FOREWORD

This report presents the Hounslow Town Centre Masterplan which demonstrates the future vision to 2021 and development principles for the study area. It has been prepared on behalf of London Borough of Hounslow by BDP, with input from CBRE, GL Hearn, Urban Flow and Regeneris. The masterplan provides a framework for the future of Hounslow town centre, based on a clear vision and comprehensive set of development principles. It also provides detailed guidance for individual spaces, streets and sites.

Following wider public consultation on the draft masterplan in February 2012 for 4 weeks, the masterplan has been revised in response to feedback received and in partnership with major town centre stakeholders.

The masterplan is part of the evidence to inform the Council’s emerging Local Plan and will be a material consideration in determining planning applications. Through a robust and commercially sound strategy, the masterplan will help to secure a positive future for the area. The purpose of a masterplan is not to undertake detailed design for sites, but instead provides realistic principles and guidance on the design and delivery of future development in the study area to give greater certainty of high quality, consistent and appropriate change.
This report sets out the vision and masterplan for Hounslow town centre to 2021
Introduction
1 INTRODUCTION

1.1 ABOUT THE MASTERPLAN
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The role of the masterplan is to:
- Develop and test principles for regenerating Hounslow town centre.
- Identify and develop principles for key development opportunity sites, spaces and streets.
- Guide developers seeking to develop sites within the study area with regard to the principles of location, type, form, access and design of development, and also the appropriate sustainability principles that should be employed.
- Provide an evidence base for planning policy and guidance on the principles for future developments in the study area.
- Provide guidance to London Borough of Hounslow on the delivery of the masterplan.
- Identify further studies and the steps that should follow the masterplan.

1.2 STUDY AREA
The masterplan study area covers Hounslow town centre, including the existing shopping area centred on the High Street (figure 1.1). The area includes the large central parcel of land containing the Blenheim Centre (Phase 1 site) and associated car park (Phase 2 site.) Directly adjacent to the Blenheim Centre, the Hounslow Manor School campus site is also included within the boundary.

To the north the study boundary runs along the rail line between the two London Underground stations; Hounslow Central and Hounslow East. Extending to the east the boundary takes in the bus garage and future Tesco site. To the south the boundary encloses the rear of properties off the High Street, including the old school building, before following the line of properties to the rear of Hanworth Road. To the west, the study area includes sections of and properties adjoining Staines Road and Bath Road.
1.3 MASTERPLAN PROCESS
Masterplanning is as much about the process as it is about the end result. The masterplan has evolved through an iterative process, assessing the key issues and opportunities, developing a vision, strategies and alternatives, and testing these with key stakeholders and representatives from the local communities. To ensure it is robust and deliverable the masterplanning process has involved the following pieces of work, each informing the proposals in this report:

- Urban design analysis (and an illustrative schematic) to show how the principles could be translated.
- Transport studies relating to buses, vehicles, highways and junctions, and parking to assess the feasibility and likely impact of masterplan principles.
- Viability testing to confirm the delivery potential of the development principles proposed (use, amount, layout).
- An economic strategy to inform the masterplan.
- A delivery strategy to inform the masterplan.
- A development appraisal study for the Blenheim Phase 2 site to inform and confirm deliverability of the development principles in the masterplan.
- A retail demand and impact study.

Following wider public consultation on the draft masterplan in February 2012 for 4 weeks, the masterplan has been revised in response to feedback received and in partnership with major town centre stakeholders.

1.4 RELATED STUDIES
A significant amount of work on the potential of Hounslow town centre has already been undertaken and published in existing studies. These studies provide evidence for the masterplan. They were reviewed and appraised during the baseline stage and have informed the objectives and principles of the masterplan.

- Vision for Hounslow 2030, Hounslow’s Local Strategic Partnership 2010.

1.5 PLANNING POLICY AND GUIDANCE
The masterplan is informed by, in accordance with and supplementary to regional and local planning policy and guidance. At the national and London levels this includes: National Planning Policy Framework (NPPF), London Plan (Adopted July 2011 and Early Minor Alterations June 2012), London Housing Design Guide.

At the local level, the masterplan is underpinned by saved policies from the Hounslow Unitary Development Plan (2007) which in particular includes Policy Imp 2.2 Regeneration of Hounslow Town Centre – a policy promoting the regeneration of the town centre, development that will provide a positive mix of uses and enhance the town centre as an accessible, safe and attractive place to be. It also includes Policy S1.1 Main Retail Areas, which seeks to maintain and enhance the main shopping areas, including town centres, throughout the Borough.

The masterplan is in accordance with the adopted LBH Employment Development Plan Document (2009) and the emerging Local Plan, which includes a leading objective to regenerate town centres and enhance them as the heart of the Borough’s communities, retaining more local spend in the economy and improving local service provision (Preferred Core Strategy).
Figure 1.3 - The town centre contains a large number of sites which are key opportunities for development over the masterplan period.
the context
2 THE CONTEXT

2.1 REVITALISING TOWN CENTRES

Town centres represent a hub and focal point for the community and social interaction. The importance of town centres is highlighted in the London Plan (2011), especially in outer areas, where it rightly asserts that town centres in outer London play a ‘vital role in the life and prosperity of the capital’ (p.48).

Town centres across the UK are however generally suffering decline due to a variety of factors, including the economy, rise of internet shopping, poor environmental quality and a lack of the experience and offer desired by potential visitors; Hounslow is no exception. Action is required to reverse this and reposition the town centre as the heart of the community. The current economic difficulties and recent social uprising seeing riots in many UK town and city centres places even greater emphasis on the need to revitalise town centres through truly social and community orientated approaches.

Research conducted by BDP for the BCSC revealed that the future holds diverse fortunes for shopping places - in a highly competitive and fluctuating market winners and losers will emerge (BDP / BCSC, 2004). The challenge for the masterplan is to ensure Hounslow emerges as a winner. Figure 2 summarises the components required to ensure this happens.

2.2 HOUNSLOW REGENERATION POTENTIAL

Hounslow town centre is well located in relation the Heathrow Airport and central London. It serves a large population catchment and therefore has a good amount of development potential.

The lack of an overarching holistic vision to guide the development of individual sites in the town centre has been a major shortcoming of the planning process. The masterplan seeks to address this by establishing a comprehensive vision for the town centre, and key principles and strategies to deliver that vision.

All future applications will be required to demonstrate how the proposals respond to and address the core principles set out in this report, and that all proposed development complies with and is not prejudicial to the overall vision, concepts and principles.
2.5 HISTORIC EVOLUTION

Positioned on the Bath Road (where it forks to the Staines Road at the Bell Inn), Hounslow town centre was centred around Holy Trinity Priory founded in 1211. The priory developed what had been a small village into a town with regular markets and other facilities for travellers heading to and from London. Although the priory was dissolved in 1539 the town remained an important staging post on the Bath Road.

Over time, the urban structure of Hounslow has evolved, with the addition of the tube line, residential development and growing numbers of services and facilities. The High Street, while evolving from a through route to a part pedestrianised zone, has however consistently remained the spine of the town centre, holding together and connecting the communities to the north, south, east and west.

2.4 RETAIL NEEDS

There is a large evidence base underpinning the need for regeneration of the town centre and the need to improve the town centre’s retail performance and offer. In 2006 GVA undertook a detailed retail needs assessment of Hounslow, Ealing and Hammersmith and Fulham areas. This was updated in 2010. The GLA has also undertaken its own comprehensive health check of London centres (2009) and the Council’s own annual monitoring review (AMR) also reviews key performance indicators.

In keeping with NPPF policy and to inform the preparation of the Council’s Local Development Framework (LDF), the Council commissioned Roger Tym to update its 2010 study. A 2013 update has been prepared by Roger Tym.

In addition to the above there are also a number of other databases and research reports looking at the health of UK high streets, the impact of the Internet, multi channels and other special forms of trading (SFT).

RTP has prepared an update of its 2010 report for LB Hounslow to take account of:
- Latest per capita expenditure data for comparison goods.
- Updated population projections.
- Latest forecast for SFT (special forms of trading).
- Updated sales density growth assumptions and benchmark sales densities.
- New retail commitments.

To ensure comparison with the 2010 work, RTP has forecast on the basis of the 2010 scenarios. The 2013 report notes that primarily because of higher levels of SFT, the quantitative forecasts for comparison goods are lower than in 2010. In summary the forecasts to 2021 for Hounslow town centre for comparison goods are:
- Scenario A – 9,600 sq m (gross).
- Scenario B – 8,800 sq m.
- Scenario C – 17,200 sq m.

Whilst the figures have reduced from the 2010 report, there remains substantial unmet identified quantitative need for comparison retail in Hounslow town centre.
2.5 POPULATION

As a borough Hounslow is experiencing significant levels of population growth, as evidenced by the recent figures showing population numbers dramatically exceeding those forecast. The latest published figures for 2011 exceed those predicted by some 20,000. As a result, the town centres in the Borough need to work harder to provide for the needs of the existing and future catchment populations.

Since 2001 there has been a marked growth in the sections of the population aged between 25 and 49, with the most significant growth being in the categories of 25-29 and 30-34. The Hounslow Central ward, which covers a large part of the town centre study area, has a larger proportion of people aged between 20 and 29 than any other of the neighbouring wards.

With the growth in population expected to continue to 2021, and the ever-increasing numbers of young professionals and young families, increased pressure will be placed on the town centre services over the masterplan period, and the masterplan must respond by providing for the future needs of the population in terms of services, amenities, jobs and homes.
2.6 COMMUNITY FACILITIES
As illustrated by the adjacent diagram at figure 2.7, the town centre contains a number of services and facilities for the local community, including places of worship, healthcare, schools and education, youth and community groups, and other services. While the quality of those services has not been fully audited, it is important that the masterplan adopts an assumption for retaining, reproviding and improving the access to community services and facilities. This will be an important principle to adopt in serving the population of the town centre that will increase due to the addition of new living accommodation, but is accentuated by the need to plan for the population of the borough that is forecast to continue growing to 2021.

2.7 LAND USE CHARACTER
Hounslow has the advantage of being a relatively well used town centre, with unique access to Heathrow Airport and central London and a vast existing catchment population. However, the lack of quality and diversity in the town centre offer and experience adversely affects perceptions of the town centre and therefore visitor spend.

The land uses in the town centre can be broadly characterised into a number of distinctive zones. The linear core of the town centre can be broadly seen as three parts. While there is some mixing of eating and drinking, the core High Street area is dominated by shopping. At the western end of the High Street there is a predominant character of office and commercial uses with elements of evening leisure, and local services to a lesser degree. To the eastern end of the High Street the character is dominated by local shops and services with a larger amount of community use. Beyond the High Street to north and south, and at the perimeters of the study area, there are large areas of residential character.
Figure 2.8 Existing land use analysis
2.6 SCALE
There is variety in the existing scale and massing of buildings throughout the town centre, but prevailing scales can be identified which set an important context for future development; a context that must be respected in order that future development integrates with the existing built form and townscape. As illustrated by the zonal analysis on figure 2.9, this includes a prevailing scale of 3 storeys along the High Street. The western end of the town centre displays a more substantial scale of 4 storeys rising to 8 in a number of office buildings. The eastern end of the town centre is generally of lower scale of 1 to 2 storeys due to the nature of the community and local services uses. The residential areas are largely of 2 storeys.

A number of existing buildings display inappropriate scales which visually dominate the townscape in both local and wider views and overshadow existing residential properties. These buildings must not set a precedent for future developments and their scale should not be replicated.

2.7 TOWNSCAPE CHARACTER
The townscape in Hounslow town centre is currently difficult to navigate, particularly for pedestrians and those not travelling in a motor vehicle. In addition to the poor quality and visibility of signage, the primary reasons for this lack of clarity relate to the layout and nature of the built form. There are few direct views between arrival points and destinations, including for example between the tube stations and the High Street. There are also few landmarks or features in the buildings that provide visual indicators for the visitor to remind them of where they are.

Low quality edge environments exist throughout the town centre. These inactive, blank and ill-defined frontages and loose spaces exist along vehicle and pedestrian routes, and in some cases are the arrival points into the town centre. The condition of these edge locations presents a poor image of the town centre to visitors on arrival, and gives rise to an environment that feels unsafe.

The townscape strategy and principles in the masterplan seek to address these issues, providing the a town centre that is easily navigated and understood. This will in turn secure high quality design and positive perceptions of Hounslow.
Figure 2.10 Existing townscape character and quality analysis
2.8 PEDESTRIAN ENVIRONMENT

The current condition of the public realm is one of the major contributors to the poor appearance, perceptions and consumer experience of the town centre. The pedestrian experience in Hounslow is generally not befitting of a town centre its size. Yet there is a notably high pedestrian footfall and an obvious desire to dwell in the High Street, particularly during the day.

The landscape design is outdated and the mixture of materials, treatments, colours and styles results in a public realm that lacks quality, consistency, clarity and identity. This is compounded by the poor quality street furniture and barriers resulting from historic public realm and highway engineering solutions. There are however positive elements, including the mature tree line running along the High Street, reinforcing its linear arrangement and providing a key contribution to the visual character. The contribution to the townscape by these trees is however affected by the amount of clutter, detracting from their quality.

While sections of the High Street in Hounslow are pedestrianised and have generous widths, including the western section, there is very little good quality and well defined space for social interaction especially given the scale of the town centre. Spaces that do exist, including the space to the west outside Bell Pub and fronting the Trinity Church, are poorly designed and unwelcoming.

Pedestrian movement into and through the town centre is currently restricted by the lack of good quality connections. The dominance of buses in the central High Street section is a fundamental town centre issue. Buses meander along this route due to the carriageway alignment, with the tight pedestrian footways and barriers and signalisation impeding pedestrian flows. Options for addressing this issue have been considered, including redesigning the street, shared surfacing and pedestrianisation, and our recommendation is presented later in this report.

The High Street already has a relatively high pedestrian footfall when compared to other similar centres. Pedestrian flows are generally highest along desire lines running between the Blenheim Centre / car parks and the High Street, between the Treaty Centre and central cluster of anchors in the eastern section of the High Street, and between the High Street and train/tube stations, highlighting the importance of retaining and announcing these key attractors.
Figure 2.12 Existing retail analysis
2.9 TRANSPORT AND HIGHWAYS

The town centre is generally well served by public transport from the presence of three rail / tube stations. While these are in relatively close proximity however, the layout of the urban grain and quality of routes is such that these stations feel more distant. The masterplan therefore includes a strategy to improve rail access.

The town centre is also well served by bus routes connecting to the residential hinterland and neighbouring centres. There are however a number of issues with the services and distribution. High Street services currently only serve destinations to the south west meaning pedestrians needing to travel in other directions are poorly served. The dispersal of bus stops for shoppers and visitors is also confusing, with bus stopping points being less legible to passengers where routings from east to west differ from those travelling west to east. The high level of bus movements along Hanworth Road also contributes to congestion. The masterplan therefore includes a concept for rationalising and improving the locations of bus stops, and for providing increased bus provision in the heart of the town centre.

Traffic generally flows smoothly through the town centre. An important objective is therefore to deliver a strategy that balances the need to maintain good vehicle flows and provide good access, while encouraging sustainable travel patterns by minimising private car use. As illustrated by the diagram at figure 2.13, vehicle movements terminating at the town centre from the west, south and east largely arrive at the Treaty Centre car park, highlighting the importance of its role in the town centre network. Vehicles arriving from the north, and to a lesser degree the east, tend to terminate at the surface car parks to the south of the Blenheim Centre highlighting the continued importance of these as town centre destinations.

The junctions on the town centre highways network perform to varying degrees, subject to the location on the network in relation to the dominant directions of travel and destination desirability. As illustrated by figure 2.14 the majority of junctions perform well or are satisfactory, but there are a number which are problematic due to the layout and signalling. There are a range of issues with the carriageways which generally suffer congestion due to the layout and width. There are also several areas where the narrow footways and street clutter result in pedestrian pinch points.

The masterplan has considered the impact on those junctions in assessing the appropriate nature of land uses and quants of future development, and recommends a strategy for the treatment of the junctions when considering the need to balance smoothing vehicle flows and supporting future development against the need to improve the pedestrian environment where possible.
Figure 2.14 Existing junction and highways analysis
2.10 CAR PARKING

The baseline car parking analysis identified an oversupply of car parking in the town centre with varying occupancy and charge rates. There is therefore the potential to consolidate car parking, releasing land for development to improve land uses and the town centre offer, and to better provide for need.

Existing car park locations are shown on figure 2.15, along with an indication of their role, quality and usage levels. As illustrated by the diagram the car parks play a variety of roles in the town centre network, with a cluster of centrally located car parks serving the town centre retail, car parks serving the edge of town areas to the west and east, and a number of short stay car parks.

The quality of parking provision is generally good in the central and western parts of the town centre, but those located to the east tend to be of lower quality in terms of the environment, accessibility and experience.

There is a clear pattern in terms of usage with the best quality car parks in the central area being the best used, despite perhaps being subject to the longer vehicle travel distances. The car parks in the west are relatively well used, but do have spare capacity perhaps demonstrating a desire for visitors to arrive into the most central locations to avoid increased walking distances. Those in the eastern end of the town centre suffer from low levels of usage, despite being in a location which experiences high levels of traffic flows. This indicates that the car parks are not capturing vehicles or are perceived as being too distant from the High Street.

Figure 2.15 Existing car parking analysis which shows the quality, role and usage within the town centre network. The images to the left show the surface car parking in front of the Blenheim Centre and on School Road.
3 the vision
3 THE VISION

‘A cosmopolitan 24 hour town centre community’

By 2021 Hounslow will have become a 24 hour town centre community offering an exciting cultural experience that cannot be found elsewhere in West London. The town will be bustling and fun, with a wide variety of activities and entertainment for families and youngsters, rich with places to work and living streets.

Hounslow will become one of London’s most distinct and celebrated town centres. Its character will be cosmopolitan, yet rooted in the local identity of an ethnically diverse and community focussed population. The High Street will be the spine of the community; it will be a friendly meeting and events space with services and facilities that support the needs of its residents, while attracting visitors wanting to experience the community atmosphere.

The town centre will have become an attractive place to live for those working in the town centre, the wider borough and commuting to London. It will provide good quality cultural and educational facilities with a rounded offer that places Hounslow on a par with all of London’s other Metropolitan Centres. Businesses will be attracted by the bustling environment, service offer, and the proximity to London and Heathrow, and there will be strong focus on providing the conditions for young and independent enterprises to grow.

The quality of the public realm and environment within the town centre will play a key role in changing perceptions of Hounslow, announcing the alternative and independent character of the area. All new developments will be of the highest quality to make sure Hounslow is an attractive place to live, work, visit and invest in.
3.1 POSITIONING HOUNSLOW

An appropriate nature and degree of well managed change is needed in Hounslow town centre to ensure development and land uses are sustainable.

A VIBRANT LOCAL CENTRE

Firstly, the offer in Hounslow should be strengthened to better serve the needs and desires of the local population. The chart opposite shows the components that will be required to lift Hounslow town centre into a strong local service centre, including new commercial space for local businesses, local shops and improved public realm.

A COMPETITIVE METROPOLITAN CENTRE

In the longer term change will be directed towards Hounslow becoming a stronger Metropolitan centre. To do this a substantial improvement will be required (see figure 4.3) in comparison retail, cultural facilities and evening activities providing a more diverse offer for local people and an attractive destination prospect for visitors. With these components in place, Hounslow will compete with other Metropolitan centres in London.

All proposals for development in the future must contribute to each of these components to strengthen Hounslow’s role as a local and Metropolitan Centre.

Figure 3.1 Successful town centres require a blend of ingredients. Hounslow is already accessible and has a strong offer of local shops and services, but is lacking in leisure and entertainment facilities, good quality town centre living accommodation, and suffers from a poor quality public realm.

Figure 3.2 The first step in uplifting Hounslow is to strengthen those aspects in which it is lacking, focusing on improving the quality of the public realm and open spaces, and strengthening the offer of shopping, services, leisure and living.

Figure 3.3 Once the local offer has been strengthened, Hounslow will be able to build on that base to affirm its role as a diverse Metropolitan centre.
3.2 OBJECTIVES
The following overarching objectives must be achieved to deliver the vision for Hounslow town centre.

OBJECTIVE 1 - EXPERIENCE AND OFFER
Hounslow must become a town centre with a rich and diverse experience and offer that meets the needs and aspirations of the local population while attracting visitors. To do so, the following must be promoted:
• The redevelopment of the site opportunities for a diverse mixture of land uses which support the diversification of the town centre economy.
• Establishing three distinct character areas, each of which has a specific function, that blend to form a vibrant town centre.
• Enhancing the quality of the existing retail offer through the creation of a strong triangle of anchors, new retail streets and uplifting the High Street.
• Increasing the choice of services for local residents, including leisure and evening activities.
• Providing cultural and community activities within the town centre within dedicated cultural floorspace and by creating new public squares for events.
• Diversifying the town centre economy by creating flexible commercial spaces that will encourage business growth and support local enterprise.

OBJECTIVE 2 - QUALITY AND IDENTITY
Enhancing the design quality within the town centre will promote Hounslow as a welcoming and attractive place to live, work, visit and invest in.
Ensuring all developments are of the highest quality in terms of appearance, layout, land use, function and sustainability will assist in changing perceptions of Hounslow, increasing the number of visitors to the town centre, making Hounslow an attractive place for business to locate and invest.
Retain the High Street’s pedestrian friendly height and scale but increase the range of place experience i.e. add to and improve the quality and interest of linking routes, whilst providing for spaces and differing character for activities and the footfall desire lines which will make them successful.
Outline principles for scale and massing which will ensure the creation of a sensitive high quality place.
Upgrading and redesigning the existing public realm to improve the overall appearance of the town centre, and to create a series of new social spaces at the heart of the town centre. Encouraging the maintenance and refurbishing of surrounding buildings.

OBJECTIVE 3 - ACCESS, ARRIVAL AND WAYFINDING
There is a need to build on the good level of public transport accessibility into Hounslow by improving the experience of visitors as they arrive and navigate their way through the town centre. This will be achieved by:
• Building on existing public transport connections by enhancing the ability of visitors to access the bus, Underground and rail network by enhancing routes to the existing stations and stops. This will include exploring the option of re-routing buses away from the High Street to create a new arrival point for passengers within the re-developed Blenheim Centre site.
• Improving cycle access throughout the town centre.
• Creating a more easily navigable environment within the town centre by restructuring the townscape to emphasise key buildings and frontages, and through the provision of high quality signage.
the masterplan
4 THE MASTERPLAN

A masterplan for Hounslow town centre has been produced showing how it will develop to 2021. The masterplan will guide future development and investment in the town centre as a means of delivering the vision and objectives set out in the previous section.

The masterplan comprises an overarching development strategy (shown in figure 4.1), a town centre concept, and the following strategies set out in this section:

- Land uses;
- Retail and pedestrian movement;
- Public spaces;
- Townscape;
- Urban structuring;

The masterplan also comprises site specific development principles, and the following supporting strategies, which are set out in the next sections of the report:

- Public realm treatment;
- Bus movement;
- Cycle movement;
- Private vehicle movement;
- Car parking;
- Servicing.

Figure 4.1 The masterplan for Hounslow town centre consists of an overarching development strategy (illustrated above), a series of concepts and strategies, and individual development principles for each site.
4.1 TOWN CENTRE CONCEPT
The town centre concept for Hounslow town centre (illustrated on fig 4.2) is to:

- **24 HOUR TOWN** - Diversify the land uses in the town centre with choice and activity during the day and night, and to better provide for the economy and communities.

- **NEIGHBOURHOODS** - Establish three distinctive areas - Lampton, High Street and Kingsley. Each area will have a distinctive land use and visual identity.

- **CONNECT STATIONS** - Reinforce and improve links to the existing tube and rail stations, with active street frontages announcing arrival and drawing visitors into the town centre.

- **HIGH STREET SPINE** - Reinforce the High Street as the central spine of the town centre through uplifting the design and functional quality, unifying its appearance and creating clear sight and pedestrian desire lines.

- **TRIANGLE OF ANCHORS** - Tighten and intensify the retail core by establishing a triangle of strong linkages between the three key anchors via the reinforced High Street spine.

- **GATEWAY SPACES** - Create town squares that provide active and high quality social spaces.

- **SEQUENCE OF SPACES** - Connect the town centre via a series of high quality public spaces and permeable routes.

**NEIGHBOURHOODS**
A core aspect of the design concept for Hounslow town centre is to establish three clearly defined identity areas, each with its own nature and function, but that together forming a vibrant town centre.

Successful town centres require a diverse range of land uses and experiences to provide an attractive offer. In a large centre such as Hounslow it is however beneficial for the town to be structured by a series of distinctive character areas, helping to direct the appropriate land uses, ensuring activities are complementary and creating a critical mass of activity. Character areas help to create a sense of place, attracting people into an area and assisting with wayfinding and the experience of a town centre by creating recognisable, memorable places. Without defined land use character areas, there is a danger of weak, unrecognisable areas and a confused urban realm.

The definition of character areas in a neighbourhood helps to create a strong urban structure, defining the role and function of sub-areas and guiding subsequent design decisions on matters such as built form, scale, density, materials, building typology and public realm character. The creation of identity areas also provides a strong ‘hook’ for future place branding and marketing of Hounslow town centre.
Figure 4.2 Hounslow town centre concept
Cities and large town centres that feature character areas (neighbourhoods or quarters) provide a unique sense of place and a memorable shopping experience which attracts visitors. Notable examples of these include Southampton, Brighton, Folkestone, Birmingham, Sheffield, Leicester, Oldham, Liverpool, Stoke-on-Trent, Doncaster, Boston, Colchester, Leamington Spa, Wolverhampton, Bedford, Bury and Warrington. The creation of quarters also provides a strong ‘hook’ for future place branding and marketing of Hounslow town centre.

Character areas in Hounslow have been defined in response to the current role and activities of areas in the town centre to reinforce what already exists, rather than enforcing an unnatural role. In this way future developments will enhance the current attributes of the town centre, with an identity for Hounslow evolving organically rather than being enforced. This approach is consistent with the visioning work undertaken in 2009.

**LAMPTON NEIGHBOURHOOD**
The western end of the town centre is largely commercial in nature, with offices and hotels being the dominant land uses. Building on this, the Lampton area will become a commercial-led mixed use zone. It will have a strong civic and leisure role anchored by the new public events space, and evening economy uses, including eating and drinking, to complement the family oriented High Street offer.

New flexible commercial floorspace will be provided in a richly mixed environment with residential units and civic uses in moderate scaled blocks surrounded by attractive and accessible public realm. This area will be highly connected to the High Street by a gateway public space and clear pedestrian flows.

**HIGH STREET NEIGHBOURHOOD**
Building on the existing activity of the High Street, Treaty and Blenheim Centres, the High Street will become the retail and entertainment heart of the town centre.

**KINGSLEY NEIGHBOURHOOD**
The eastern area will be a local services and living hub with independent convenience shops, amenities, community and education facilities, streets and spaces for all residents’ needs.

For development principles relating to each of these areas, see the strategies on the following pages and development principles for each of the opportunity sites.
Figure 4.3 Hounslow town centre identity areas
4.2 RETAIL AND PEDESTRIAN DESIRE LINES

The pedestrian experience in Hounslow is generally not befitting of a town centre its size. The masterplan therefore seeks to prioritise people by substantially improving the pedestrian environment and circulation. This will help Hounslow to become a stronger local centre. Several key issues have been identified and are addressed: the design of the High Street, poor connections and permeability, and a vehicle-dominated environment.

The pedestrian movement principles for Hounslow town centre are as follows:

1. Create strong linkages between the three key retail anchors of the Treaty Centre, Blenheim Centre and High Street east.

2. Provide strong visual sightlines and clear pedestrian routes along the High Street and on connections between the anchors, by reducing clutter and avoiding street furniture, market stalls or new trees in the pedestrian channels along the edges of the High Street.

3. Protect the trees lining the High Street in recognition of their role in guiding the eye and movement along this important pedestrian route, and in contributing to the High Street identity.

4. Create new direct active connections between the High Street and shopping centres, including at least two connections to the High Street from the Blenheim Phase 2 site.

5. Encourage movement by providing strong sightlines between the High Street anchors, accentuating key corners and the termination of views with visual markers.

6. Prioritise pedestrians in the central section of the High Street by realigning the carriageway, widening footways and removing barriers and signals.

7. Improve existing connections to the town centre from the train and rail stations by enhancing arrival, decluttering and providing better wayfinding.

8. Improve links across Hanworth Road between the High Street and residential area to the south.

9. Revise the carriageway on the Staines Road to give more space to pedestrians and provide safer crossing.

More detailed principles for specific streets and spaces are provided later in this section and in the next section of the report.
Figure 4.4 Retail and pedestrian movement principles
4.3 LAND USE CONCEPT

LAMPTON NEIGHBOURHOOD
The land use principles for the Lampton area include:

1. Focus leisure (evening economy) uses around and providing active frontage to the West Square, with living accommodation above.

2. Mixed use development with flexible commercial floorspace and living accommodation above. All developments should provide a range of small and medium sized commercial units.

3. A new civic offer on the Bath Road car park.

4. Upgrade and remodel existing office blocks to provide improved accommodation to meet modern needs, and a more attractive environment for inward investment.

5. Protect and reprovide employment floorspace within mixed use developments.

6. Residential led mixed use development, subject to the relocation or reprovision of the existing nursery use.

7. All developments should include a range of residential types, sizes and tenures, having regard in particular to the need for affordable and accessible housing.

HIGH STREET NEIGHBOURHOOD
The land use principles for the High Street area include:

8. Upgrade and remodel existing buildings and units in the High Street area, allowing for adaptation of existing units, (combination and sub-division).

9. Mixed use development that includes new comparison retail floorspace, leisure, entertainment and residential uses.


11. Promotion of community uses throughout the town centre in existing and new developments.

12. All developments should include a range of residential types, sizes and tenures, having regard in particular to the need for affordable and accessible housing.

KINGSLEY NEIGHBOURHOOD
The land use principles for the Kingsley area include:

13. Redevelopment of Hounslow Manor School for a high quality education facility.

14. Residential-led mixed use development with a strong retail and leisure component. Residential units should be of a mix of size and tenure, and retail units should be appropriately sized for the local and independent occupants. Large retail units are not appropriate in this location.

15. Flexible units for local retail and services (flexible A class units A1 - A3) along the High Street. Developments should be mixed use with residential units.

16. All developments should include a range of residential types, sizes and tenures, having regard in particular to the need for affordable and accessible housing.

17. Planning consent has been granted for a retail development at the easternmost end of the town centre, adjacent to the bus garage. If this development does not go ahead a development brief should be produced for the wider allocated site demonstrating the appropriate use and layout.
Figure 4.5 Land use principles

- MIXED RETAIL / LEISURE / ENTERTAINMENT / RESIDENTIAL
- RETAIL
- RESIDENTIAL
- MIXED COMMERCIAL / RESIDENTIAL
- MIXED LOCAL RETAIL / RESIDENTIAL
- COMMUNITY FACILITIES
- CIVIC FACILITIES
- MIXED RETAIL / OFFICE / RESIDENTIAL
- MIXED LEISURE / RESIDENTIAL
- HIGH STREET UPGRADE
- HIGH STREET POTENTIAL RESTRUCTURING
- EXISTING OFFICE UPGRADE
- EXISTING A3/A4 UPGRADE
- EDUCATION FACILITIES
- POTENTIAL SCHOOL EXPANSION AND RESIDENTIAL
- RETENTION OF COMMUNITY USE
4.4 SEQUENCE OF PUBLIC SPACES
Providing space for social interaction is a vital component of sustainable places, and has been identified by the Council as a primary objective in their Local Economic Assessment. Good quality public spaces provide places for the community to interact both directly and passively, thereby reinforcing or increasing the sense of community and belonging to a place, and also increasing civic pride. The quality and function of public spaces also has a direct impact on the vitality of shopping areas by encouraging people to come to and spend time in different parts of the town centre.

The creation and improvement of social spaces in Hounslow has therefore been identified as a primary opportunity. The strategy for creating social spaces is illustrated in figure 4.5. The strategy and implementation of the principles will make a substantial contribution towards Hounslow becoming both a more vibrant local centre and a stronger Metropolitan centre.

The spatial concept for the masterplan is based on the following:

- **SPATIAL QUALITY**: Improve the quality of existing spaces, in terms of layout, edge definition, frontages, use and appearance. A fundamental principle will also be reducing the impact and dominance of vehicles in these spaces.

- **SPATIAL QUANTITY**: Increase the amount of new open space, particularly where related to new development, to ensure a permeable, human scale and active environment that is attractive and welcoming for visitors and that provides good quality amenity space for residents.

- **USABLE SPACES**: Establish a series of spaces which are designed to accommodation different functions, including formal and informal gathering places for events and markets, spaces for sitting, resting, relaxing and play, and zones of transition that are pleasant to walk through.

- **A NETWORK OF SPACES**: Create a sequence of public social spaces throughout the town centre, each with a distinctive role and function, that ‘knit’ the town centre together and provide a different experience in key locations.

The social spaces principles in the masterplan are as follows:

1. **HIGH STREET**: Treat the High Street as one linear public space, prioritising pedestrian flows and minimising vehicle access.

2. **HIGH STREET**: Uplift the High Street as one unified and high quality public realm feature through consistent materials, a coordinated strategy for tree retention and flows.

3. **GATEWAYS**: Create new public social squares at the east and western ends of the High Street to provide the sense of arrival currently lacking in the town centre.

4. **UPGRADE**: Upgrade and redesign existing spaces to enhance their quality and function.

5. **PRIVATE AMENITY SPACES**: Provide high quality private external spaces within new developments.

More detailed principles for specific streets and spaces are provided later in this section and in the next section of the report.
Figure 4.6 Social space principles
4.5 TOWNSCAPE CONCEPT

The townscape concept seeks to provide a town centre that is easily navigated and understood. This will in turn secure high quality design and positive perceptions of Hounslow. The townscape concept for the masterplan is based on the following:

- PROVIDING LANDMARKS: Retaining and protecting existing landmarks, and establishing new ones in specific locations to assist with legibility and wayfinding.
- SIGHT LINES: Identifying important sightlines that should be protected and promoted in developments, particularly between key arrival points such as the train stations and the town centre and between the key anchors.
- TREATMENT OF FRONTAGES: Identifying particular important building frontages, facades and corners that should be treated to aid legibility and wayfinding, through curvature, detailing and articulation.

The masterplan principles for edge environments are below.

1. Retain the existing buildings at Bell corner that serve as landmarks and will continue to give identity to the public space.

2. Provide a new landmark building at the corner of Bath Road / Lampton Road to aid legibility and movement between Hounslow Central and the town centre.

3. Protect the vista from Hounslow Central to the Bell Pub.

4. Provide landmarks in the new development on Staines Road to terminate the vista and encourage pedestrian movement to and from the High Street.

5. Provide visual landmarks through the addition of public art at intervals along the High Street.

6. Provide visual landmarks on the corner of new development to improve legibility from Hounslow West train station to the south along Bell Road.

7. Announce the new public space from the High Street by distinctive treatment of the corner element of the new building.

8. Retain the historic element of the Post Office building as a focal point for the new public space.

9. The frontage of the new pedestrian street should be designed to allow direct views to the curved frontage of the existing Blenheim Centre from the High Street. Retain and provide views from the new shopping area to the existing art deco frontage on the High Street.

10. Provide an individual and elegant taller building element within the zones indicated on the new frontages to the north and south of the High Street (east) to terminate vistas and aid legibility.

11. Protect the vista from Hounslow East tube station to the bus garage building.

We produced a vision and masterplan for Canvey town centre which involved extensive engagement with the local businesses, town centre groups, schools and communities. Through workshops, exhibitions, a regeneration shop, website and social media, we reached 10,000 of the 40,000 island population.
Figure 4.7 Townscape principles
4.6 URBAN STRUCTURING CONCEPT

The urban structuring strategy for the masterplan is based on the following:

- **ACTIVATE**: All new developments should have active frontages to streets and pedestrian routes.
- **DEFINE**: Routes and spaces should be well defined by strong and consistent building lines.
- **RESTRUCTURE**: Where possible existing edges should be restructured to activate and define the frontages to routes and spaces.
- **SCREEN**: The backs and service yards for existing buildings should be screened with appropriately designed and high quality boundary treatments.

The masterplan principles for edge environments are below.

1. Remodelling of the boundary treatment surrounding Yates’s wine bar to improve the relationship between the building and the adjacent street. This will also reduce barriers to pedestrian movement.
2. Visual screening for car park. Introduction of tree lines and ground level planting to soften the street scene.
3. Restructuring the edges of the public square. Ideally the square would have active uses on the east and west sides. Potential construction of small inward facing kiosks that require limited back office/ancillary space to activate the square.
4. Multiple land ownership and varying available spaces make it difficult to adopt an approach that would see the length of the street redeveloped with active uses fronting onto Hanworth Road. A more minimal approach that sees planting and greening of the wall surfaces and boundary treatments, which screening/hoarding installed to fill the gaps and create a more continuous edge that will help add definition to the north side of the street and reduce the windswept effect the street scene suffers from.
5. Sides of the existing service yards along the linking roads to be screened. Potential use of public art and cleansing to improve the appearance and perception of the spaces.
6. Long term restructuring of the west side of Alexandra Road. The space would benefit from a stronger, more defined edge that aids continuity and helps reinforce the space. The new blocks would house A-class uses at ground floor helping to complement the uses proposed for the Blenheim phase 2 site, with residential above to add height for enclosure. The inclusion of A-class uses would also aid in creating a more seamless bridge between the high street and the Blenheim site, reinforcing the retail loop.
7. The rear service yards should have continuous and coherent visual screening to help unify the street and reduce the impact of the untidy rear service yards of the high street units. The combined use of planting, public art and hoarding will add interest whilst masking the service yards.
8. As well as providing an active frontage along London Road, any new development on this site should also provide an active frontage and a decent sized set back onto the proposed residential units.
Figure 4.8 Urban structuring principles
DEVELOPMENT PRINCIPLES

1. MIXED USE ENVIRONMENT - With activity and vibrancy at all times of day.

2. RETAIL FLOORSPACE - At least 10,000 square metres of additional comparison retail floorspace.

3. FLEXIBLE SPACES - A mixture of unit sizes that meet current retailer requirements in terms of size and configuration, but with flexibility to respond to changing format requirements. For example, consideration should be given to the rise of the 'click and collect' model.

4. LEISURE - Approximately 4,000 square metres of A3 floorspace to accommodate a mixture of restaurants and cafes.

5. ENTERTAINMENT - Approximately 4,000 square metres of leisure floorspace which could accommodate a multi-screen cinema.

6. RESIDENTIAL - Provision of town centre living accommodation.

7. PARKING - Reprovision of 100 residential car parking spaces within the scheme.

8. DIRECT CONNECTIONS - Pedestrian access and visibility to the Blenheim Centre frontage.

9. MULTIPLE POINTS OF ACCESS - Pedestrian access should be provided to the High Street with at least two connections between the site and the eastern and western High Street anchors.

10. PUBLIC AMENITY SPACE - Provision of a generous and well proportioned public amenity space.

11. ACTIVE FRONTAGES - Active frontages to be provided at all edges.

12. VISUAL MARKERS - Taller elements to ensure the site is visible from the High Street and stations, and to guide pedestrian movement through the site.

13. RESTRUCTURING - Potential restructuring of the High Street frontage, including the removal of units where necessary to create high quality connections.

KEY CONSTRAINTS

- VISIBILITY - Maintain a direct visual connection between the High Street and Blenheim Centre frontage.

- MULTIPLE LAND OWNERSHIPS - Site assembly, particularly in relation to existing terrace of housing on Holloway Street.

- SERVICE ACCESS - Maintain service access to the rear of High Street properties.

- RESIDENTIAL AMENITY - Minimise the impact of development on neighbouring residential properties through overbearance, overshadowing, overlooking, noise, air quality and transport impacts.
OPPORTUNITY SITE 2 (MATISSE ROAD) - DEVELOPMENT PRINCIPLES

DEVELOPMENT PRINCIPLES

1. RESIDENTIAL - Provision of town centre living accommodation.
2. SCALE - Between 4 and 6 storeys.
3. ACTIVE FRONTAGES - Active frontages to be provided at all edges.
4. COMMERCIAL - Potential for the provision of commercial uses particularly if the site is developed in conjunction with the Blenheim Phase 2 site.
5. VEHICLE ACCESS - Vehicle access provided from the north and south.

KEY CONSTRAINTS

- COMMUNITY SERVICE - Importance of the Royal Mail operations as a community service and employer, which must be reprovided or relocated within close proximity where necessary before redevelopment can take place.
- SERVICE ACCESS - Maintain service access to the rear of High Street properties.
- RESIDENTIAL AMENITY - Minimise the impact of development on neighbouring residential properties (to the east and in future development on the BP2 site) through overbearance, overshadowing, overlooking, noise, air quality and transport impacts.
OPPORTUNITY SITE 3 (TREATY CENTRE) - DEVELOPMENT PRINCIPLES

DEVELOPMENT PRINCIPLES

1. ANCHOR - Protection of the Treaty Centre as an important town centre destination and anchor.

2. RECONFIGURATION - Potential reconfiguration of the internal spaces to create units that meet modern retailer requirements, to provide additional A3 floorspace for eating and drinking, and to provide up to 4,000 square metres of additional A1 floorspace.

3. ACTIVE FRONTAGES - Active frontages to be provided to the High Street.

4. RESTRUCTURING - Potential restructuring of the High Street frontage, including the removal of units where necessary to create high quality connections.

5. JUNCTION UPGRADES - Improvements to the neighbouring junctions to improve vehicular and pedestrian access to the Treaty Centre, and encourage use of the car park as a key point of arrival to the town centre.

6. COMMUNITY USES - Retention and enhancement of existing community facilities within the centre.

KEY CONSTRAINTS

- FLEXIBILITY - Flexibility of the existing structure and floorplates for expansion and change.

- MULTIPLE LAND OWNERSHIPS - Units on the High Street are in a number of different ownerships.
OPPORTUNITY SITE 5 (MONTAGUE ROAD) - DEVELOPMENT PRINCIPLES

DEVELOPMENT PRINCIPLES

1. RESIDENTIAL - Provision of town centre living accommodation.
2. SCALE - Between 2 and 3 storeys.
3. ACTIVE FRONTAGES - Active frontage to be provided along Montague Road to improve the feeling of safety and encourage pedestrian movement along this route.

KEY CONSTRAINTS

- RESIDENTIAL AMENITY - Minimising the impact of development on neighbouring residential properties through overbearance, overshadowing, overlooking, noise, air quality and transport impacts.
- TOWNSCAPE IMPACT - Respecting the context of community buildings to the south which have a positive townscape contribution.

Figures 4.22 - 4.24 illustrate the development principles for the site.
DEVELOPMENT PRINCIPLES

1. RESIDENTIAL - Provision of town centre living accommodation.

2. SCALE - Between 3 and 5 storeys.

3. ACTIVE FRONTAGES - Active frontage to be provided along Alexandra Road to create a residential street, improve the feeling of safety and encourage pedestrian movement along this route.

4. CONNECTION - Potential to create a new pedestrian connection through the site to improve access to the Blenheim Phase 2 site.

KEY CONSTRAINTS

- COMMUNITY USE - Need to protect and reprovide existing community uses within the town centre.

- SERVICE ACCESS - Maintaining service access to the rear of High Street properties.

- RESIDENTIAL AMENITY - Minimising the impact of development on neighbouring residential properties through overbearance, overshadowing, overlooking, noise, air quality and transport impacts.

Figures 4.25 - 4.27 illustrate the development principles for the site.
OPPORTUNITY SITE 7 (CENTRAL HOUSE) - DEVELOPMENT PRINCIPLES

DEVELOPMENT PRINCIPLES

1. MIXED USE ENVIRONMENT - With activity and vibrancy at all times of day.

2. EMPLOYMENT - Provision of employment (B1) accommodation to the west of the site.

3. LEISURE - Provision of active ground floor frontage to Lampton Road and potential spill out space for A3 / A4 uses.

4. RESIDENTIAL - Provision of town centre living accommodation to the east of the site to integrate with the existing town centre residential community.

5. COMMUNITY - Reprovision of community facilities.

6. PUBLIC PARKING - Reprovision of public car parking spaces.

7. PEDESTRIAN ROUTE - Provision of a pedestrian route through the site between Lampton Road and Montague Road to break up the massing and improve connections.

8. PUBLIC AMENITY SPACE - Provision of public amenity space within the site.

9. ACTIVE FRONTAGES - Active frontages to be provided at all edges.

10. VISUAL MARKER - Taller element or marker to ensure the site is visible from the High Street and stations, and to guide pedestrian movement along Lampton Road.

11. SCALE - Between 3 and 6 storeys.

KEY CONSTRAINTS

- EMPLOYMENT USE - Need to protect and reprovide existing employment uses within the town centre.

- COMMUNITY USE - Need to protect and reprovide existing community uses within the town centre (Montague Hall / Nursery).

- PUBLIC CAR PARKING - Need to reprovide existing public car parking.

- RESIDENTIAL AMENITY - Minimising the impact of development on neighbouring residential properties through overbearance, overshadowing, overlooking, noise, air quality and transport impacts.
OPPORTUNITY SITE 8 (LAMPTON ROAD) - DEVELOPMENT PRINCIPLES

DEVELOPMENT PRINCIPLES

1. RESIDENTIAL - Provision of town centre living accommodation to the east of the site to integrate with the existing town centre residential community.

2. COMMUNITY - Reprovision or relocation of community facility.

3. ACTIVE FRONTAGES - Active frontages to be provided at all edges.

4. VISUAL MARKER - Taller element or marker to ensure the site is visible from the High Street and stations, and to guide pedestrian movement along Lampton Road.

5. SCALE - Between 4 and 6 storeys.

KEY CONSTRAINTS

- COMMUNITY USE - Need to protect and reprovide existing community uses within the town centre.

- SERVICE ACCESS - Maintaining service access to the rear of High Street properties.

- RESIDENTIAL AMENITY - Minimising the impact of development on neighbouring residential properties through overbearance, overshadowing, overlooking, noise, air quality and transport impacts.

Figures 4.31 - 4.33 illustrate the development principles for the site.
OPPORTUNITY SITE 9 (BATH ROAD) - DEVELOPMENT PRINCIPLES

DEVELOPMENT PRINCIPLES

1. CIVIC - Provision of civic facilities with the potential for community and cultural uses.

2. ACTIVE FRONTAGES - Active frontages to be provided at all edges.

3. VISUAL MARKER - Taller element or marker to ensure the site is visible from the High Street and stations, and to guide pedestrian movement along Lampton Road.

4. SCALE - Between 3 and 5 storeys.

KEY CONSTRAINTS

- RESIDENTIAL AMENITY - Minimising the impact of development on neighbouring residential properties through overbearance, overshadowing, overlooking, noise, air quality and transport impacts.

- TOWNSCAPE IMPACT - Respecting the context of community buildings to the west which have a positive townscape contribution.
OPPORTUNITY SITE 10 (BELL ROAD) - DEVELOPMENT PRINCIPLES

**DEVELOPMENT PRINCIPLES**

1. LEISURE - Provision of leisure uses (A3/A4) with spill out space onto West Square.

2. RESIDENTIAL - Provision of town centre living accommodation to the south of the site to integrate with the existing town centre residential community.

3. ACTIVE FRONTAGES - Active frontages to be provided at all edges.

4. VISUAL MARKER - Taller element or marker to ensure the site is visible from the High Street and stations, and to guide pedestrian movement along Bell Road.

5. SCALE - Between 3 and 6 storeys.

6. JUNCTION UPGRADES - Improvements to the neighbouring junctions to improve vehicular and pedestrian access to the site.

**KEY CONSTRAINTS**

- TOWNSCAPE IMPACT - Respecting the context of Bell Pub which has a positive townscape contribution.

- RESIDENTIAL AMENITY - Minimising the impact of development on neighbouring residential properties through overbearance, overshadowing, overlooking, noise, air quality and transport impacts.
OPPORTUNITY SITE 11 (STAINES ROAD EAST) - DEVELOPMENT PRINCIPLES

DEVELOPMENT PRINCIPLES

1. RESIDENTIAL - Provision of town centre living accommodation to the south of the site to integrate with the existing town centre residential community.

2. ACTIVE FRONTAGES - Active frontages to be provided at all edges.

3. VISUAL MARKER - Taller element or marker to ensure the site is visible from the High Street and stations, and to guide pedestrian movement along Staines Road.

4. SCALE - Between 3 and 8 storeys.

5. JUNCTION UPGRADES - Improvements to the neighbouring junctions to improve vehicular and pedestrian access to the site.

KEY CONSTRAINTS

- RESIDENTIAL AMENITY - Minimising the impact of development on neighbouring residential properties through overbearance, overshadowing, overlooking, noise, air quality and transport impacts.
DEVELOPMENT PRINCIPLES

1. RESIDENTIAL - Provision of town centre living accommodation to the south of the site to integrate with the existing town centre residential community.

2. ACTIVE FRONTAGE - Active frontage to be provided at to Staines Road.

3. SCALE - Between 3 and 6 storeys.

4. JUNCTION UPGRADES - Improvements to the neighbouring junctions to improve vehicular and pedestrian access to the site.

KEY CONSTRAINTS

- MULTIPLE LAND OWNERSHIPS - Site assembly requirements, particularly in relation to existing terrace of housing on Holloway Street.

- RESIDENTIAL AMENITY - Minimising the impact of development on neighbouring residential properties through overbearance, overshadowing, overlooking, noise, air quality and transport impacts.

Figures 4.44 - 4.46 illustrate the development principles for the site.
OPPORTUNITY SITE 13 (HOUNSLOW MANOR) - DEVELOPMENT PRINCIPLES

DEVELOPMENT PRINCIPLES

1. EDUCATION - Redevelopment and refurbishment of education facilities.

2. COMMUNITY - Retention and enhancement of existing community facilities.

3. SCALE - Between 2 and 4 storeys.

KEY CONSTRAINTS

- COMMUNITY USE - Need to protect and reprovide existing community uses within the town centre.

- RESIDENTIAL AMENITY - Minimising the impact of development on neighbouring residential properties through overbearnace, overshadowing, overlooking, noise, air quality and transport impacts.

Figures 4.47 - 4.49 illustrate the development principles for the site.
OPPORTUNITY SITE 14 (KINGSLEY ROAD) - DEVELOPMENT PRINCIPLES

DEVELOPMENT PRINCIPLES

1. COMMUNITY - Retention and enhancement of existing community facilities.
2. SCALE - Between 2 and 3 storeys.

KEY CONSTRAINTS

- COMMUNITY USE - Need to protect and reprovide existing community uses within the town centre.
- RESIDENTIAL AMENITY - Minimising the impact of development on neighbouring residential properties through overbearance, overshadowing, overlooking, noise, air quality and transport impacts.
OPPORTUNITY SITE 15 (LONDON ROAD NORTH) - DEVELOPMENT PRINCIPLES

DEVELOPMENT PRINCIPLES

1. MIXED USE DEVELOPMENT

2. RETAIL FLOORSPACE - Up to 2,500 square metres of additional A1 comparison retail floorspace.

3. FLEXIBLE SPACES - A mixture of unit sizes with units that meet current retailer requirements in terms of size and configuration.

4. RESIDENTIAL - Provision of town centre living accommodation at upper floors and to the rear of the site.

5. ACTIVE FRONTAGES - Active frontages to be provided at all edges.

6. VISUAL MARKERS - A taller element to ensure the site is visible from the High Street and station, and to guide pedestrian movement along the High Street.

7. SCALE - Between 6 and 8 storeys along the High Street frontage, and between 3 and 6 storeys to the rear.

KEY CONSTRAINTS

- MULTIPLE LAND OWNERSHIPS

- RESIDENTIAL AMENITY - Minimising the impact of development on neighbouring residential properties through overbarrassance, overshadowing, overlooking, noise, air quality and transport impacts.
DEVELOPMENT PRINCIPLES

1. MIXED USE DEVELOPMENT

2. RETAIL FLOORSPACE - Upgrading the frontage to provide better quality local retail.

3. FLEXIBLE SPACES - A mixture of unit sizes with units that meet current retailer requirements in terms of size and configuration.

4. RESIDENTIAL - Provision of town centre living accommodation at upper floors and to the rear of the site.

5. EDUCATION - Potential for education expansion subject to the outcome of sequential testing and assessment of need.

6. ACTIVE FRONTAGES - Active frontages to be provided at all edges.

7. VISUAL MARKERS - A taller element to ensure the site is visible from the High Street and station, and to guide pedestrian movement along the High Street.

8. SCALE - Between 8 and 10 storeys along the High Street frontage, and between 2 and 4 storeys to the rear.

KEY CONSTRAINTS

- MULTIPLE LAND OWNERSHIPS
- COMMUNITY USE - Need to protect and reprovide existing community uses within the town centre.
- RESIDENTIAL AMENITY - Minimising the impact of development on neighbouring residential properties through overbearance, overshadowing, overlooking, noise, air quality and transport impacts.
- SERVICE ACCESS - Maintaining service access to the rear of High Street properties.
OPPORTUNITY SITE 17 (HOUNSLOW HOUSE) - DEVELOPMENT PRINCIPLES

DEVELOPMENT PRINCIPLES

1. RETAIL FLOORSPACE - Up to 13,000 square metres of A1 convenience retail floorspace.
2. RESIDENTIAL - Provision of town centre living accommodation.
3. PUBLIC PARKING - Provision of a major public car parking facility.
4. ACTIVE FRONTAGE - Active frontage to be provided to London Road.
5. SCALE - Between 2 and 4 storeys.

KEY CONSTRAINTS

- RESIDENTIAL AMENITY - Minimising the impact of development on neighbouring residential properties through overbearance, overshadowing, overlooking, noise, air quality and transport impacts.
OPPORTUNITY SITE 18 (BUS GARAGE) - DEVELOPMENT PRINCIPLES

DEVELOPMENT PRINCIPLES

1. RESIDENTIAL - Provision of town centre living accommodation.
2. SCALE - Between 3 and 5 storeys.
3. ACTIVE FRONTAGES - Active frontage to be provided along Alexandra Road to create a residential street, improve the feeling of safety and encourage pedestrian movement along this route.
4. CONNECTION - Potential to create a new pedestrian connection through the site to improve access to the Blenheim Phase 2 site.

KEY CONSTRAINTS

- COMMUNITY USE - Need to protect and reprovide existing community uses within the town centre.
- SERVICE ACCESS - Maintaining service access to the rear of High Street properties.
- RESIDENTIAL AMENITY - Minimising the impact of development on neighbouring residential properties through overbearing, overshadowing, overlooking, noise, air quality and transport impacts.
public realm
5 PUBLIC REALM

The environment and pedestrian experience is critical to the success of any town centre and contributes to people’s perceptions of a place. A range of concepts and principles have therefore been developed to create the best possible experience for pedestrians in Hounslow town centre.

This section presents the masterplan strategy and principles for the public realm with a particular focus on the public realm treatment strategy and the specific principles for the High Street and key public spaces.
5.1 PUBLIC REALM STRATEGY

The current condition of the public realm is one of the major contributors to the poor appearance and perceptions of the town centre. The landscape design is outdated and the mixture of materials, treatments, colours and styles results in a public realm that lacks quality, clarity and identity. This is compounded by the poor quality street furniture and barriers resulting from historic public realm and highway engineering solutions.

Structure and coherence in the public realm is important for town centres where it helps to establish an identity and reinforce character, announcing arrival into and aiding movement through the town centre.

- **PUBLIC REALM QUALITY:** Good quality public realm can substantially improve the appearance and experience of a place, and assists in wayfinding. The masterplan therefore seeks to establish high quality public realm throughout the town centre through upgrading existing and in new developments.

- **SENSE OF PLACE:** The public realm treatment contributes significantly towards creating a sense of place in the town centre both as a whole and in character areas. A range of typologies are required to give an identity to different areas, thereby improving legibility and giving the townscape an easily understood structure.

- **ROLE OF STREETS AND SPACES:** Public realm typologies and treatments should be defined by the location and role of the street or space to assist with legibility and to give a cohesive overall identity. The masterplan therefore proposes an overall strategy for the treatment of the public realm, with treatments defined according to the location and role of the street or space.

The following public realm typologies are proposed:

1. **Public Open Space:** Spaces should be well defined, clutter free and treated with a distinctive paving material.
2. **Pedestrian Only Street:** Streets should be treated with simple and elegant paving, with a ‘sparkle’ to add interest and create a unified identity through paving and street furniture.
3. **Linking Routes:** Should be announced through a differentiated paving material to draw people between areas.
4. **Station Connections:** Decluttered routes with distinctive paving material to draw people into the town centre.
5. **Improvements to Major Routes:** Decluttered routes with increased paving widths and addition of trees and feature lighting where possible.
6. **Highway / Footway Improvements:** Improve the environment by adjusting the carriageways and footways and adding trees where possible.
7. **Minimal Intervention:** Limited interventions where necessary to make good the existing public realm and add trees where possible.
8. **New Streets:** High quality surfacing treatments and addition of trees where possible.
Figure 5.2 Public realm treatment strategy
The High Street should be the central spine and activity area of the town centre. It will be a unified pedestrian route which is an accessible, vibrant and enjoyable place to be. To achieve this, future developments should deliver or contribute to delivering the following principles:

1. UPLIFT: An uplift to the quality of the public realm throughout the High Street.

2. CENTRALISE: Centralise the layout of tree and seating locations with sufficient space either side for pedestrian movement, outdoor seating and specialist markets, as well as access for service and emergency vehicles.

3. PROTECT TREES: Retain existing trees in recognition of their important role in guiding the eyeline, movement and structuring the High Street, as well as contributing significantly to the High Street identity.

4. NEW TREES: Provide additional tree planting and add new tree planting in appropriate locations, where it will reinforce the existing linear arrangement, with social seating to soften and green the environment. In locating new trees, regard should be paid to maintaining the visibility of shop fronts.

5. UNIFIED: Unified paving treatment throughout the High Street with feature paving. Spaces should be differentiated through the paving and lighting treatment.

6. HIGHLIGHT LINKS: Links to the High Street should be differentiated through the paving treatment and kept clear of trees and street furniture.

7. PUBLIC ART: Art should be incorporated to add interest and historic reference to the public realm. It should also create landmarks at significant junctions to draw people into the High Street.

8. MARKETS: The location and layout of market stalls on the High Street must be carefully designed to maintain pedestrian flows and visibility along the High Street and to business frontages. Market stalls must therefore be centralised in linear arrangements, avoiding double banking, and with active frontage facing the High Street shop units.
WEST SQUARE

West Square should perform the role of an entrance to the west end of the High Street, announcing arrival into the town centre and providing a destination for visitors. It should be designed to accommodate larger scale events, including outdoor concerts and ice skating. To achieve this, future developments should deliver or contribute to delivering the following principles:

1. FLEXIBILITY: The space should be designed with flexibility for events, outdoor seating and occasional markets.

2. TREES: Preserve existing trees and add new tree planting in appropriate locations, where it will reinforce and green the edges of the space.

3. SEATING: Social seating should be provided at the edges of the space in association with the evening economy uses.

4. SCULPTURE: A sculpture or piece of public artwork should provide a focal point at the western end of the space, giving it definition and drawing people into the space.

5. FRONTAGES: New development at the edges should frame the space, responding to the alignment and scale of existing buildings, and creating active frontages.

6. LIGHTING: New light columns should be provided to define the edge of the space and create a visible feature during both day and night.
Church Square should become a flexible space where the community can socialise and outdoor community events can take place. It should be designed to accommodate smaller, more informal events such as street entertainers.

The space should additionally perform the role of a rest and pausing place along the High Street, providing an area where people can gather away from the busy High Street. To achieve this, future developments should deliver or contribute to delivering the following principles:

1. **ANNOUNCE**: Existing distinctive townscape features such as the church tower should be highlighted.

2. **ACTIVATE**: The edges of the space should be activated. In the short term, public art could be used to provide visual interest. In the long term, units should be reorganised to have frontages to the space.

3. **SEATING**: Social seating and lighting should be located around the edges of the square to ensure a flexible space is created.

4. **TREES**: Add new tree planting where possible, and protect existing trees at the edges of the space.

5. **VIEWS AND FLOWS**: The location of any new planting or street furniture must take into account the priority to maintain pedestrian views and flows along the High Street.
East Square should become a space for informal gathering, providing spill out space for cafes and restaurants. As the entrance to the High Street from the east, it should be an animated, exciting and attractive environment drawing visitors into the High Street and through to the Central Heart where evening activities will flourish.

To achieve this, future developments should deliver or contribute to delivering the following principles:

1. **ACTIVATE**: The edges of the space should be activated. External spill out space should be provided in front of units and future development at the edges should have active frontage to the space.

2. **TREES**: Existing trees should be retained and new trees planted where possible with informal seating around them.

3. **ART**: A sculpture or piece of public artwork should provide a focal point at the western end of space, giving it definition and drawing people into the space.

4. **SERVICING**: Time restricted access should be allowed for service vehicles only.
The east area of the High Street, between Kingsley Road and the junction with Hanworth Road, should become a pedestrian friendly place where the community can safely access the local services and facilities, while allowing for efficient transport movement.

To achieve this, future developments should deliver or contribute to delivering the following principles:

1. **FOOTWAYS**: Footways to either side of the road should be widened in association with future developments, with building frontages set back to give additional space to pedestrians.

2. **TREES**: Where possible new trees should be planted, particularly within the central reservation, to green and improve the appearance of the environment.

3. **BUSES**: Bus stops should be relocated into more convenient locations.

4. **CYCLING**: Cycle lanes should be added to the roadway.

5. **FRONTAGES**: New development and refurbishments should contribute towards improvements to the appearance, activity and definition of building frontages.
STATION CONNECTIONS

To improve access to the rail and tube stations, developments should contribute to delivering the following principles:

1. UPLIFT: The pedestrian environment along key station access routes should be improved, including Lampton Road, Kingsley Road and Hanworth Road. This should involve resurfacing the paving materials, improving crossings and removing clutter.

2. VISIBILITY: The visibility of the routes to the tube stations from the town centre should be improved by reducing clutter, improving signage, preserving important townscape features and highlighting key corners.

3. SIGNAGE: Clear and visible signage indicating routes between stations and the town centre should be provided. The signage should be implemented in line with an overall wayfinding strategy consisting of information, directional and landmark signs.

4. FLOWS: Unnecessary barriers to movement should be removed and additional barriers should be avoided.

5. JUNCTIONS: Maintain and improve junction layouts to improve the pedestrian environment while allowing the highways network to cope with the demands of future developments.

6. LOCAL BUS ACCESS: A new bus ‘Loop’ link should be provided. This local loop route should deliver passengers between the town centre and all Hounslow stations (East, Central and mainline).

Figure 5.12 - The station routes should be upgraded by reducing clutter and increasing footway widths where possible, while preserving vehicle flows.
movement
6 MOVEMENT

Accessibility is critical to the success of any town centre. The ease and convenience of movement, wayfinding and safety all contribute to people’s perceptions and experiences of a place. A range of concepts and principles have therefore been developed to create the best possible experience for pedestrians and cyclists in Hounslow town centre, as well as providing for excellent public transport and convenient vehicle and servicing access.

This section explains how the following concepts and related principles will be implemented to meet the objective of transforming Hounslow town centre into a place for people, with sustainable and efficient vehicle movement patterns.

• Bus Access and Movement.
• Rail and Tube Access and Movement.
• Cycle Access and Movement.
• Private Vehicle Movement and Parking.
• Servicing.

The strategies and masterplan principles relating to each of the above are explained and illustrated in the following pages.
6.1 RAIL AND TUBE ACCESS
The town centre is currently well served by public transport from the presence of three rail / tube stations. While these are in relatively close proximity, the layout of the urban grain and quality of routes is such that these stations feel more distant. The masterplan therefore includes a strategy to improve rail access. The rail access strategy is based on the following:

- IMPROVE ROUTES: Improving the environment and routes to the stations (refer to the Pedestrian Movement and Public Realm principles, as well as design guidance for the individual streets).
- STATION ENVIRONs: Improvements to the station environs and route access through decluttering, improved wayfinding, and addressing the footway condition and widths.
- SIGHTLINES: Improving visibility of the routes to the tube stations from the town centre.
- CONVENIENCE: Provide more convenient public transport access between the tube and rail stations and the town centre.

The key principles for rail and tube access are as follows:
1. Improve the pedestrian environment along key station access routes on Lampton Road and Kingsley Road.
2. Provide improved pedestrian connectivity between Hounslow Central and Hounslow East tube stations.
3. Provide improved pedestrian connectivity between the town centre and Hounslow West train station.
4. Long term aspiration to establish a new bus ‘Loop’ link, as shown on the figure above. This local loop route would deliver passengers between all Hounslow stations (East, Central and West) and the town centre.

6.2 BUS MOVEMENTS
Alterations to the bus operations in the town centre are required to reduce the dominance of vehicles in the town centre, give greater priority to pedestrians, and to increase access to buses. To achieve this, future developments should deliver or contribute to the delivery of the following principles:

1. The High Street (central section) should be upgraded to improve the pedestrian environment through the realignment of the carriageway, relocation of bus stops and increasing footway widths (see guidance on the following pages).
2. The long term potential to remove buses from Bell Road should be investigated, with this part of the street transformed into a shared surface if possible in the interim.
3. Retain bus access, drop off and pick up in front of the Blenheim Centre.
Figure 6.1 Bus movement strategy
HIGH STREET (CENTRAL) ALIGNMENT
The current bus lane that runs through the central section of the High Street creates numerous perceived pinch points for pedestrian movement and narrow pavements with a visually and physically cluttered streetscape. Opportunities must be taken to address this. Options have been considered for reconfiguring the carriageway to address the issues and create a better quality pedestrian environment, while retaining bus movements.

REALIGNMENT OPTION 1
To improve the pedestrian experience and reduce clutter, the road can be straightened as shown on the right. This requires the removal of three trees and the relocation of three light columns, but greatly increases the amount of pavement dedicated to pedestrian use and will foster the feeling of a shared space rather than one dominated by vehicles.

REALIGNMENT OPTION 2
This option demonstrates how the benefits of straightening the route can be achieved without the need to remove trees or light columns. The road would curve in one section rather than being completely straight, but still greatly increases the amount of pavement dedicated to pedestrian use. On merit this option is preferable as the benefits of retaining the trees outweigh any additional benefit from the carriageway being entirely straight.

Existing light column
Light column requiring removal
Existing tree
Tree requiring removal

Figure 6.2 - Potential carriageway realignment options to improve the quality of the pedestrian realm.
Vehicle tracking has been used to test the junction at Douglas Road to see how it is currently performing and assess if there is room for improvement to address the perceived pedestrian pinch point on the northern side of the carriageway. This is particularly important in integrating the future development on the Blenheim Phase 2 site seamlessly with the High Street and ensuring safe and smooth pedestrian flows. The diagrams at figures 6.3 and 6.4 show the largest single-decker that is currently in use in the UK. The existing junction at Douglas Road is poorly laid out, creating a wider than necessary carriageway with pinch points to the north of 3.1m and a pinch point of just 2.1m to the south west as shown.

Figure 6.4 demonstrates that if the road is pulled further to the south and the bus stop relocated, the pinch point to the North can be greatly improved by 1m which would make a significant difference during busy periods. The bus stop should be relocated as it currently sits very close to an already cluttered junction. Moving it further back will improve visibility, reduce clutter and help to reduce the speed of buses moving along this section.
**CARRIAGEWAY TREATMENT**

In terms of treatments, there are a number of options of how the balance between pedestrian and vehicular needs can be improved. The current road layout has narrow footpaths from 3-4.5m with a wider than necessary, overly generous carriageway of 4.2m and multiple dedicated loading bays measuring 3m. A number of options are available to improve the layout by amending the widths and treatments of the carriageway, pavements and loading bays.

Option 1 shows a reduced carriageway of 3.5m, which is ample for the type and frequency of vehicles using this section of road. The carriageway has been straightened which greatly improves footpath widths allowing them to vary from 4.2m up to a generous 12m. This option also shows a dedicated loading bay of 3.0m which again is suitable for the type and frequency of deliveries in this section of the High Street. Raised Kerbs are retained which would mean a degree of vehicle dominance will remain.

Option 2 is as option 1 with raised kerbs. However the dedicated loading bays have been removed and instead a flexible loading zone is proposed. This will mean that outside of restricted loading times the pavement width will improve and the street will feel more pedestrian friendly as a result.

Option 3 shows a flexible loading bay approach as above; however the carriageway is made flush in order to create a shared space. The road is shown as tarmac as per the previous options.

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**Approximate Proposed Dimensions**

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<thead>
<tr>
<th></th>
<th>FOOTPATH</th>
<th>CARRIAGEWAY</th>
<th>FOOTPATH</th>
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<tbody>
<tr>
<td>Varies</td>
<td>4.2m - 9.5m</td>
<td>3.5m</td>
<td>Varies</td>
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<td>3.0m</td>
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**Figure 6.5 - Option 1 Raised Kerbs and Dedicated Loading Bays**
HOUNSLOW TOWN CENTRE MASTERPLAN

INDICATIVE LOADING ZONE
Granite Flags 100mm x 200mm Colour Mix: 50% Beige, 35% Silver Grey, 15% Light Pink

FOOTPATH: Granite Flags 100mm x 200mm Colour Mix: 50% Beige, 35% Silver Grey, 15% Light Pink

CARRIAGEWAY: Asphalt

Approximate Proposed Dimensions

FOOTPATH
Varies 4.2m - 9.5m
LOADING BAY
3.0m
CARRIAGEWAY
3.5m
FOOTPATH
Varies 4.5m - 12.0m

Figure 6.6 - Option
2 Raised Kerbs and Flexible Loading Bays

Figure 6.7 - Option 3
Flush Kerbs, Flexible Loading Bays and Asphalt Carriageway
6.3 CYCLE MOVEMENTS

Cycle access in the town centre is currently limited by the lack of cycle routes and poor cycle parking facilities. Policy requires sustainable transport and movement patterns to be promoted, and encouraging a modal shift from private car to walking and cycling is important to creating a good quality and attractive town centre environment.

The masterplan therefore includes a strategy and principles for improving access to and through the town centre for cyclists. The principles will ensure Hounslow town centre is ‘cycle friendly’ and allows for safe and convenient interchange between different sustainable transport modes.

The masterplan strategy to cycling is based on the following:

• CYCLE FRIENDLY: Secure a cycle friendly town centre with well located signage, information and parking facilities.

• SAFETY AND CONVENIENCE: Provide for safe and convenient cycle movement throughout the town centre.

• CYCLE PARKING: Provide plentiful, good quality and convenient cycle parking facilities.

• SERVE DESTINATIONS: Locate cycle parking at key destinations in the town centre.

To increase sustainable travel, cycle access to and through the town centre must improve. To achieve this, developments should deliver or contribute towards delivering the following principles:

1. A cycle ‘Super Highway’ should be provided from the east terminating at East Square on the junction of the High Street and Hanworth Road.

2. Primary cycle routes should be provided via on road cycle lanes to allow convenient access across the town centre in all directions. These should allow strategic movements along the High Street (east), Hanworth Road, Bath Road, Lampton Road, and Staines Road.

3. Secondary cycle routes should be provided allowing access through residential areas.

4. Two cycle parking hubs should be provided at key destination points on the High Street.

5. Cycling should be allowed in pedestrianised High Street areas in a shared arrangement. Cyclists ‘cruise’ in the High Street, dismount as desired and then park. There should be no delineation between cyclists and pedestrians.

6. Local cycle locking stations should provided at key destinations and spaces.
Figure 6.7 Cycle movement strategy
6.4 CAR PARKING STRATEGY

Car parking levels across the town centre are sufficient to support current demand, and like for like replacement would provide capacity to support new developments and intensification. There are some 2225 spaces currently, with 43% spare capacity on weekdays and 20% spare capacity at weekends. A total of 2207 spaces will be available when all masterplan developments are in place with a net loss of 18 spaces, which can be absorbed in current spare capacity.

However, car parks are scattered across the town centre, many of which are not operating at their full potential. The strategy is therefore to intensify or consolidate car parking in strategic locations while releasing other sites to meet the town centre needs.

The strategy is based on the following:

- ENSURING ADEQUATE SUPPLY: While there is a need to encourage a modal shift from travel by private car to public transport, cycling and walking, town centres do require sufficient levels of conveniently located car parking in order to support the critical mass of retail and leisure uses and to attract footloose consumers.

- STRATEGIC LOCATIONS: The strategy for rationalising, consolidating and removing car parking must be considered strategically so that there are car parks within reasonable walking distance of key destinations in the west, central and eastern areas. Public car parking will be in locations that are convenient for delivering people into existing and planned activity areas where the impact on the highways network can be mitigated, and at key interceptor locations to aid the distribution of traffic flows into and out of the town centre.

To achieve this, developments should deliver or contribute towards delivering the following principles:

1. Rationalise parking to focus public provision on the key town centre destinations of the Treaty Centre, Blenheim Centre and Kingsley neighbourhood to the east.

2. Rationalise car parking on the Blenheim Centre Phase 2 site to release land. A multi storey car park should be provided with like for like provision. There is a requirement to provide 100 residential parking spaces on the site.

3. Rationalise car parking in the Lampton neighbourhood to release land, and to focus activity by reinforcing the Treaty Centre as the primary car park for the High Street.

4. Rationalise car parking in the Kingsley neighbourhood so that one primary car park is provided. Public car parking should be intensified on the Hounslow House site to serve as an interceptor car park, delivering people into the eastern end of the town centre and encouraging movement into the High Street.

5. Minimise private parking serving new residential development.

6. Along with consideration of prevailing parking standards for the development type, and estimates from comparable developments, encouragement will be given to developing parking need estimates using a ‘bottom-up’ approach based on the expected number of person movements by all travel modes specific to Hounslow town centre. In this way, the council may be confident of delivering an optimised multi-modal transport environment to support the town centre.

7. Taxi drop off and pick up should be provided in locations where evening economy uses are promoted, including the Blenheim Phase 2 site and Bell Road.

This masterplan has explored the likely type, scale and location of future development and identified an optimum overall parking supply total likely to satisfy anticipated demand. In order to deliver overall town centre parking pool in accordance with the guiding principles above, the council will monitor parking need and usage over time and balance the supply appropriately as development comes forward. This will entail careful consideration of existing town centre parking usage and supply, development location, type and scale, along with the anticipated future wider parking demand.
Figure 6.8 Parking and vehicle movement strategy
6.5 HIGHWAYS AND JUNCTION PRINCIPLES
The following highways and junction treatments are proposed:

1. Station Connections: Decluttered routes with distinctive paving material to draw people into the town centre.

2. Improvements to Major Routes: Decluttered routes with increased paving widths and addition of trees and feature lighting where possible.

3. Highway / Footway Improvements: Improve the environment by adjusting the carriageways and footways and adding trees where possible.

4. Junctions where the priority is to improve the layout.

5. Junctions where the priority is to improve the signalling.

6. Junctions where it is necessary to improve both layouts and signalling.
Figure 6.9 Highways and junction principles
6.6 SERVICING STRATEGY

The overarching principle for servicing is to minimise the impact of delivery movement in the town centre and facilitate efficiency improvements thus minimising congestion, benefitting environmental quality and reducing related costs to businesses. The approach should be sufficiently flexible to be able to embrace the changes that may occur within the town during the lifetime of the masterplan. Furthermore, whilst the strategy should support the vision for Hounslow’s town centre longer-term development, it must effectively address any existing delivery and servicing related issues in the short and medium term.

There a number of high-level principles that are common across the whole masterplan area:

1. Provide off-street servicing to all new developments;

2. Improve existing servicing and take opportunities to make wider improvements as part of new developments, particularly reducing the visibility of servicing activity through development layouts and screening;

3. Minimise travel distances for trolley use, particularly for on-street servicing;

4. Reduce conflict by locating off-street servicing areas away from pedestrian desire lines, especially on the High Street itself; and

5. Managed access - restrict peak hour servicing access to pedestrian zones.

It is important that the fine grain of delivery activity is recognised and understood in planning efficient operation, for in this way, the changing nature and needs of specific activities may be best provided for. The principles presented here are founded on a detailed assessment of current activity which naturally, will develop and change over time.

With specific reference to the High Street ‘core’ area, it is particularly important to minimise any adverse impacts of servicing activity on the public realm, and the principles below should be applied presenting a rationalised, functional and effective servicing environment:

6. Development including and to the west of BP1 (i.e. BP1, BP2, Montague Road area) should be serviced primarily from the west via Balfour Road;

7. Development to the east of BP1 should be serviced primarily from the east via Prince Regent Road;

8. Further use of the shared servicing provision and facilities within the dedicated Treaty Centre servicing area for the western end of the High Street;

9. Encourage the use of rear servicing to businesses on the northern side of the High Street – including shared access within BP2 environs within specified time-limited servicing access windows;

10. Utilisation of a specific, clearly signed High Street servicing loop avoiding the High Street / Hanworth Road junction;

11. Rationalisation of loading provision on the High Street to reflect business requirements and wider public realm aspirations.
Figure 6.10 Servicing strategy
sustainability
ENERGY AND SUSTAINABILITY

This section sets out the overarching principles for energy and sustainability. It provides broad principles for most elements of sustainable design and a strategy for sustainable energy. All developments will be required to meet current planning policy on sustainable design and climate change mitigation at the national, regional and local levels. This section provides further guidance in addition to those policies.

7.1 ENVIRONMENTAL STANDARDS

BREEAM is a rating applied to buildings following a pre and post construction assessment. Buildings are scored against a series of criteria and, based on a system of credits and the sustainable aspects of the scheme are awarded a rating of: ‘pass’, ‘good’, ‘very good’, and ‘excellent’. BREEAM assessments must be undertaken by a licensed assessor.

1. All retail, office and leisure development in the study area will be required to target BREEAM ‘Excellent’.
2. The BRE rating for residential development is Code for Sustainable Homes and all residential development will be required to meet the highest standards of environmental design aiming for a minimum code level 4.
3. Where these environmental standards will be challenging for developers and their design teams, it is recommended that a licensed assessor is introduced into the design process at the earliest possible stage. It is unlikely that the required high standards can be achieved without early consideration of the implication of such requirements and innovation design solutions.

7.2 TRANSPORT

The overarching objective in relation to transport is to reduce the need to travel through improving public transport, cycling and walking access, and providing principles for mixed use developments so that the town centre is self sustaining.

1. Improving access to public to public transport is a fundamental principle, and in line with this requirement the masterplan contains detailed concepts and principles for raising the profile, access to and convenience of public transport modes.
2. Improvements to the cycle network routes will be required and the masterplan contains principles for establishing Hounslow as a cycle friendly town centre.
3. Green travel plans will be required to be submitted with any planning application for major development in the study area. The plan must demonstrate that sustainable travel choices will be promoted and managed as part of the scheme.
4. As part of any construction methodology for planning applications in the study area, developers will be required to demonstrate that the number of construction traffic movements are minimised.
5. Engineering works should be programmed to limit the impact on the road network and minimise congestion and resultant air pollution.

7.3 MATERIALS

There is a mandatory requirement in BREEAM and the Code for Sustainable Homes standards to achieve a Green Guide rating of between A+ and D for at least three of the following five elements of the building envelope, including the roof, external walls, internal walls, upper and ground floors, and windows. The following guidance will additionally apply to development proposals:

1. Developers will be required to demonstrate the use of recycled materials.
2. Locally and sustainably sourced materials should be utilised, with materials sourced from accredited suppliers.
3. Materials utilised should have low embodied energy, created through sustainable production and processing.
4. Developers will be required to demonstrate that materials are high quality, durable and lasting in accordance with the requirements set out in the design guidance section of this report.
7.4 WASTE AND POLLUTION

1. All development should incorporate recycling storage facilities.

2. Developers will be required to demonstrate in their construction management plan that construction waste will be reused on site as far as practically possible, and that any surplus waste will then be recycled off site.

3. All developments should incorporate zero ozone depleting specifications and low NOx boilers.

7.5 WATER AND DRAINAGE

1. Green or brown roofs will be required to be provided on all buildings to increase surface water retention and minimise the risk of flooding.

2. All buildings should be designed to minimise the use and disposal of water through the installation of low consumption fittings and white goods.

3. Rain water harvesting and grey water recycling must be employed where possible.

4. Developments should incorporate Sustainable Urban Drainage Systems (SUDS) in accordance with the London Plan hierarchy.

5. Development and public realm works will be required to incorporate porous paving and manage water disposal.

7.6 BIODIVERSITY

1. Existing trees will be protected and their removal minimised unless essential to the use and function of spaces.

2. Trees should be added to the streetscape and spaces where appropriate, in accordance with the site and area specific design guidance.

3. A variety of tree species should be provided to maximise biodiversity value.

4. The addition of green or living roofs to the roofs and terraces in new building blocks will be required in order to enhance biodiversity in the town centre.

7.7 ENERGY

Delivering energy efficient design at the level of a masterplan through to the individual building is vital in addressing the causes and potential impacts of climate change and the future uncertainties of fuel supply and cost. Development will be required to incorporate low and zero carbon technologies where feasible. Depending on the form and context of buildings, different technologies will be appropriate and it will be necessary for the developer to demonstrate that the optimum solution is proposed.

Hounslow town centre has been deemed an appropriate location for a future district heating, cooling and power system (see energy evidence base for Core Strategy). This potential has been explored further in relation to the masterplan opportunity sites and in particular the principles of land use, floorspace quantum and layouts for those sites. The likely development phasing has also been considered.

A strategy for decentralised energy networks has therefore been devised as indicated on figure 7.1 with the following underlying principles:

1. A town centre wide decentralised energy network should be created, with new developments either implementing or contributing towards the implementation of the infrastructure.

2. The delivery of the network should be phased to provide a decentralised source for all major developments.

3. Energy centres serving major developments should be provided as part of development proposals in accordance with the locations indicated on figure 4.58.

4. Energy centres should be sized to allow the connection of existing nearby buildings.

5. Energy centres should be sized to serve the ‘anchor’ development with additional space future proofed to allow the connection of planned future development.

6. Where development does not directly provide a new energy centre, but will be supplied by it, a contribution should be made towards the necessary infrastructure and costs of connection costs.

All applications for major development in the town centre should demonstrate where and how the infrastructure will be provided for connection to the town centre network, including connecting pipework.
Figure 7.1 Energy network principles
delivery
8 DELIVERY

This chapter seeks to provide the framework of how the proposals identified in the Hounslow town centre can be realised through phasing and an implementation strategy, as well as the planning application requirements and advice on planning obligations. It is intended to provide a high level route map towards delivery of key developments, providing commentary on key strategic issues (the role of stakeholders, land assembly, funding, infrastructure requirements) as well as site specific commentary in terms of phasing, timescales and potential delivery approach. The identified opportunities have also been prioritised.

The masterplan is intended to set a framework of development principles. From this, it is expected that detailed site specific proposals will evolve to reflect the key thrust of the principles.

The evolution of proposals will be expected to take a finer grained approach to individual development areas and sites, identifying in more detail the opportunities and constraints that will help to shape future high quality development in the area, and regenerate Hounslow so it becomes a more desirable place to live, work and play.

CONTEXT

The UK economy is currently depressed and this has resulted in a significant slowdown in investment, letting and development activities in many property sectors. The current economic climate may slow down the pace of delivery in the town centre, at least in the short term.

In many cases however, the delivery of regeneration schemes is a complex and longer term process. Successful schemes often require a combination of CPO, land assembly, highway changes, tenant relocations and statutory permissions before they can move to a construction phase. Thus many of the enabling actions can be taken early in order that when the property market returns to more normal levels of activity schemes can be delivered in a timely fashion.

The phasing approach is critical in managing the regeneration process so that developments contribute to a sustainable level of change, and that each development improves the investment potential to stimulate the future phases.

PHASING

The suggested phasing of development is set out on the following pages, having regard to priority sites and known constraints. It is important to note that the phasing is based on the current situation and does not account for future increases in investment interest that will arise as a result of early developments being implemented. As positive changes take place in the town centre, investment and occupation will become a more and more attractive prospect. The change indicated in phase 2 is therefore conservative and it is expected that far greater change will actually take place.

For each key development taking place in the phase commentary is provided on the potential delivery approach and issues, taking into account matters relating to infrastructure, phasing, relocations and land assembly. It also provides a view on potential timescales; short (0-5 years), medium (5 – 10 years) and long term projects (10+ years). Individual projects are prioritised based on their likely contribution to regenerating Hounslow town centre.

Development in line with the masterplan would deliver a substantial amount of new space and activity into the heart of Hounslow. The phasing of development will need to be carefully managed, both to ensure that there is no significant oversupply (especially for residential uses) and that good quality design is achieved.

The regeneration of the Blenheim Phase 2 site could create a step change in the perception of Hounslow, and act as a catalyst for further change. Appropriate development of this site is therefore afforded the highest priority.

In the meantime other improvements, such as the proposal to upgrade the public realm, should be implemented to help to build investor confidence in the area. Softer initiatives such as this should also be considered a priority strand in delivering the holistic regeneration of Hounslow town centre.

The phasing strategy is set out on the following pages.
PHASE 1 (SHORT TO MID TERM - 0-5 YEARS)

This will primarily be a period of renewal and preparation, but with the delivery of a number of short term and temporary interventions and major development, which will in turn trigger investment interest and serve as a catalyst for future change. It is important that partners develop the strongest foundations for economic growth and success within the town centre. As such, an initial period of strong partnership development and local interventions is critical. In addition to this, it is important to be realistic in terms of the timescale for development and improvement within the town centre.

Other than the Blenheim Phase 2 site, it is unlikely that significant development will take place in the short term. It is however imperative that preparations are made for change and that external perceptions of Hounslow are challenged and changed through renewal, upgrade and refurbishment schemes, as well as bringing forward as many development opportunities as possible. Importantly in this period local people and businesses need to be given every opportunity to participate.

The focus in phase 1 should be on facilitating and delivering the following key proposals within a shorter term period of 0 - 5 years:

1. Regeneration of the site south of the Blenheim Centre and associated realignment of the bus route and upgrading of the public realm on the High Street (central).
2. Renewal and animation of the public realm and spaces on the High Street.
3. Upgrading of the public realm and wayfinding along the station connections from Hounslow Central and Hounslow East.
4. On-going refurbishment, upgrade and reconfiguration of existing office buildings and retail units along the High Street.
5. Civic or commercial-led mixed use development on the Bath Road site.
6. Support for the realisation of any other opportunity site developments, subject to the aspirations of landowners.

For these developments to function within the existing context and without prejudicing future developments, important sequencing considerations during this phase include:

• The High Street (east) public realm upgrade should happen in conjunction with the realignment of the bus route.
• Any development on sites must not prejudice the development of future parcels of land on that site, and must be delivered in accordance with the masterplan principles. This includes for example the Bell Road and Staines Road sites.

The minimum level of change shown in figure 8.1, with developments meeting the principles set out in this masterplan, will result in the following:

• A series of new public open spaces and high quality public realm throughout the High Street.
• New civic facilities.
• New town centre living accommodation with a mix of housing sizes and both social and private accommodation.
• New flexible commercial floorspace for local businesses.
• New high street retail units.
• New evening leisure and entertainment uses.
• New flexible units that can be occupied by either retail (A1) or cafe/restaurant uses (A3) in the heart of the town centre.

Figure 8.1 illustrates the developments that are likely to take place within this phase. The initial developments will however generate interest and improve perceptions of Hounslow; the level of transformation is therefore expected to be far greater.
Figure 8.1 Illustrative phase 1 developments
PHASE 2 (MID TERM - 5-10 YEARS)

This is expected to be a period of transformation, stimulated by the increased visitor numbers and investment interest generated by activities, developments, place branding and marketing during phase 1.

Given current market conditions, and Hounslow’s position in relation to other potential locations for investment, it is likely that it will take in the region of 5 years for substantive development to take place within the town. As such, the period from 2015 will be highly important for strategy. This is given added resonance by the fact proposed developments at Southall, Hammersmith and Earls Court (amongst others) are all scheduled to be delivered within this time period.

The focus in phase 2 should be on delivering the following key proposals within a period of 5 - 10 years:

1. Upgrading of the public realm and spaces on the High Street.
2. Continued animation of the public realm through regular events and activities.
3. Upgrading of the public realm and edge environments on Hanworth Road and Staines Road.
4. On-going refurbishment and upgrading of existing office buildings and retail units along the High Street.
5. Mixed use regeneration of sites north and south of the High Street.
6. Commercial led mixed use development on the sites south of Staines Road.
7. Delivery of commercial led mixed use development on Bell Road site.
8. Redevelopment of the Hounslow Manor School site for a new exemplar education facility.

For these developments to function within the existing context and without prejudicing future developments, important sequencing considerations during this phase include:

- Any development on the sites north and south of London Road must not prejudice the development of adjacent parcels of land, and must be delivered in accordance with the masterplan principles.
- Any development on the sites on Staines Road must not prejudice the development of adjacent land, and must be delivered in accordance with the masterplan principles.
- Highways and public realm improvement works should be delivered in association with the redevelopment of sites to the north and south of London Road to ensure public realm improvements result from those developments.

The minimum level of change shown in figure 8.1, with developments meeting the principles set out in this masterplan, will result in the below changes. It should be noted that the figures below are a conservative estimate - regeneration in phase 1 is likely to have a snowball effect with the resulting levels of growth and change expected to be far greater.
PHASE 3 (LONG TERM - 10+ YEARS)

This stage will see more challenging sites delivered, with Hounslow’s role as a strong local and Metropolitan centre consolidated. Whilst it is difficult to predict conditions in the medium and long term it is envisaged that in 8-10 years time, Hounslow town centre will have evolved significantly from its current baseline position. As such, the period from 2020 onward is likely to be one of continued change, consolidating Hounslow’s sub-regional position as an important location in London.

The developments in this phase are longer term with more complex challenges to delivery. It is therefore expected that these will be delivered in 10 or more years. The focus at this stage should be on:

1. Mixed use residential led redevelopment of the Royal Mail site.
2. Redevelopment of the bus garage site for residential led mixed use development.
3. On-going refurbishment and upgrading of existing office buildings and retail units along the High Street.

For these developments to function within the existing context and without prejudicing future developments, important sequencing considerations during this phase include:

- Redevelopment of the Royal Mail site is subject to the termination and / or relocation of the existing uses (including the telephone exchange).
- Redevelopment of the bus garage is subject to relocation of the bus garage to an appropriate site (easily accessible from the tube and town centre).

The minimum level of change shown in figure 8.1, with developments meeting the principles set out in this masterplan, will result in the below changes.

- A dramatically transformed public realm with high quality and active new public spaces, attractive and pedestrian friendly streets.
- Further new living accommodation (approximately 130 new units) with a mix of new housing sizes, including both social and private accommodation.

Figure 8.1 illustrates the developments that are likely to take place within this phase. Schemes and activities in phases 1 and 2 will however have created substantial momentum by now, and the level of actual transformation is therefore expected to be far greater.
A economic strategy
ECONOMIC & MARKETING STRATEGIES

Introduction
This section is made up of two component parts. The first is an economic strategy designed to support the delivery of the masterplan and guide the economic evolution of Hounslow town centre. The second part is a marketing framework which is designed to guide partners in developing and communicating the town’s offer and the transformation takes place.

12.1 Economic Strategy Introduction
The Economic Strategy recognises the need for the town to evolve over a number of years. It also recognises that the physical change which will transform the town will be a challenging process requiring strong stakeholder involvement and support. The successful delivery of the masterplan is however a vital opportunity to reposition Hounslow in London’s metropolitan hierarchy and create a place with genuine regional significance.

12.2 Challenges for the Economic Strategy and Masterplan
The precursor to this strategy was a review of Hounslow’s local economic assessment, a review of other data and discussion with key stakeholders within the area. This provided a number of challenges which need to be addressed if the masterplan is to deliver a positive economic transformation for Hounslow.

These are listed below:

• Hounslow’s role in West London is an important consideration. The town currently lacks a distinctive identity and function in the context of the sub-region. The relationship to successful economic nodes within the sub-region will be critical to future economic success.

• Hounslow has to a certain extent fallen off the political and strategic radar in London. It is important that the strategy promotes an effective dialogue with the GLA and partners to ensure the town is considered and promoted effectively by regional bodies.

• Hounslow currently experiences net out migration of skilled labour. This happens both temporarily each day, and also permanently as residents move to other parts of London and the South East. It is important that this strategy provides opportunities for skilled people to work locally. The masterplan must also promote a future housing mix which supports the retention of skilled people within the town.

• The lack of larger scale ‘non-retail’ activity within the town is identified by partners as one of the key weaknesses within the town centre. It was suggested that new educational and cultural infrastructure should be given serious consideration.

• Local communities rely on low skilled, low paid jobs with a significant impact on competitiveness. The reliance on and prevalence of retail in the town centre means that the most visible opportunities for local people are in low paid, low skilled jobs (either in retail or at Heathrow airport). The masterplan must promote a more diverse range of opportunities, in particular supporting local people to establish new businesses in the town centre.

• Since the adoption of policy on land allocations for specific activities in the Employment DPD, the economic downturn has had a profound impact on the demand for office space. There is a need to be realistic about the potential for businesses to locate within ‘traditional’ office accommodation in the town in the current climate.

• High levels of economic activity arguably mask some economic inertia amongst Hounslow’s resident population. Low skills, low pay and incomes suggest that residents are not currently connecting to the economic opportunities provided by the major employers within the area.

• The offer in the town does not currently reflect the rich ethnic and cultural diversity within the area. As well as providing an offer that better reflects the local population, the masterplan should create opportunities to deliver a distinctive set of activities in the town centre to attract and increase in visitors to Hounslow.

• The town centre currently fails to capitalise upon the presence of larger multinationals within the borough. It is important that Hounslow considers opportunities to better reflect the borough’s sector strengths (particular in relation to broadcast and media).

• London is a rapidly evolving global city, something which is fundamental to any significant redevelopment project. Hounslow must provide an ‘offer’ within the London context and differentiate itself from other major locations. It will be particularly important that Hounslow ‘internationalises’ itself, playing upon location and demographic strengths. It is unlikely that the town will be able to attract major FBS companies (as promoted in the town’s previous Vision) in the short and medium term and as such needs to pursue other sectors and specialisms.

• This masterplan is being developed at a time when London’s growth and success will not only be dependent upon its previous economic strengths, but will also be driven by new economic sectors which will focus more on the production and recycling of knowledge, creativity and innovation. This will take place at a time when the workforce is also likely to be looking for more flexibility; less defined working conditions and increased personal contact. All of these factors need to be given due consideration in implementing the masterplan.
12.3 Economic Strategy Principles

The Economic Strategy component of any masterplan is vital to ensuring that the evolution of a place is deliverable and rooted within a wider economic context. Baseline analysis has shown that there are some significant economic challenges (including those outlined above) which both the town and the borough need to overcome if Hounslow town centre is to evolve into a successful location.

To ensure that this takes place, the evolution of Hounslow town centre needs to be built around a number of key principles which transcend other disciplines and help to maximise the deliverability of the masterplan as a whole. These principles are outlined below:

• **Diversification** – Statistics and consultation with stakeholders show clearly that the town is overly dependent upon retail businesses. The strategy (and indeed) the masterplan, must be built around the diversification of the economic base of the town centre and provide a broader mix of uses and activities.

• **Deliverability** – It is important that all elements of the strategy are deliverable and can easily be articulated to partners and investors. Ambition is important, but this must be balanced with the need to create momentum through ‘quick wins’ and to drive the realisation of masterplan proposals in the long term.

• **Evolution** – The delivery of any strategy needs to be evolutive, following a clear logic chain. As such initial interventions must be implemented with a view to setting the foundation for future (more significant) projects and ultimately redevelopment of the town centre.

• **Realism** – Hounslow must be realistic about aspirations for the town centre, particularly in the short and medium term. The town centre competes sub regionally with some of London’s most successful business locations, whilst regionally Hounslow will have to compete for investment against some significant development areas (Vauxhall Nine Elms Battersea, Olympic Park, Royal Docks etc). With this in mind it is critical that in the first instance Hounslow town centre focuses on its offer to the local population, becoming a more effective local service centre.

• **Balance** – Clearly, a significant amount of the activity outlined within the masterplan will be dependent upon the ability of partners to attract investment into the town. Whilst this ‘top down’ approach to development is fundamental, it is critical that this is accompanied some activity supported by the community and local business. As such, the strategy (particularly in initial phases) must seek to provide people with the opportunity to define the future of their town centre.

• **Resonance** – Hounslow town centre, clearly does not exist in isolation and its economy is clearly subject to a sub-regional, regional, national and global forces. It is important that the strategy does not lose sight of this and considers how the town centre can respond to external influence and define itself (and thrive) in various markets.

• **Innovation** – Statistics and local opinions considered in the baseline analysis, suggested that Hounslow town centre has evolved into a relatively non-descript place which struggles to define itself outside its local sphere of influence. Whilst this has been a barrier to the areas improvement in the past, it also provides and opportunity and a ‘blank canvass’ for the future evolution of the area. The masterplan is an opportunity to affect a step change in the delivery of interventions and for partners to demonstrate strategic leadership in West London and London as whole.

• **Collaboration** – Relatively low levels of deprivation and high levels of economic activity mean that Hounslow has not traditionally been the recipient of significant public sector funding. This situation is exacerbated by public sector cuts, limiting the amount of action the local authority is able to take.

• **Mechanisms must be established to ensure LB Hounslow are in a position to collaborate with businesses, developers and local people to deliver the Economic Strategy and the masterplan as whole.**

The Economic Strategy for Hounslow town centre is implicit in the success of the masterplan. The strategy needs be seen as the framework for complementary and connected actions which will help Hounslow town centre redefine its economic offer and effectively market itself as a place for local people, businesses and investors to thrive.
12.4 Phasing the Strategy

The strategy is designed to be closely linked to the physical evolution of Hounslow town centre. With this in mind, the strategy is built around 3 key phases which broadly mirror the likely timetable for the physical development of the town centre; the rationale for these is explained below:

2011 – 2015 (RENEWAL AND PREPARATION)

It is important that partners develop the strongest foundations for economic growth and success within the town centre. As such, an initial period of strong partnership development and local interventions is critical. In addition, it is important to be realistic in terms of the timescale for development and improvement within the town centre. It is unlikely that significant development will take place in the short term. It is however imperative that preparations are made for future change and that external perceptions of Hounslow are challenged and changed. Importantly in this period local people and businesses need to be given the opportunity to participate.

2015 – 2020 (TRANSFORMATION)

Given current market conditions (and Hounslow's position in relation to other potential locations for investment) it is likely that it will take in the region of 5 years for substantive development to take place within the town.

As such, the period from 2015 will be highly important for strategy. This is given added resonance by the fact proposed developments at Southall, Hammersmith and Earls Court (amongst others) are all scheduled to be delivered within this time period.

2020 and beyond (CONSOLIDATION)

Whilst it is difficult to predict conditions in the medium and long term it is envisaged that in 8-10 years time, Hounslow town centre will have evolved significantly from its current baseline position. As such, the period from 2020 onward is likely to be one of continued change, which consolidates Hounslow's position as an important location in London.

12.5 A Logic Chain for Hounslow Town Centre

All of the actions promoted within the Economic Strategy and the masterplan will have implications on the overall evolution of Hounslow town centre. It is important that activities within each of the three phases are implemented in a way which builds momentum for future activity. A Logic Chain is a useful strategy tool for helping partners to consider the relationship between actions and the potential external forces and events.

This is not intended to be a specific plan, rather an idea of evolution at a moment in time.

An outline logic chain for the economic evolution of Hounslow town centre is outlined below.

This is designed to help partners understand the relationship between the phases of the strategy as well as considering generally when external factors may significantly influence the evolution of the town centre. This assumes that all interventions should be delivered with an understanding of their contribution to future activities. The logic chain also attributes great importance to the initial phase (Renewal and Preparation) which will form the basis for the rest of the economic strategy as well as the masterplan as a whole.

12.6 Responding to Unintended Consequences

Monitoring and ongoing review of the broad economic performance and context is an important part of this approach; a component of this will be ensuring that any negative consequences of the masterplan are understood.

Should Hounslow be successful in achieving a rapid improvement, this may put pressure on existing businesses and residents who (in some cases) may not have the capacity or resources to respond to change.

With this in mind, it is important that some focus is placed upon supporting the existing local residential and business base to ensure that they are equipped to participate in emerging opportunities and are not ‘left-behind’ by future improvements. As such, some ‘bottom-up’ provision should be seen as an important element of the first phase of delivery.

12.7 Interventions

Having introduced the over-arching principles of the strategy and the logic chain model, each of the phases of the strategy is discussed in more detail below.


Although not the period where Hounslow will see the most significant transformation, the first few years of delivery are arguably the most important for the successful and effective delivery of the masterplan. Interventions at this stage will generate momentum and change perceptions of the town.

In this period Hounslow town centre will evolve into a desirable location for business, investors and visitors alike. 2011 – 2015 will be about making a statement of intent and achieving buy-in from the stakeholders who will ultimately drive the real, tangible change.
**Hounslow Town Centre Economic Strategy – Initial Logic Chain**


**Measures of Success**
- Increase in local GVA
- Increase in value of local employment
- Increase in length of visits
- Increase in number of housing and businesses units
- Noted improvement in position within London’s locational hierarchy
- National and international recognition

**Leads to...**
2015-2020
- Significant physical development (including Blenheim stage 2)
- Local partnerships influence the delivery of development within the town
- Increased inward investment into the town from small businesses
- Diversification of economic base
- Improved amenity offer within the town centre
- Major cultural nodes established
- Clear investment and marketing strategy

**Which helps to support...**
2020 onwards
- Continued delivery of high quality housing and commercial space
- Development and promotion of key sector strengths
- Development of major educational nodes
- Further diversification of the economic base

**Potential Unintended Consequences**
In addition to the positive trajectory it is important to acknowledge potential negative consequences related to the improvement of the town centre
- Displacement of local businesses
- Increase house prices (leading to displacement of local resident population)
- Loss of local resilience (leading to decrease in footfall)
- Congestion as a result of increase in footfall

**2011 - 2015**
- Develop appropriate partnership models to facilitate delivery of the Masterplan
- Reconfigure existing commercial offer to better meet demand
- Pursue more effective marketing of existing offer in Hounslow
- Pursue a more targeted approach to business support within the town
- Lobby to ensure Hounslow’s strategic importance to London and west London
- Undertake significant improvement to public realm and streetscape within the town centre
Vision/ Outcome
In 4-5 Years...
Hounslow town centre will be a well-functioning and dynamic service centre that meets the needs primarily of local residents. It will exhibit a strong amenity offer and will contain a range of retail and other functions that fully reflect the nature and character of local people. In particular, independent enterprise and niche retail will have begun flourish and will provide goods and services that really reflect the nuances of local demand.

The town centre’s varied and diverse ethnic character will be readily apparent and will generate a unique and inspiring offer that begins to leave a lasting impression.

Headline Objectives
Within the period 2011-2015 the key economic development objectives for partners should include:

• Ensure the conditions are right for balanced and sustainable growth.
• Develop necessary processes and partnerships to support improvement to the town centre.
• Support initial interventions to change perceptions of Hounslow town centre.

Measures of Success
At the end of this period, local partners should take stock and make judgements on whether the activities undertaken over this 4 or 5 year period have achieve aims and objectives. Key measures of success which could form the basis of this area:

• Increased local ‘ownership’ of the town centre – an increase sense of civic pride and involvement.
• Increase political and strategic interest – Vastly improved dialogue with regional partners, increased political interested and, ideally, increased funding for future improvements.
• Small increase in visitor numbers and spend – A modest, but noticeable increase in visitors coming to Hounslow, in particular, some evidence of greater variety within the characteristics of visitors.
• Small increase in number of businesses – An increase in the number of new businesses being formed in, or relocating to the town centre.
• Improvement in local perceptions of the town centre – Increase in positive comments and perceptions amongst those who are using the town centre.

A number of these measure for success will ultimately be judged on the opinions and perceptions of users of the town centres. LB Hounslow may wish to consider employing local people or students to undertake an annual survey of town centre users. Not only would this help to provide contemporary information about the evolution of the town centre, but could also provide useful work experience for those who need it most.

Outline Actions
The initial interventions can be split into 2 distinct groups.

1. Temporary interventions are those which make use of existing spaces and assets to promote additional activity in the town centre. Primarily these activities will serve to challenge perceptions of the town centre encourage involvement. They will however, also have the potential to generate some income and potential wider economic value (i.e. jobs and business growth).

2. Short term interventions are permanent projects which will provide the basis for change in Hounslow. These projects are precursors to physical development, such as the development of the partnerships and means of communication. They are also projects which aim to enable the local business and residential community to ensure that they are able to participate and benefit from Hounslow town centre’s improvement.

Temporary Interventions:
Potential temporary interventions for consideration in this initial stage of the projects are:

• Increasing activity through temporary uses of vacant office and retail space – Work with property owners and operators to ensure that long term vacant space within the town centre is brought back into use, even if this is only by organisations that need space for a short period. There are a number of companies who specialise in taking vacant spaces and promoting them for use by charities and social enterprises for their activities. Whilst Hounslow actually has limited available retail space, working with an organisation such as 3space (http://3space.org/) and Meanwhile Space (http://www.meanwhilespace.com/) could help bring new organisations (and additional footfall) into the town centre as well as providing some cost saving to office operators.

• Whilst Hounslow actually has limited available retail space, working with an organisation such as 3space (http://3space.org/) could help bring new organisations (and additional footfall) into the town centre as well as providing some cost saving to office operators.

LEAD – West London Business.
PARTNERS – LB Hounslow, Office Operators, Hounslow CVS, Relevant Third Partner Support

• Changing Perceptions of Hounslow by using ‘dead’ spaces - The baseline for the masterplan outlined that Hounslow has a significant amount of unused or under used space. This space can provide ideal locations to increase the breadth of activity currently taking place in the town, as well as significantly improving the physical appearance of the town. There are a number of options to make better use of specific sites; this could include:
• **Urban Agriculture / Allotments** – Already popular in the USA, urban farming supports local people to use sites to grow food within city locations (often in temporary and moveable containers/bags (see: http://www.urbanfarming.org/welcome.html)).

• **Community Gardens** – Community Gardens provide opportunities for people to come together to manage green space for use by local residents and visitors. Given the lack of civic space in the town centre, this is worth exploring and can be actioned without significant resources. Culpeper Community Garden in Islington is the most prominent example of a successful community garden in London (http://www.culpeper.org.uk/). The presence of the Hounslow Community Farming Associations also provides impetus to the creation of some community managed space, be it recreational or agricultural. In addition, these projects also link directly to regional priorities and the Capital Growth project (http://capitalgrowth.org/).

There are already a number of successful examples of similar projects already happening in London. Because of this, any commitment to urban agriculture and community gardens should be done on a scale which differentiates Hounslow and generates positive publicity. Hounslow is also fortunate to have some strong partners who can become involved in this sort of activity.

LEAD – Capital Growth / Hounslow Urban Farm. PARTNERS – LB Hounslow, Cultivate London, Local Schools, Local Community Groups

• **Creating excitement and involvement through a programme of town centre events** – The ‘Animate Hounslow’ proposals in the recent, successful Outer London Fund bid provides the impetus and resource to support provide a programme of events in Hounslow town centre. These events, including cultural festivals, school showcases and a Drive-in cinema, have the potential to stimulate interest and introduce new people to the town centre.

LEAD – LB Hounslow. PARTNERS – Watermans, West Thames College, Hounslow Music Service, GLA.

Temporary interventions need to be built around a systematic publicity strategy. It is important that activities serve to illustrate the fact that Hounslow is changing in a positive way.

**Short Term Interventions:**

Potential projects which can be delivered in the short term as a pre-cursor to the masterplan should include:

• **Development of Strong Partnership Arrangements** – Ongoing effective and inclusive town centre management will be critical for the success of Hounslow, partnership is a fundamental part of this. The development of more effective structures for involvement and engagement within Hounslow town centre is a vital pre-cursor to the masterplan. Through Hounslow’s town centre management programme, work is already underway to ensure that relevant partnerships and individuals are given opportunity to participate in the evolution of the town centre. This needs to be built upon to give businesses and local people the chance to take ownership of elements of the masterplan.

• It is important that relevant partnerships and individuals are given ownership over elements of the plan and are able to influence its evolution. Options to do this include developing BID in Hounslow or potentially using new planning policy to establish a ‘Neighbourhood Forum’. This specifically, could ultimately take some formal responsibility over the plan and the delivery of projects and developments outlined within this document.
Neighbourhood Forums

A key tranche of the government’s Localism Bill and the National Planning Policy Framework is the empowerment of local stakeholders to influence planning within their area. It is envisaged that this is achieved by establishing Neighbourhood Forums (of at least 21 individuals) who would be given influence over planning permission and the direction of planning policy within their area. Whilst this is still an evolving piece of policy, recent amendments to the Bill suggest that businesses could be given a more prominent role within forums, focusing in particular on “promoting the carrying on of trades, professions or other businesses in such an area”.

Like other partnership models, Neighbourhood Forums would require some significant ‘front end’ work with the business community (particularly in seeking to gain good sector representation) to ensure that the most relevant businesses were involved and were given the power to influence planning decisions.

LEAD – LB Hounslow: PARTNERS – All Stakeholders.

- Creating the conditions for enterprise and business growth for local companies and university ‘spin outs’ – Promoting the diversification of Hounslow’s business base is fundamental to the future success of the town. One quick way of doing this is by using existing office stock.

- Hounslow should develop relationships with local intermediaries and higher education institutions in London to provide more affordable and flexible business space for high growth small businesses and university ‘spin outs’. This requires consultation and mediation with existing operators in Hounslow, but could provide a mutually beneficial solution to the issue of long term empty space in the town.

- TechHub in Islington (http://www.techhub.com/) is perhaps the most notable example of flexible ‘reuse’ of a large office floor plate for small businesses at the moment. Linking this to London’s universities could help provide a level of dynamism currently missing from Hounslow.

LB Hounslow’s successful Outer London fund bid provides the opportunity to promote the town as a location for this type of activity. It is important that LB Hounslow capitalises upon this and works with relevant partners in the delivery process to ensure strong messages about the future of the town are conveyed.

As mentioned above, Hounslow’s OLF activity provides impetus do develop some high impact marketing initiatives. It is important that LB Hounslow capitalises upon this and works with relevant partners in the context of the masterplan as a whole to ensure that strong messages about the future of the town are promoted.

*Initial ideas on how this could be achieved and a framework for doing this area outlined later in this section.

LEAD – LB Hounslow / West London Business PARTNERS – Hounslow Chamber of Commerce, Local Businesses

Development of Hounslow’s Brand and Identity – The development of a clear identity and brand is important short term intervention for the masterplan. With the evolution of new (VNEB, Earls Court, Royal Docks, Olympic Park) and existing locations in London, it is important that Hounslow remains visible to investors, visitors, businesses and potential residents. It is important that LB Hounslow works with relevant partners at an early stage in the delivery process to ensure strong messages about the future of the town are conveyed.

Promotion of Existing Business Support – It is important that every effort is made to ensure that local businesses are able to evolve with the town centre. LB Hounslow is already responding to this by offering new forms of support which respond to the needs articulated by businesses in the borough’s town centres.

- Given the current economic challenges faced by small businesses, it is important that every effort is made to promote new support and ensure that take up is maximised. In addition, local partners should work closely with new national business support structures and other sub-regional support providers to ensure that available support is directed towards the specific needs of Hounslow businesses, allowing the momentum generated by new support to be capitalised upon.

Enterprise Facilitation – It is important that partners consider non-traditional approaches to aspects of this strategy. An example could be an ‘Enterprise Facilitation’ approach to the provision of support for local entrepreneurs.

Enterprise Facilitation adopts a ‘bottom up’ approach - the most prominent example being the Siroli model (successfully deployed in Liverpool http://www.enable-north.org.uk/index.php?page=sirolli) which promotes a softer, approach to enterprise, including:

- Identification of specific individuals who have the ideas and capacity to deliver successful local businesses
- Bespoke market research support, identifying markets and opportunities to develop the business
- Provision of key expertise in finance and marketing to support the entrepreneur’s idea
- Mentoring and referral to relevant business support and professional services (where possible sourced locally)
- Ongoing support through initial growth phases

Building on the bespoke business support project currently being developed for Hounslow town centre, this approach could provide support to individuals who have a viable and market ready business/enterprise idea and is predominantly built around bespoke one to one support.

‘Unique’ Retail Competition – Identify opportunities to occupy empty units (or create temporary units on prominent available space) to offer local businesses the opportunity to run their own retail businesses. Offering the prize of 6-12 months free or low cost rent, hold a business plan competition to encourage local people to develop their ideas for unique retail spaces.

In addition to adding some diversity to the Hounslow offer, this exercise would also provide partners with a data base of local people interested in retail. These individual (along with successful candidates) could then be offer other support to realise their aspirations.


Shop Front Improvements – It is important that local businesses are given a stake in the redevelopment of Hounslow; one way to do this is to incentivise improvement of premises. Shop front improvement projects (either through grants or prize funds) elsewhere have been successful in improving the appearance of high streets as well as increasing stakeholder involvement. Tower Hamlets Council is funding a Shop Front Improvement Programme to restore the historic shop fronts, and business skills marketing training package for shopkeepers and market traders along with physical improvements to the street scene (http://www.romanroad.org/). Outer London Fund has allowed initial piloting of shop front and building facade improvements in Hounslow. This should be built upon and given specific consideration at locations which provide popular walking routes onto the High Street, particularly on Kingsley Road, London Road and Lampton Road.

LEAD – LB Hounslow PARTNERS – Local Retailers
Additional Actions, Activities and Opportunities

In addition to the formal actions outlined above, there are a number of areas where partners should maintain a ‘watching brief’ or should consider undertaking some preliminary activity.

- Support the attraction of the broadest possible range of cultural facilities, events and activities into the town centre, particularly activities which improve the night time offer (see ‘Transformation’).
- Build upon the positive working relationship with TfL to form a clear lobby to regional partners (GLA, London & Partners) to demonstrate the need for intervention in Hounslow (and the potential economic return).
- Enter into exploratory dialogue with HE/FE providers with a view to supporting the development of a significant presence within the town centre. This could include UK colleges and universities (Newcastle and Chichester are amongst a number of UK institutions who have recently opened facilities in London) as well as international institutions. Initial investigation into this should form part of LB Hounslow’s inward investment activity.
- Support interventions to support significant improvement in the visual quality of the town centres, including public realm and lighting improvements outlined within Hounslow’s Round 2 Outer London Fund bid document. Should this bid be unsuccessful, these types of improvements should be prioritised as an important part of attracting new businesses and visitors to the town.
- Continue to support the delivery of improved way-finding into the town centre from nearby residential areas, building upon current activities funded through Legible London.

Funding Preparation and Renewal Action

The Outer London Fund has provided a welcome momentum towards improvement in Hounslow and also (through the bid) provided a framework to deliver a number of the activities outlined above. Clearly, a successful bid for the second round will create further opportunity.

The current round of ERDF (Round 5) has the potential to provide support for business support and enterprise facilitation. It may also provide opportunities to pilot some of the ideas (supply chain support in particular) which are outlined within the transformation phase. Additionally, the European Commission is also asking for input into the next ERDF programme (2014-2017), this is clearly an opportunity for Hounslow (and other town centres) to ensure their requirements are considered.

PHASE 2 (2015 – 2020) Transformation

Based on current market conditions it is predicted (as far as this is possible) that the period between 2015 and 2020 will be the time when the real tangible changes take place. Many of the positive outcomes envisaged within the masterplan will come about because of this development. It will be the responsibility of public sector partners to ensure that these benefits are delivered in a sustainable and inclusive way.

Vision/Outcome

In 10 Years... As well as being a high quality local service centre Hounslow will also have become a genuine visitor destination. A retail, restaurant and leisure offer built initially around local aspirations will have gradually enhanced its character and quality to appeal to a much wider audience. Cultural and educational functions will have developed and will create a rounded offer that places Hounslow on a par with all of London’s other metropolitan centres.

Headline Objectives

Within the period 2015-2020 the key economic development objectives for partners should include:

- Create the conditions to support significant investment within Hounslow town centre
- Continue to ensure local benefit is realised in a period of significant...
physical and economic change

• Re-establish Hounslow as a strong and important economic node within London

Measure of Success

By the end of this period of activity, it will be realistic to assume that some of the most significant accepted indicators of economic success will have changed positively. As such, Hounslow should be able to demonstrate the following improvements:

• Increase in local GVA – A measurable uplift in the value of the economy of Hounslow town centre (and the borough as a whole)
• Increase in value of local employment – An increasing number of individuals employed in higher skilled, higher earning jobs
• Increase in length of visits – An acknowledged increase in the duration of visits to Hounslow
• Increase in number of housing and businesses units – Evidence of a significant quantum of development activity
• Noted improvement in position within London’s locational hierarchy – Regional acknowledgement of Hounslow’s improvement
• National and international recognition – An increase in the number of enquires related to Hounslow from international business and investors

Outline Actions

This period will be one the time when Hounslow really begins to change. Physical delivery of the objectives within the masterplan will take precedence, although local intervention will remain important, alongside more vigorous marketing of the town centre. Again, it will be critical to ensure that local people are encouraged to participate within the opportunities development will create. Interventions for consideration area:

• Supply Chain and Procurement Support – SMEs will play a highly important role in Hounslow’s future economic growth and where possible, these businesses need to be offered a comparative advantage from locating in the area. Research has shown that the area where SMEs need the most support is simply getting goods and services to new markets.
  A supply chain and procurement project could include provision of a capacity building (for suppliers) and brokerage service aimed at ensuring that, where possible, companies (particularly those larger organisations located within Hounslow) and public sector buyers are able to buy local. The development of supply chain linkages will provide additional opportunities for local SMEs to more effectively exploit market opportunities.
• Given the scale of previous successful examples (such as Supply Cross River and East London Business Place – www.elbp.co.uk), this project may be best delivered over a wider geographical area (potentially building upon the Heathrow Supply Chain Project).
Another option would be to replicate the Bishop's Square Procurement Support project in East London which is funded through Section 106 and provides bespoke support in a very defined impact area.
• Formal Development of the Hounslow Brand – Marketing and perception is inherent within this strategy and the masterplan as a whole. By 2015 the transformation of Hounslow town centre will be underway and there will be already be a change in the way people perceive the area. Building upon the initial branding and marketing work being undertaken through the Outer London Fund, 2015 will be the time to consider the next stage of promoting Hounslow town centre.
  A supply chain and procurement project could include provision of a capacity building (for suppliers) and brokerage service aimed at ensuring that, where possible, companies (particularly those larger organisations located within Hounslow) and public sector buyers are able to buy local. The development of supply chain linkages will provide additional opportunities for local SMEs to more effectively exploit market opportunities.
• Using external expertise, this project would involve the development of a new marketable brand and identity for the area, which reflects both the visitor offer and quality of the business location.
• Using proximity to Heathrow, good public transport and access to a diverse and skilled workforce, the output of this intervention should be a clear dissemination and implementation process to ensure that the location is marketed on an international scale. Within the branded area, include key opportunity sites which can draw value and interest in the location.
• The branding exercise should be accompanied by a clear, nationally and internationally focussed marketing strategy for businesses and investors.
  *An initial framework for branding is included later in this section.
• Development of a significant Cultural Node within Hounslow town centre.
  Within this phase of the delivery of the masterplan, we would expect Phase 2 of the Blenheim centre to be completed. This will deliver a new cinema, bars and restaurants to Hounslow town centre which will undoubtedly have a positive impact on the offer to visitors.
• If however, Hounslow is to achieve loftier ambitions and re-establish itself in the top tier of locations within west London, the cultural offer must expand beyond this.
• During this period, Hounslow needs to try and establish at least one additional significant cultural node in the town. This could be an arts centre, music venue, a more prominent theatre or combination of different cultural functions. What is important is that the offer reflects the needs of people within the locality, in particular the established Asian community to the north of the town centre and the more affluent populations to the south of Hounslow.

• Arguably, LB Hounslow should enter into a dialogue regarding possible cultural assets now, with a view to delivery within the next 5-7 years. LB Hounslow is currently engaging in a feasibility study to establish exactly how the town centre could broaden the offer over the next 5 years and beyond.

LEAD –LB Hounslow PARTNERS – London & Partners, Relevant Providers

• Commitment to the Development of Flexible Business Space - Since the development of the EDAW’s 2009 Town Centre Vision, the market for office space has changed fundamentally changed. This is reflected in the masterplan where the west side of the town has changed from being (in the vision) a significant agglomeration of office space to being (in this masterplan) a location which could accommodate high quality, smaller, flexible office accommodation.

• There is an important role for the public sector in supporting this. Leading up to the ‘transformation period’ LB Hounslow should look to at the feasibility of new business space and needs of the market. As a minimum, this should include:
  - Clear, specific offer to businesses within specific sectors, depending on the location (including space for specific sectors)
  - Shared administrative services
  - Shared meeting spaces
  - Support for peer to peer networking and support.
  - Potential for ‘live work’

At an early stage, LB Hounslow should look to enter into a dialogue with current providers of flexible workspace (Such a Workspace Group, Regus, Hub) to define the conditions they require to invest in a location. In particular, LB Hounslow needs to consider the specific needs of small businesses that may be attracted to a location in the vicinity of Heathrow Airport.


Additional Actions, Activities and Opportunities

In addition to the formal actions outlined above, there are a number of areas where partners should maintain a ‘watching brief’ or should consider undertaking some preliminary activity.

• Currently, there is a reasonably high level of economic activity in and around Hounslow town centre, this could however, change as the ongoing impacts of the economic downturn play out. To help local people benefit from opportunities presented within the town centre some form of provision of job brokerage may be worthy of consideration.

• Although encouragement of HE and FE providers to the town centre is a long term objective, by this period, partners should aim to be in a position to enter into more detailed dialogue with providers.

• Again, LB Hounslow should seriously consider marketing itself as a location for specific educational institutions.

Funding the Transformation Stage

It is envisaged that the majority of the activity outlined above will be directly linked to the physical development of Hounslow town centre. A joined up approach between planning and economic development will be critical to this.

The role of the planning system (and the masterplan specifically) in supporting economic development and growth also requires that LB Hounslow has active and constructive relationships and ongoing dialogue with developers. This will be important in ensuring that the right types of development come forward and support the economic aspirations for the town. As a priority, this will involve getting developers to buy-in to the economic development vision for Hounslow.

Where developers are seeking permission for major developments that could potentially stimulate significant economic growth, LB Hounslow must steer and influence plans in order to generate the most acceptable outcome in terms of sustainable economic improvement.

In addition, the council should look for the right opportunities to lever addition value from development. This will obviously come from obligations (CIL, S106) placed on developers, but can also use clauses in procured contracts to ensure that local businesses and residents benefit from economic opportunities created.

There will be undoubtedly be new forms of economic development funding which can be bid for. As outlined previously the 2014-2017 ERDF programme will be active at this point and will have the potential to fund both capital and revenue project with a benefit for the local economy. Critical to the success of accessing this and other forms of funding will be ensuring strong partnership arrangements exist to lead the development of robust and relevant bids for funding.
PHASE 3 (2020 Onwards)
– Consolidation

In terms of the development of economic development policy and interventions, it is difficult to make predications a decade into the future. Assuming the success of the previous 2 phases, this period will, primarily relate to ensuring that Hounslow capitalises upon the evolution of the town and maintains its position as one of London’s key urban centres.

Vision/Outcome
In 15-20 years...

Hounslow is one of London’s most distinct and most celebrated districts. Its character is simultaneously cosmopolitan and international, yet rooted in a truly local identify. The town centre is both a residential and business location of choice.

Headline Objectives
The objectives for 2020 onwards assume the success of previous delivery and hence are effectively a continuation of previous activity:

- Continued physical transformation
- Embedding long term economic success
- Ensure ongoing promotion to new markets and investors
- Capitalising on opportunities rapidly and intelligently as they arise
Outline Actions

At this stage, the objectives of the economic strategy effectively merge with those of the masterplan as a whole. The important consideration for partners will be ensuring that the socio-economic principles outlined earlier on remain at the forefront of development and reprioritisation of ideas and actions.

Assuming successful delivery of previous phases, this period which be one where Hounslow continues its evolution and spatial transformation. This transformation in itself will have become a driver for economic development providing ongoing opportunities for employment, business creation and training locally. Key elements of this will be:

• Delivery of new housing and improved retail development within the town centre ensuring a diverse demographic mix, including, students, young professionals and families including members of the existing population who will be encouraged to stay in the area.

• Delivery of new office development appropriate to the needs of small footloose businesses and international companies looking for temporary or a semi permanent presence in London.

• Full development of a significant higher or future educational establishment within the town centre, meaning education becomes a significant focus of activity within the town centre.

12.8 Marketing Hounslow Town Centre

It is clear from consultation with stakeholders that there is little structure to the way that Hounslow markets itself (be it to individuals or to major investors). To counter this, Hounslow needs to apply some structure to help ensure that it presents more coherent and clear messages to key markets. A process to help do this is illustrated below, it is intended that this fundamental approach can be applied to all markets Hounslow wishes to target.

The framework has been built around 3 key questions:

• What is the starting point? – Whilst perceptions may change in the future, Hounslow needs to be realistic about how it is perceived, particularly in relation to other London town centres and commercial locations. Initial marketing will need to be realistic and not over ambitious; understanding the importance of contemporary evidence and examples of success will be critical. There are of course, a number of opportunities which can be used to develop a USP and ultimately a brand. In addition, as the town evolves, the starting point for marketing will become more positive and the marketing exercise itself more ambitious.

• What is the context? – An understanding of the evolution of London (and places within it) is critical to the development of Hounslow’s brand.

• How can the offer be articulated? – In addition to establishing what the offer is and what the challenges are to marketing Hounslow, the articulation is important. Again, this is dependent upon who is being marketed to; this will ultimately influence how messages are promoted and which mechanisms are used for doing this.

The emergence of Vauxhall, Nine Elms & Battersea, Earls Court, Brent Cross and Cricklewood alongside the evolution of Kingston and Southall will create significant local completion for Hounslow. Alongside this, shifts in global paradigms of investment will have profound effects on future finance (which will have an influence on any place looking to market itself). It is important that local partners consider how this impacts on the town and have a thorough understanding of the market in which Hounslow operates.


• In the first few years of delivering the masterplan, Hounslow’s visitor and user market will remain local. Key challenges will be maximising local use of the town centre whilst using the masterplan itself to help people think differently about the Hounslow.

• Hounslow currently lever no value from the diversity of the local population, this should be seen a priority in this first phase.

• As part of the offer to local people, partners must seek to engender confidence amongst Hounslow residents to assure them that it is a place where they can start (and grow) a business.

• In delivering activities outlined within the Outer London Fund bid and within the economic strategy every effort should be
made to ensure that Hounslow’s offer is articulated to more affluent populations in west London.

• Initial improvements and interventions should also place a significant focus on innovation. This in itself should be used to promote the town through regional and national media coverage.

• It will be critical that partners continue the process of promoting Hounslow strategically to ensure that the town becomes more of a priority sub-regionally and regionally.

• Clearly, this period will also be one for attracting external investment to deliver the tangible transformation of the town centre. A key element of this offer will be the masterplan itself and ensuring that potential investors are confident in the ability of local partners to deliver upon the objectives outlined in the document.

• Given the current economic uncertainty nationally and internationally, Hounslow must also begin the process of testing new markets (both for users and investors). Identifying new emerging sectors (and subsequent investment) and promoting the offer is part of this.


• Assuming the success of local marketing and the enhancement of the strategic profile, this period should focus on the attraction of established operators to the town. In particular, partners should look to encourage existing larger businesses to locate within the town.

• With the creation of a more diverse cultural and entertainment offer, marketing should seek to promote the ‘livability’ of the town centre to a diverse range of groups (from individual students to more affluent families).

• Assuming retail remains and important part of the Hounslow offer, establishing greater variety within the town centre will be an important constituent part of the marketing effort.

• Encouraging investor confidence will clearly remain a fundamental part of the Hounslow offer. Continuing to encourage buy-in to the vision (and ultimately better returns than other locations) will be an important part of marketing the town centre.

Marketing Approach: PHASE 3 (2020 Onwards) – Consolidation

• The process of marketing Hounslow must never stop. Partners must remain acutely aware of how the town is perceived and the offer itself must evolve constantly, both with the improvement of the town and in response to exogenous factors.