility with LBH of opening up Station Road to through traffic • Monitor and support scheme for improvements to infrastructure around the train station 	<p>MH//Mike/ Transport Group Car Park Management</p> <p>MH/ Parking Control</p> <p>MH/TWG/RWG</p> <p>MH/TWG/LBH Traffic</p> <p>TWG/LBH Traffic</p> <p>MH/TWG</p>	<p>Car parks are used effectively and safe and acceptable standards are maintained</p> <p>Signage Installed</p> <p>Ongoing</p> <p>Parking Scheme introduced</p> <p>Decision to open road obtained and plans agreed</p> <p>Development of Scheme monitored and support given</p>
	<p>(b) Pleasant & Attractive Environment To liase with the various Council</p>	<ul style="list-style-type: none"> • Undertaking frequent spot checks of cleaning and 	<p>MH/MCS/Collin Highway</p>	<p>Daily spot checks and Weekly detailed checks</p>

NO	THEME	ACTION	LEAD PERSON/S	MILESTONES
	Departments to ensure that the town centre is clean, welcoming and attractive	maintenance in the town centre <ul style="list-style-type: none"> • Report incidents of litter, graffiti and maintenance issues in the town centre to the responsible Council Departments • Assist in preventing illegal street Trading by monitoring and reporting such trading 	maintenance MH/MCS/ Highway Enforcement	made of incidents of litter graffiti and maintenance Legal street trading enforced
	(c)Safer Environment To assist the police in reducing crime and improve safety in the town centre	<ul style="list-style-type: none"> • Subject to s106 funding from Sainsbury, establish a shop radio-link system • Explore the possibility of establishing a Police base in the town centre • Liase with the Town Centre Police team and traders in reducing crime • Promote & Monitor the use of the CCTV Cameras by increasing visibility and reviewing use of cameras • Monitor crime statistics and identify trends • Explore ways of changing the perception about Hayes being a crime hot spot • Monitor new licensing act with regards to 24 hour opening 	MH/Sgt Evans MH/Sgt Evans MH/ML/Sgt Evans MH/Richard/Mark MH/MCS/ Sgt Evans MH/MCS/Police	Shop radio link scheme established Police base established Meetings held with traders and crime reduced CCTV visibility increased and use monitored. Monthly crime statistics monitored and trends identified and where necessary action/s taken New Licensing Act monitored and issues highlighted.

NO	THEME	ACTION	LEAD PERSON/S	MILESTONES
2	MARKETING & PROMOTION			
	<p>(a) Events To provide entertainment, attraction and vitality to the town centre by organising a series of events</p>	<ul style="list-style-type: none"> Organise a series of events aimed at providing entertainment and attractions in the town centre during Summer and Christmas 	MH/MCS/EWG	Events organised for Summer- Aug 2005 Xmas – Dec 2005
	<p>(b) Promotion To organise a positive PR Campaign to promote and raise the profile of Hayes Town</p>	<ul style="list-style-type: none"> Produce regular press releases covering all town centre projects and events, leading to editorial coverage in the local press including <ul style="list-style-type: none"> - Crime stats, - Town centre projects, - Events and - Developments Produce and distribute a town centre promotional brochure Update website information To hold an annual forum meeting To publish a quarterly newsletter Implement a plantscape scheme including hanging flower basket and refurbishing of flower beds in the town centre Replicate a festive 	<p>MH/MCS/Mark</p> <p>MH/MCS/</p> <p>MH/MCS</p> <p>MH/MCS</p> <p>MH/MCS</p> <p>MH/MCS/Mark/ Plantscape/LBH</p> <p>MH/LBH/Didar</p>	<p>A minimum of 10 press coverage produced</p> <p>Brochure produced.</p> <p>Website updated regularly</p> <p>Annual meeting organised</p> <p>Quarterly newsletter published</p> <p>Hanging Flower Baskets and Flower programme installed May – Sept 05</p> <p>Festive lights installed for Diwali, Eid and Christmas -Nov 2005</p>

NO	THEME	ACTION	LEAD PERSON/S	MILESTONES
		lights scheme for the town centre including Coldharbour Lane		
	(C) Waterfront Development To assist in making The Grand Union Canal more accessible and promote it as a significant visitor attraction	In collaboration with British Waterways and key stakeholders explore ways of making the canal more accessible and attractive to visitors.	MH/BW/Ground work	Proposals Produced
3	<u>REGENERATION/ TRAINING</u> (a) New Urbanism Plan To produce a master plan for the re-development of the 'music heritage' area to promote and develop Hayes unique musical heritage into a significant visitor attraction <u>(b) Employment & Training scheme</u> To assist in developing projects that provides training and employment opportunities (c) Key Projects/ Development Sites To monitor the improvement and development of key sites in Hayes Town and assist in attracting investment	Support the production of the Master Plan for the 'music heritage' area Support Portal space and BAA in establishing a Music Academy and other training facilities Monitor the improvement and development of the following key sites to ensure the standards enunciated by the HTP guiding principles are met by liaising with developers, planners and stakeholders: <ul style="list-style-type: none"> • 11-21 Clayton Road • Heathrow Connect • Hayes Goodsyard Site 	MH/Mark MH/Mark/Joe • HTP/Riva Properties • HTP/BAA • HTP/Ballymore	Master plan produced Proposal for music academy/training facilities finalised • Building Works will commence in April 05 for completion by Dec 05 • New Service to commence June 05 • HTP

NO	THEME	ACTION	LEAD PERSON/S	MILESTONES
		<p>2 Support development and improvement on the following sites by assisting in developing proposals and lobbying for investment for the development and improvement of the following:</p> <ul style="list-style-type: none"> • Botwell Green Leisure Centre • Hayes FM • St Anselms Church • Safeway 	<ul style="list-style-type: none"> • LBH • Hayes FM • LBH/H/H St Anselms Church Planning/HTP 	<p>Concerns expressed to LBH planning addressed.</p> <p>Funding and designs for Leisure Centre approved</p> <p>Funding and licensing decision approved</p> <p>Feasibility study completed</p> <p>Sale completed and use of site approved</p>
4	<p><u>MANAGING THE PROCESS</u></p> <p>(a) To develop and reorganise the partnership with clear terms of reference.</p> <p>(b) To ensure work of partnership is planned and carried out effectively</p>	<ul style="list-style-type: none"> • Re-establish the partnership with wider representation and clear terms of reference. • Produce, implement and monitor the Annual Work Plan • Ensure partnership and working group meetings of the partnership are held regularly • Ensure that partnership views are heard by decision- 	<p>MH/HTP</p> <p>MH/HTP</p> <p>MH/HTP</p> <p>MH/HTP</p>	<p>Partnership established with wider representation and clear terms of reference.</p> <p>Annual Work Plan Produced and implementation monitored</p> <p>Monthly meetings of partnership and meeting of working groups held</p> <p>Partnership Consulted</p>

NO	THEME	ACTION	LEAD PERSON/S	MILESTONES
	(c) To ensure the partnership has funding to sustain the work of the partnership	<p>heard by decision-making and Influential bodies by inputting on Local Development Framework, Lodon Cycle Network, Licensing Act, LBH Transport strategy and LBH CCTV strategy.</p> <ul style="list-style-type: none"> • Formalise funding from LBH s106, HCT and Partners • Formalise arrangement with HCT as fund-holders for HTP funding • Develop and implement a funding strategy to sustain the partnership post March 06 • Lobby the Hayes/Heston/Southa Il Programme in securing funding for projects in Hayes. • Monitor the introduction of the Business Improvement District Scheme (BIDS) pilots. 	<p>MH/BM</p> <p>MH/SP</p> <p>MH/HTP</p> <p>MH/BM/NC</p> <p>MH/Mark</p>	<p>By decision makers</p> <p>Post March 2005 funding for HTP secured</p> <p>Arrangement formalised</p> <p>Strategy developed and implemented</p> <p>Projects identified for funding.</p> <p>Updates and presentation on BIDS Provided</p>