HILLINGDON:
OUR VISION FOR GROWTH

HILLINGDON
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CONTENTS

DELIVERING GROWTH FOR HILLINGDON

A foreword from Cllr Steve Tuckwell, Leader of Hillingdon Council

Hillingdon has always been a place where the world meets opportunity. For generations, we've been the gateway where international flights land, where motorways converge, where innovation finds space to grow. Now it's our turn to ensure those possibilities take root here, for our residents.

Stand at Hayes and Harlington Station and you can reach 4.4 million jobs within an hour. Walk through the Brunel University of London campus and you will find world-leading research. Visit Stockley Park and you'll see why global brands choose us as their European base. Look across our 3,400 hectares of parks and open spaces, and you'll understand why we're one of London's greenest boroughs.

The question we face isn't whether growth will come to Hillingdon. Data centres are investing billions. The Elizabeth Line has reshaped what's possible. Clean energy, digital and technology, and creative industries are choosing us.

The question, then, is whether that growth will happen to us, or for us.

We choose for us. We choose to ensure that when new sectors arrive, local residents are trained and ready. That when businesses scale, they stay rather than outgrow us. That when the world sees Heathrow, they also see Hayes' creative corridor, Uxbridge's knowledge quarter, Ruislip's heritage, and the canals threading through thriving town centres.

As the council, only we have the reach, coordination and leadership to deliver on growth for our residents. Which is why I am proud to present Hillingdon's Growth Plan – our blueprint for growth for the next decade.

We are committed to shaping an economy that lifts every resident, business and community, in a way that makes them cultural as well as economic stakeholders in our growth journey. It is our promise to deliver so the benefits of global connectivity flow directly into local opportunity, new and exciting clusters in cutting-edge sectors, and our town centres and high streets.

During the next decade, we will turn potential into performance. We will work with our world-class institutions, including Brunel University of London and our technical colleges so talent and innovation grown in Hillingdon can stay in Hillingdon. We will support entrepreneurs and the enterprising to start their own businesses to scale up. And we will ensure our green spaces, waterways and historic assets that define our heritage are celebrated as we grow.

Growth does not need to come at the expense of identity – it should strengthen it. With this plan, we are choosing to put our residents and businesses first, where innovation is part of our everyday, where housing, skills and placemaking move together, and where every part of Hillingdon, from Harefield to Hayes, from Ruislip to Heathrow, grows together.

This is a moment of real opportunity for our borough. The vision we set now and the decisions we make to achieve it will define not only how we grow, but who we grow for.

We choose to be **Where Global Gateway Creates Local Opportunity**. And we stand ready to deliver.

EXECUTIVE SUMMARY

Hillingdon is a place of many strengths: we have unrivalled connections, a strategic location, a strong educational network of academic and vocational institutions, a rapidly growing business and employee base, and an abundance of open, green and healthy spaces. For too long however, these assets and strengths – our global connectivity, our skills base, our business potential, and our natural environment – have not translated into meaningful economic growth, growth that all our residents actively shape and feel the benefits of.

We plan to turn this around. This Growth Plan is our blueprint for the next decade. We will transform Hillingdon into a place **Where Global Gateway Creates Local Opportunity**. This means that Hillingdon will be a place of:

- **Resilience:** We'll build an economy that weathers economic shocks but adapts to change, fully leverages our connectivity, and nurtures sectors to grow and scale so they provide future-proofed careers that give people the chance to progress.
- **Inclusivity:** At the heart of our economy, where all corners of the borough will benefit from the growth we create together: transport will connect all residents to opportunities, homes will be affordable and diverse, local people will be first in line for arriving opportunities, and every family will find a place to call home.
- **Pride:** Our heritage and history will be celebrated and shaped by us, where our assets like the Grand Union Canal will anchor our identity, where our 3,400 hectares of green spaces[3] will be used for wellbeing, where town centres and high streets will transform into destinations where residents spend time – all while building their careers here and raising families in communities they're proud to call home.

To achieve this vision, we will be guided by our three strategic pillars for growth:

- **Innovate:** We will strengthen Hillingdon's economy by growing new sectors, modernising existing ones, and helping more businesses to scale successfully.
- **Connect:** We will link north and south Hillingdon, match our residents' skills with businesses' needs to grow, and ensure growth reaches every community.
- **Thrive:** We will breathe life into town centres, deliver homes families need, ensure that every resident can lead a healthy life, and create public spaces that welcome businesses and visitors and make residents proud of where they live.

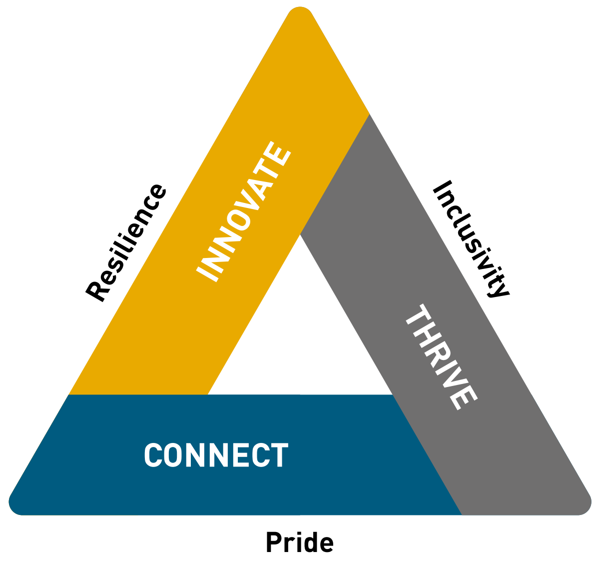
Growth touches every council function. We will ensure that there is cross-policy collaboration built into our daily functions as well as strategically. We will establish a Growth Board to ensure internally the council has accountability for growth and regeneration and acts as one in decision-making, and to collaborative externally with our partners to ensure that our growth journey coordinates across our stakeholders. This will deliver in a way that provides value for money for our residents and shifts us to a preventative model to reduce long-term pressure on our public services, to ensure that barriers to inclusive growth are addressed early and that there are more resources for further growth, investment and placemaking initiatives.

Our Growth Vision for Hillingdon is one that transforms our place and our economy and creates inclusive growth for all.

Hillingdon will be where global gateway creates local opportunity.

By 2036, people will choose us for our unique combination of attributes: our rich, diverse cultural offer, one of London's greenest boroughs, excellent connectivity that works for all residents, and high streets with real character. Our economy will thrive on innovation and heritage, where growth and renewal is anchored by our history.

Our residents will stay to build careers with real progression and raise families in communities they're proud to call home.



1. INTRODUCTION

Why Hillingdon needs growth

Connecting people to opportunity

Our strategic location, with Heathrow Airport, national rail, underground, the Elizabeth Line and road networks, offers major connectivity advantages for businesses. This includes well-connected office spaces such as Stockley Park, home to several companies in innovative high-growth sectors. It's why several UK and European headquarters base themselves here. Our connectivity is powered by the UK's largest transport and logistics sector that keeps the economy moving.

Yet pockets of poor connectivity, especially north-south connections, often mean that connectivity works for some but not all residents. Currently it is easier for many residents to travel to Central London than to access local jobs, training, or services – meaning a disconnect with local opportunities and deepening inequality.

High-growth sectors such as the creative industries, clean energy, digital and technology, and data infrastructure are emerging, but they remain underdeveloped and need greater strategic focus if they are to become the engines of future prosperity.

Our strong academic and vocational network is underutilised for local growth, with a strong skills pipeline vying for limited high-value employment opportunities. Brunel University of London, Uxbridge College (part of Harrow, Richmond and Uxbridge Colleges) and other career-specific institutions like the Global Academy provide a genuine mix of skills needed for businesses to grow and places to thrive, but many leave the borough to pursue careers elsewhere.

Physical infrastructure is another significant barrier. Around 1,500 new homes remain stalled[4], almost half of our 10-year housing target, while construction cost inflation, new build regulations and energy grid capacity have slowed delivery and the affordable housing supply, and restricted the ability to unlock key sites for regeneration or commercial use.

Unless infrastructure investment and spatial planning are better aligned, Hillingdon risks missing opportunities to attract new residents and businesses that could drive growth.

From reliance to resilience

At the same time, our economy and labour market has expanded in scale but not in strength. Since 2013, Hillingdon has experienced one of the largest rates of new business creation in outer London, alongside a rapidly growing population, with most new residents being of working age. This has corresponded with a rapidly increasing employment rate.

Despite this expanding business and employee base, our economic output has declined in real terms, with productivity levels now lagging behind not just the London average, but the UK's.

This reversal reflects an economy that has become busier but less efficient, with more firms producing

less value and an economy that is overreliant on traditional industries struggling to adapt to changing market conditions. As well as making our economy more prone to economic shocks, this means fewer opportunities for residents to benefit from higher skills and wages, and less revenues for businesses to reinvest, worsening the cycle.

Many of these sectors, including transport and logistics, construction and retail, are some of our largest employers and form most of our new businesses. But low growth rates and productivity levels suggest they are struggling to scale up and modernise.

Energising place and identity

Beneath these structural and economic challenges lies a broader issue of place identity. For decades, Hillingdon's narrative has been dominated by Heathrow, a global gateway and major employer, but one that often overshadows the borough's wider potential.

As one of the most internationally connected airports, Heathrow drives global trade, investment, and tourism, and supports thousands of local jobs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in Hillingdon. However, high levels of deprivation, especially in Hillingdon's south, demonstrate that proximity does not equal prosperity.

Despite the new business growth, we still have large vacancies across our town centres, with pressure concentrated in large commercial units which do not match current occupier demand. This contributes to a lack of vibrancy, attractiveness, and hangout options, with market conditions currently challenging regeneration and commercial development.

Yet Hillingdon has enormous latent strengths: we are one of London's greenest boroughs with the most miles of canal in London, more than 3,400 hectares of green space and woodland, significant cycling and walking networks, and heritage assets anchoring the borough's creative cluster.

These assets provide the foundation for renewal, but only if supported by a clear, confident vision for place and identity.

Our unique opportunity for growth

Despite our challenges, we can shape our own story. We have the foundations in place to achieve long-term prosperity and deliver for our residents, making sure they all have a role to play in our growth journey and ensuring that everyone has a stake in Hillingdon's future and identity.

Building on our strengths

We know that Hillingdon is primed for growth. Our strategic location, thriving education, skills and research network, and emerging high-growth sectors demonstrate this.

We have the momentum, with our rapidly growing business base, working age population, and employment rate. One in three economically inactive residents want to work. Now is the chance to expand our local opportunities and include all residents in our growth journey, making employment meaningful and productive.

We have assets ready for transformation. While areas like the Grand Union Canal are underutilised, they offer massive potential for renewal while preserving heritage. Now is the time to capitalise on this further by creating vibrant, healthy areas that work for all of our communities and celebrate our history.

The council's unique role

Only the council can achieve a bold and ambitious plan for growth. We can be the leader as well as the orchestrator of our story. We have the reach, levers, partnerships and responsibility to do so. We can create a positive cycle where growth leads to more high-value employment, where there is abundant talent to help our businesses grow, and where investment is transformative.

This requires a new phase of growth, where the council actively shapes the path and includes our residents with quality, connection and inclusion at the heart of our economy, place, and decision-making.

2. HILLINGDON'S ECONOMIC AND PLACE PROFILE

ECONOMIC AND PLACE PROFILE

Our economic strengths

We our outpacing outer London in the rate of new businesses being created and our working age population is growing rapidly. We can build on this momentum to expand meaningful, high-skilled, high-pay employment opportunities in the borough for those progressing their careers or finishing their studies.

330,000	Population (2024)[5]	**14,700**	Businesses (2025)[6]	**£13 billion**	Real GVA (2023)[7]
24,300	More residents in work (since 2013)[8]	**5,200**	More businesses (since 2013)[9]	**3,400**	Hectares of parks and open spaces

New business momentum

Hillingdon demonstrates a strong track record of people starting their own businesses here. As of 2025, we are home to 5,200 more enterprises than in 2013. This increase of 55 per cent is one of the highest rates in outer London and twice the rate of the national average.

Growth is primarily driven by new micro-enterprises – those with less than 10 employees[13] – showing large growth potential. It means that, for five out of the last six years, we've seen the highest rate of new business growth relative to our total business base compared to outer London and our neighbours. In 2024, one in seven of our businesses were created during that year.

Hillingdon is also home to 55 high-growth companies[14] – those that have increased their employees by 20 per cent for each of the last three years – making up seven per cent of outer London's total.

The UK's largest transport and logistics sector

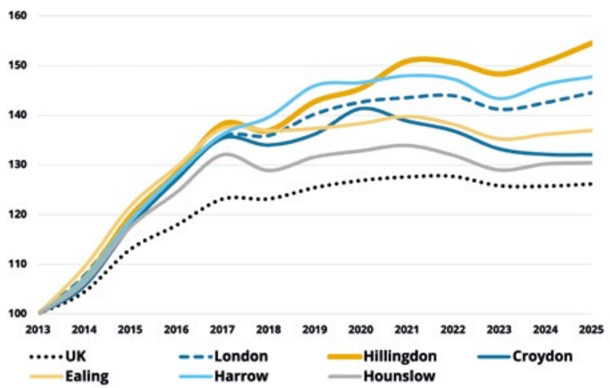
Businesses (2025)[10]	Employees (2024)[11]	Real GVA (2023)[12]
1,115	**37,000**	**£2.2bn**

Our strategic location and connectivity for transport and freight creates significant local opportunities for businesses for the movement of goods and exports and facilitates local supply chains.

Alongside Hounslow, we have the joint-highest number of employees in the sector (37,000) out of any lower-tier local authority, and the largest annual economic output (£2.2 billion).

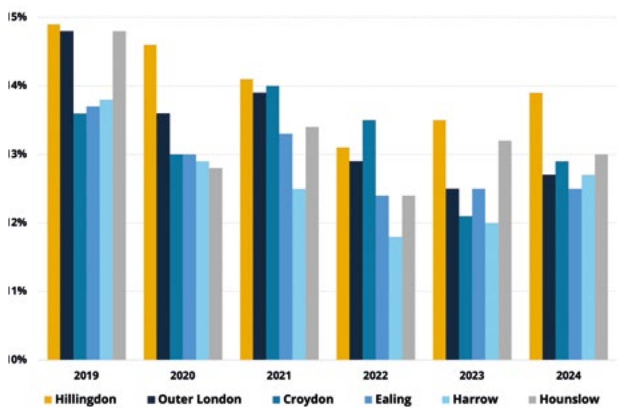
The sector provides eight per cent of our businesses (which are mostly SMEs), employs 19 per cent of our workers, and provides 17 per cent of our economy's total output.

Indexed growth in number of businesses (2013-2025)



NOMIS: UK Business Counts: enterprises by industry and employment size band (2025)

Percentage of new businesses created as a proportion of total businesses (2019-2024)



ONS: Business Demography, UK (November 2025)

A growing working-age population

Hillingdon's population has grown by 15 per cent since 2013, meaning we are the fourth-fastest growing borough in London (and the third-fastest in absolute terms).

It means that we are now home to 43,000 more residents, 70 per cent of whom are of working age (16 to 64-year-olds). We also have the fastest growth (and third-fastest in absolute terms) in 25 to 49-year-olds, demonstrating that people progressing their career are choosing Hillingdon.

The introduction of the Elizabeth Line has played a large part in attracting new working-age residents. While this increases demand on our public services, housing and infrastructure, it gives a real opportunity to expand local opportunities for a wider skills mix so that those who live here can work here.

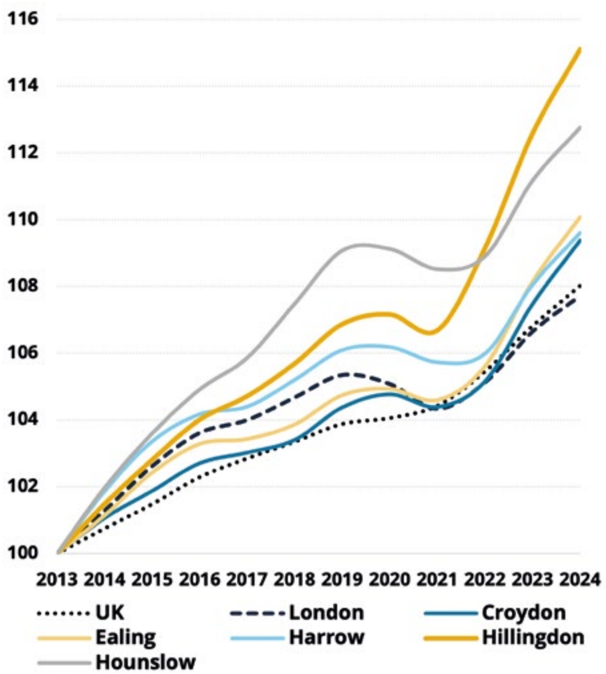
Since 2013, our working-age employment rate has increased from 70.3 per cent to 73.4 per cent, meaning we now have 24,300 more working age residents in employment.[15]

Pre COVID-19 trends suggest that the number of 16 to 24-year-olds was falling, suggesting some were leaving the borough after finishing their studies and beginning their careers. But the recent reversal gives us the chance to further link educational routes with local opportunities. Almost a fifth of those currently economically inactive in Hillingdon are students[16], presenting the opportunity to better link our skills pipeline with good and specialist careers in the borough.

Further adding to this opportunity is those actively seeking work – though our unemployment rate has fallen significantly (from 9.3 per cent to 4.5 per cent)[17], there are 7,300 unemployed seeking work and a further 11,600 economically inactive residents (who have left the labour market for various reasons) wanting a job in the near future.[18]

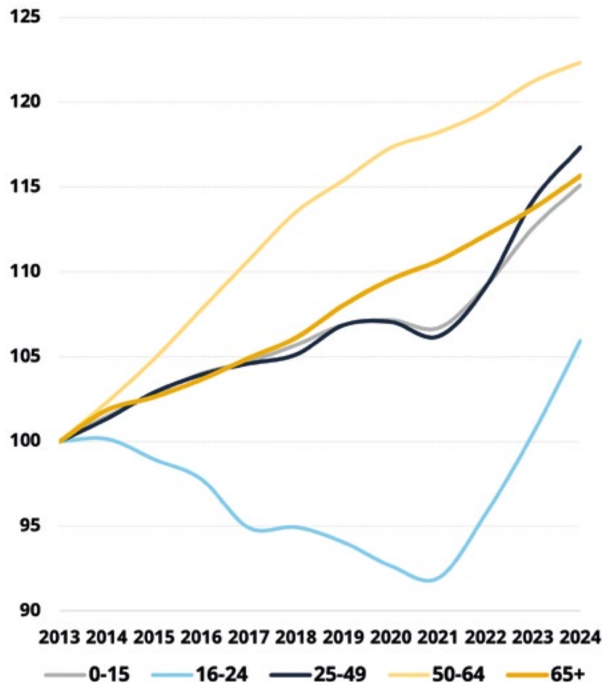
We also have the fourth-largest growth (and second-largest in absolute terms) of 0 to 15-year-olds in London, furthering the opportunity to support the next generation in their education and linking this to routes to success within the borough.

Indexed population growth, all ages (2013-2024)



NOMIS: Population estimates (2025)

Indexed population growth by age group in Hillingdon (2013-2024)



NOMIS: Population estimates (2025)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SEE IT. LOVE IT. LIVE IT.
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CAFÉ BAR

CHALLENGES AND OPPORTUNITIES

Growth and productivity

Our rising employment and new businesses give us a competitive edge, but this has not yet translated into economic growth, productivity, or higher-paid jobs. Our businesses are struggling to scale up, our economy increasingly relies on low-value activities and traditional sectors are struggling to adapt to changing market conditions. Without a bold, targeted intervention, we risk falling further behind and missing out on our entrepreneurial promise.

Our productivity challenge

We have demonstrated strong growth before. But recent periods of real terms negative growth have set us back. Our economic output is now 9 per cent lower than it was a decade ago, in part due to large contractions in 2015-2016 and an acute reaction to COVID-19, including limited Heathrow access, with a slower recovery than comparable areas.

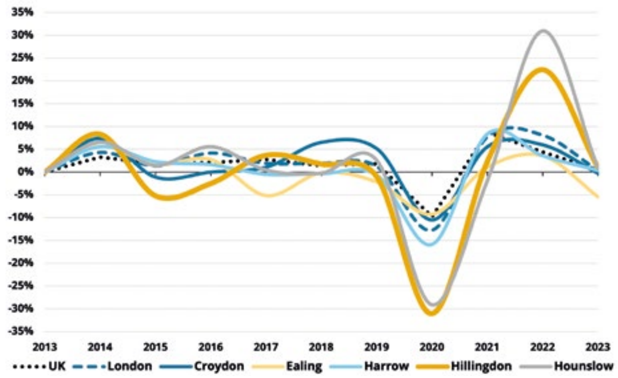
Our productivity levels continue to fall behind not just outer London and its boroughs, but now the UK's. In 2013, labour productivity was 18 per cent higher than the national average, but this now lags by 3 per cent. Productivity is 8 per cent lower than the outer-south and 10 per cent lower than the outer-west and north-west areas of London.

In terms of the sector split, more than half of our new micro-businesses operate across construction (31 per cent of the new businesses), retail (+16 per cent), and transport and logistics (+10 per cent). From 2013 to 2023, construction saw a 120 per cent increase in businesses and a 60 per cent increase in employment, but a 19 per cent decline in GVA, and transport and logistics added 73 per cent more businesses and 12 per cent more jobs, yet output fell by 20 per cent.[19]

These are sectors we therefore know currently have declining outputs in our economy and are struggling to be fully productive. But they are vital local sources for connectivity, infrastructure development, regeneration and bringing vibrancy to our towns and high streets.

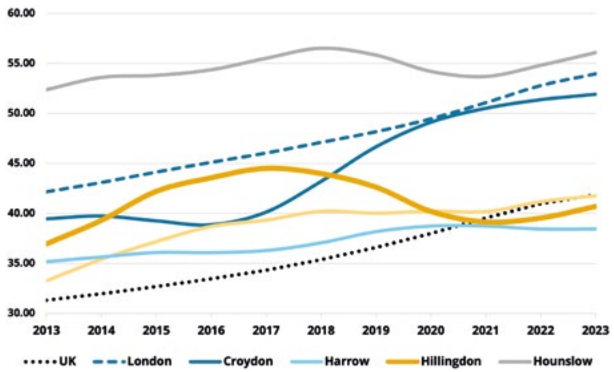
The key challenge, then, is boosting productivity collectively through high-value opportunities in the borough, supporting our businesses to scale and ensuring our strong base of core sector growth is met with strong demand.

Annual GVA growth rate (real terms, 2013-2023, based to 2013)



ONS: Regional Gross Value Added (Balanced) by industry: all ITL regions, and TL1 London edition (April 2025)

Average productivity per worker per hour (£, 2023 current prices smoothed, 2013-2023)



ONS: Subregional productivity – labour productivity indices by UK ITL2 and ITL3 subregions, and local authorities (June 2025)

Income and skills

Despite our strong academic and vocational institutions, Hillingdon has a significant skills gap. This presents the opportunity to make learning and development inclusive for everyone and boost employability, incomes, and access to high quality skills programmes, while ensuring local talent supply aligns with the right job opportunities and meaningful careers in the borough.

Our skills gap

We have the sixth-highest proportion of working-age people without a qualification (8.6 per cent - over 17,000) in London, and the fourth-lowest for the highest level (RQF4+) qualifications (49.4 per cent). This includes higher apprenticeships and vocational programmes.

While higher-level qualifications were rising before the COVID-19 pandemic, progress has stalled, suggesting that the recent surge in our working age population has not translated into a more skilled workforce.

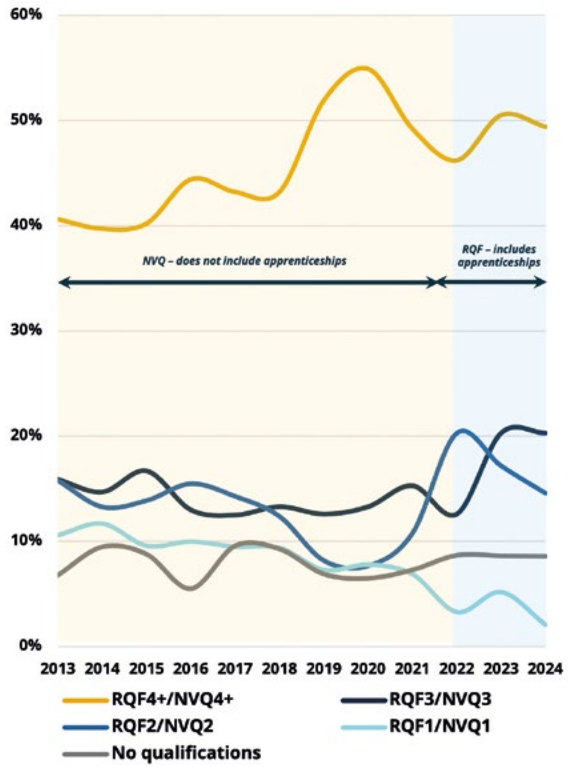
Additionally, 2.5 per cent of 16-17 year-olds are not in employment, education or training[20] – so we need to ensure that there are diverse, inclusive pathways for development and that these young people do not slip through the net.

These gaps risk widening inequalities and constraining the access to the local talent needed for growth. The overtake in RQF3 qualifications compared to RQF2 suggests a strong appetite for our residents to develop their skillsets, as well as capturing the new effect of skill-categorised apprenticeships, indicating most apprenticeships were previously Level 2 programmes.

Boosting incomes

Increasing skills can also support residents' earning potential. It was only in 2024, due to a remarkable 16 per cent growth in the average gross weekly pay for jobs within Hillingdon, where wages picked up. Since COVID-19, the difference between median residence-based earnings (people that live in Hillingdon who travel outside of the borough to work), and median workplace-based earnings (people that live and work in Hillingdon or travel into the borough to work) has equalised – reflecting this strong wage growth in 2024.

Proportion of 16-64 year-olds by level of qualification held (2013-2024)



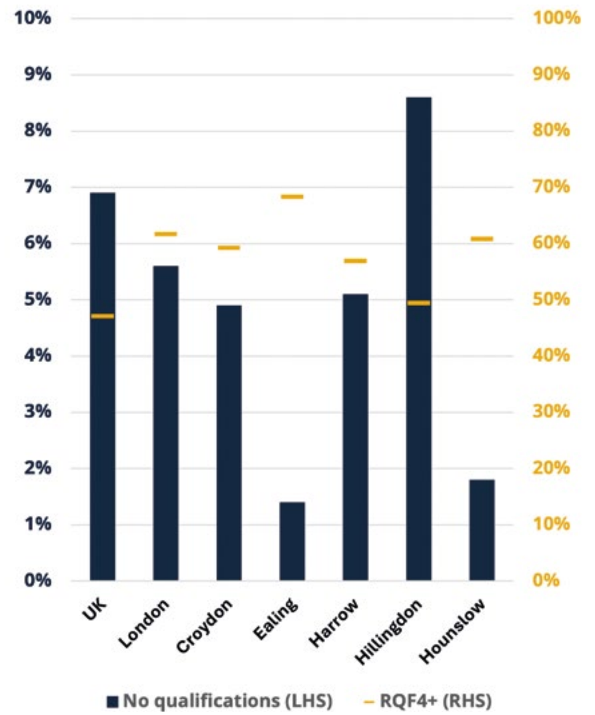
NOMIS: Annual Population Survey (2025)

We know that averages do not reflect the full realities for those on lower incomes.

For the lowest third percentile, local jobs are especially crucial. Those in this percentile living and working in the borough earn an extra £100 per month in gross terms than the same income group living here but working elsewhere.

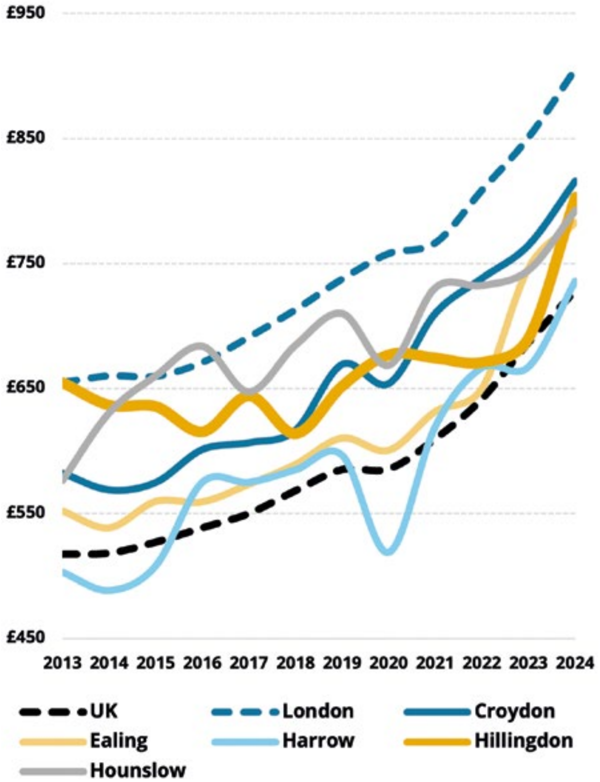
This reflects the need to ensure that those that want to live as well as work in the borough can do so, strengthening spending in the local economy and reducing pressures on commuting. But this also requires strong transport links within the borough.

Proportion of 16-64 year-olds with no qualifications and RQF4+ (2024)



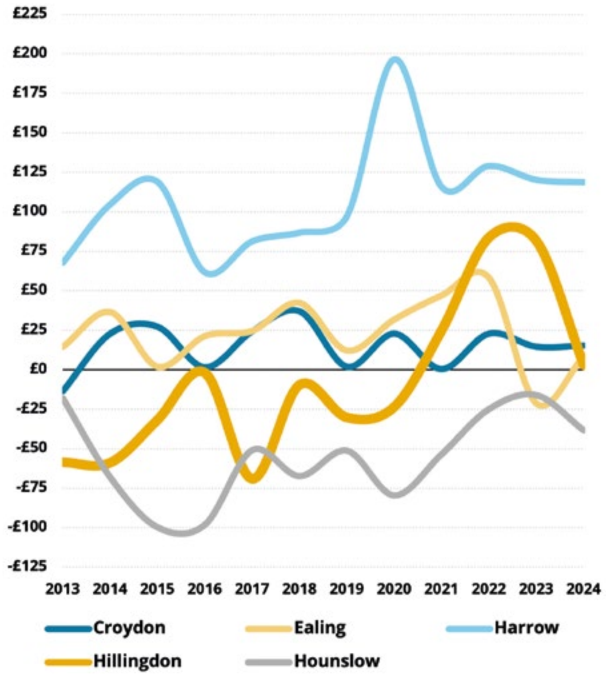
NOMIS: Annual Population Survey (2025)

Median pay for jobs in Hillingdon (2013-2024, workplace-based, weekly)



NOMIS: Annual Survey of Households & Earnings (2025)

Median additional pay for residence-based earnings versus workplace-based in Hillingdon (2013-2024, weekly)



NOMIS: Annual Survey of Households & Earnings (2025)

Housing

Housebuilding in the borough has been a challenge due to market conditions and policy constraints. Delivering more affordable housing will help us attract and retain our residents and ensure that those who want to work here can stay here.

Affordable housing delivery

While house price growth shows healthy transaction activity and demand, we know this does not benefit everyone. Increasing the affordable housing supply and mix can ease pricing pressures for those on lower incomes, supporting them as they seek to increase their skills and earnings potential in the borough.

Nationally, there is a trend of squeezed middle-earners starting to fall into homelessness or rely on council services for the first time in their lives. In line with this trend, demand for temporary accommodation has increased significantly in the borough.

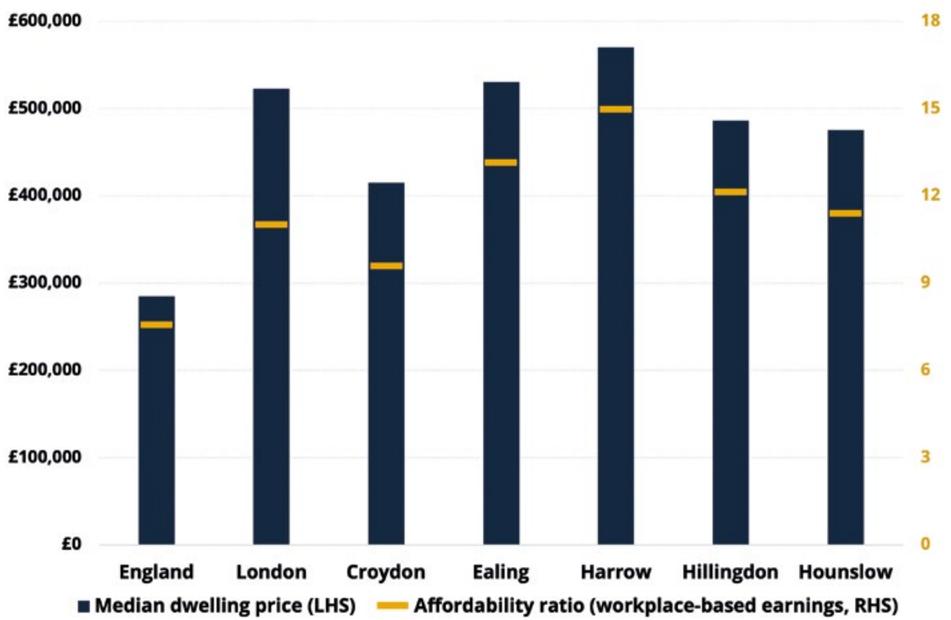
Our median house prices are broadly in line with neighbouring areas and are below the London average, offering a great opportunity for those looking to relocate and buy within the city. But while our median income to property price ratio of 12.1 has fallen steadily since COVID-19, it remains above the London average.

While affordable housing delivery relative to our growing population peaked in 2019/20, delivery has since slowed – now trailing national, London and neighbouring borough rates.

Affordable housing delivery lags behind comparators. Since 2013-14, market conditions and policy restraints – including a 10-storey height cap and dual-lift requirements – have created viability pressures. More than 2,150 affordable homes have been delivered in the borough which is fewer than our neighbours despite our population growing more. Currently, there are around 1,500 stalled homes in the borough.

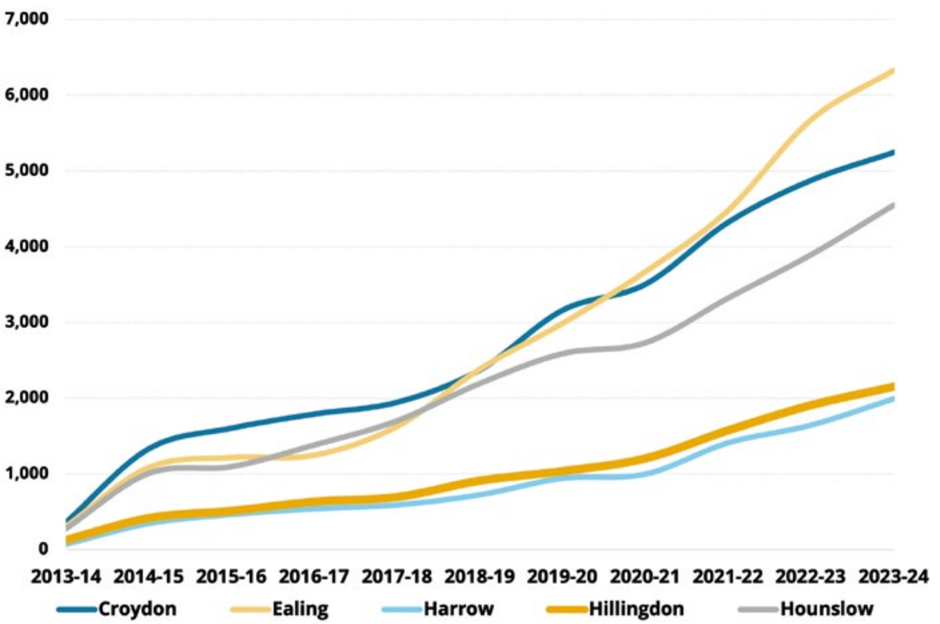
Brownfield sites present a unique opportunity to redevelop existing space and unlock new housing supply, but they must be balanced with long-term suitability and liveability.

Annual GVA growth rate (real terms, 2013-2023, 2013=100)



ONS: House price (existing dwellings) to workplace-based earnings ratio (March 2025)

Annual net additional affordable dwellings (cumulative, 2013-2024)



MHCLG: Live tables on affordable housing supply (September 2025)

Public health and open spaces

While people in Hillingdon are generally healthier than the national average, deep spatial inequalities affect public health outcomes and access to services, especially between the borough's north and south – widening inequality further.

Health inequalities

Overall, fewer people are in bad or very bad health (3.9 per cent) than the national average (5.2 per cent)[21], with life expectancy also higher than average. But look more closely, and there are deeper spatial inequalities across the borough, with the highest levels of health deprivation seen around Heathrow and neighbouring southern areas, tracking income deprivation.

These disparities partly reflect Hayes' industrial legacy, where the loss of major employers like the Vinyl Factory reduced local jobs and community cohesion. Hayes faces weaker health outcomes, compounding social and environmental pressures.

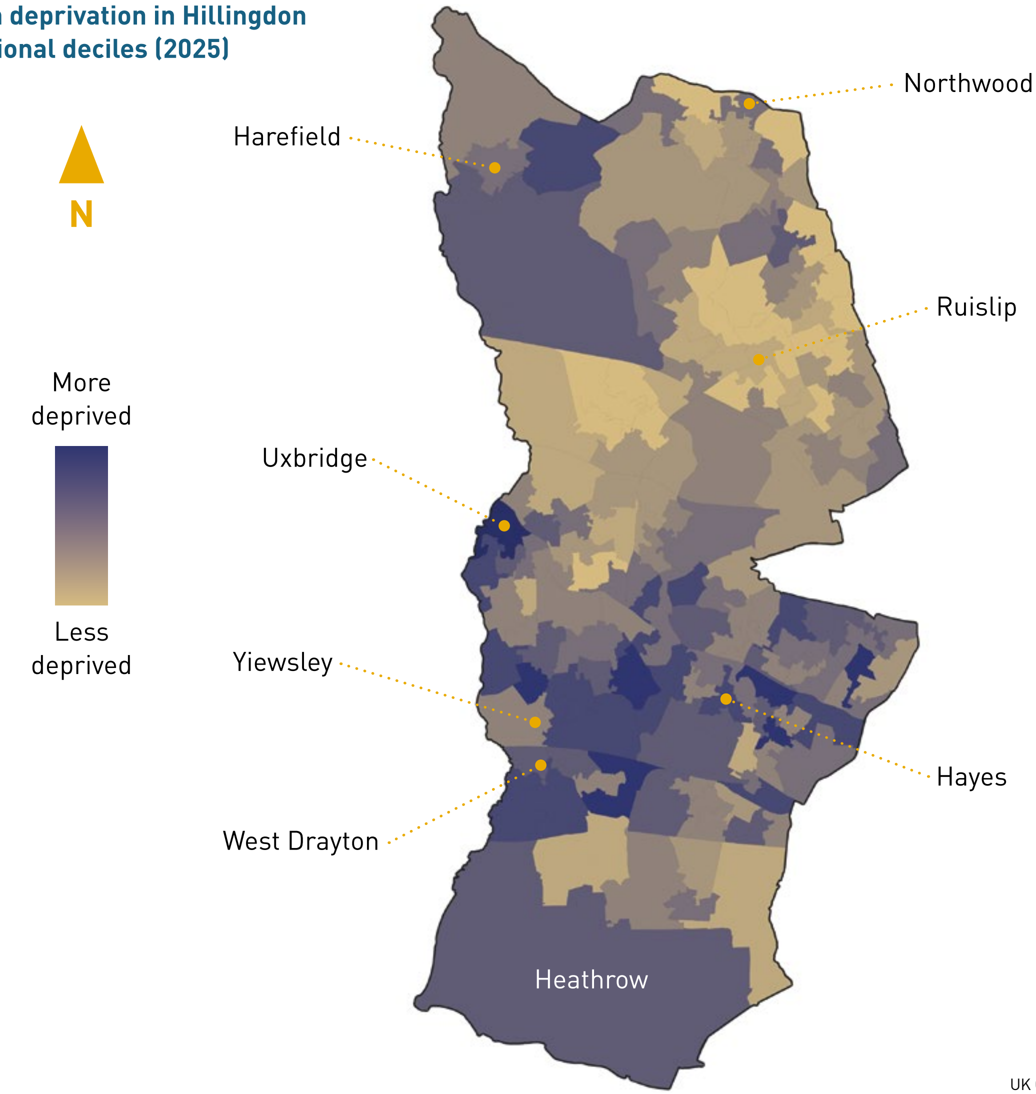
Health literacy and language barriers are also most pronounced in the south, where higher needs for learning English as a second language and transient populations around Heathrow limit access to health information, compounded with housing and transport gaps limiting services.

Of our economically inactive, 35 per cent of those face long-term health issues and a further 22 per cent care for family members.[22] Other health and social issues such as social isolation persist. Only 21 per cent of unpaid carers (those typically looking after relatives) report they have as much social contact as they want, compared with 30 per cent both in London and nationally.[23] Together, these factors show how weak physical and social connectivity continue to shape health outcomes across the borough.

Access to healthy, green spaces

Hillingdon's strong accessibility across scenic and green routes offers a real advantage for wellbeing and exercise, with open spaces covering about 3,400 hectares and making up 30 per cent of the land area in Hillingdon.[24] We are home to the 20 miles of walkable Hillingdon Trail between Cranford and Harefield, the Hayes Town to Minet Country Park route (supported with the Minet cycling track), the Grade II listed Stockley Park and Garden Experience), and the historic Grand Union Canal that connects central London to Birmingham.

Health deprivation in Hillingdon by national deciles (2025)



UK Government: IMD 2025

Mapping high-growth clusters

Hillingdon is home to several high-growth sectors, with significant business and employee concentrations across the creative and media industries, digital and technology, transport and logistics and the experience economy. These will play a strategic role for the borough to drive productivity, attract investment and increase high-value jobs as they grow. But to unlock these benefits, they need the right economic environment and placemaking to scale up.

Creative industries

Employees are primarily concentrated across Uxbridge and Hayes (identified by the West London Alliance as a creative media corridor), with additional activity in Ruislip, Northwood and West Drayton, reflecting the industries' expansiveness in the borough. To scale this sector further, we must deepen the ecosystem: expanding affordable workspace, strengthening links between education institutions and employers, and enhancing placemaking through cultural programming, festivals, branding and public realm improvements. Infrastructure upgrades, particularly around digital connectivity and adaptable creative space, will be crucial.

Digital and technology

Activity is densest in Uxbridge and in Brunel University of London and its surrounding areas, reflecting its status as a leader in innovation, alongside Stockley Park, while clustering in Ruislip and Northwood shows promise that these are not just residential areas. Presence in and around Heathrow also demonstrates its industrial innovation hub status in the London Growth Plan. Supporting scale-ups with innovation and research networks, flexible workspace, access to finance and tailored business support will help retain high-growth companies as they grow. Equally crucial is developing a strong talent pipeline: expanding technical apprenticeships, employer-linked training, and pathways into digital and technology sectors.

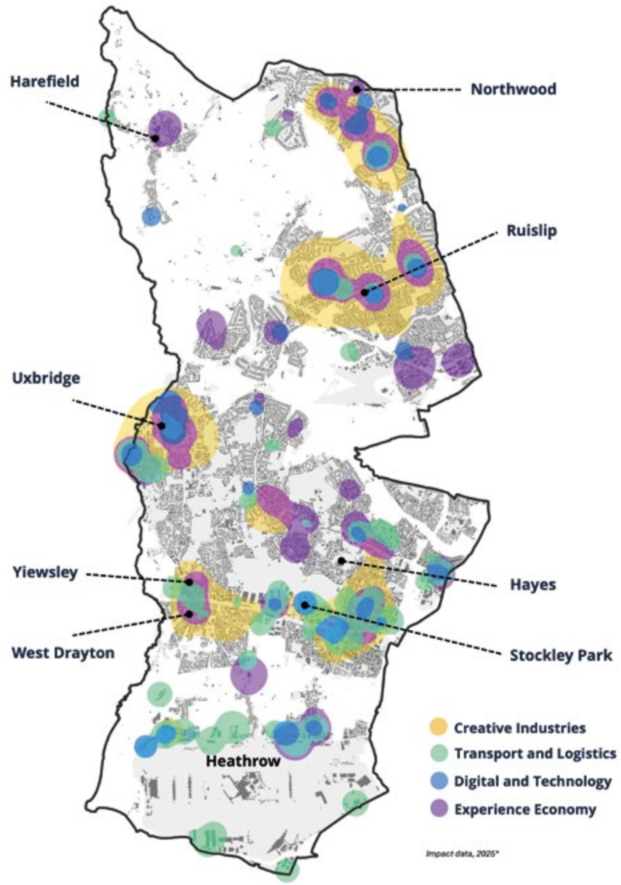
Transport and logistics

Our largest sector by employees and output is dispersed across the borough with key concentrations in the south and around Heathrow, reflecting both the proximity to and integration with local supply chain activity and global freight. Scaling the sector and ensuring it keeps up with the pace of technological change will be a key priority, including through sustainability and in supporting new technologies that allow employees to learn new skills and techniques.

Experience economy

This sector clusters around our key town centres and high streets where hospitality, leisure, food, arts and entertainment activities intersect. While these areas already benefit from strong cultural and environmental assets, they remain underutilised. Scaling the sector will mean improving our experience economy offering through revitalising our high streets and maximising our green and blue spaces, to better capture new visitor and student related spend.

Sector clustering by employee concentration (2025)



*Impact data registering employee location by 5 digit SIC code. This is then referenced against the IS-8 sectors using the Government's Policy Paper: Industrial Strategy Sector Definitions List (Dec 2025) for Creative Industries and Digital & Technology. The Experience Economy is classified based on Broad Classifications I (Accommodation and food) and R (Arts, entertainment & recreation), with Transport & Logistics being Broad Classification H (Transportation & storage).

3. HILLINGDON'S GROWTH POTENTIAL

SECTORS AND ENABLERS FOR GROWTH AND RENEWAL

We are home to several cutting-edge industries, some of which are newly developing. By unlocking our enablers across skills and infrastructure and in fostering an environment where these sectors can grow even further, attract investment, and increase their competitiveness, we can expand the mix of high-skilled opportunities in the borough.

Cluster analysis suggests that our creative, digital and technology industries are especially important for our growth and future investment, positioning the borough as a place where frontier innovation can support clean energy development and modernise our transport, logistics and supply chains.

Alongside these strengths, our experience economy also holds significant latent opportunity, particularly in our town centres, cultural assets and green and blue leisure sports – all of which have the potential to evolve into a vibrant and distinctive part of Hillingdon's economic growth.

Creative industries and technologies

£3.2 billion	1,050	3,700
GVA	Businesses	Employees[25]

Creative industries in Hillingdon are anchored by the Uxbridge-Hayes creative and media corridor, home to a cluster of significant facilities, including the Global Academy which offers education and career-specific skills for the industries at the Old Vinyl Factory in Hayes, West London Film Studios, ARRI (housing one of Europe's largest fixed virtual production facilities) in Uxbridge, MARS (virtual production environment for small and large-scale productions) in Ruislip, and Panalux (major provider of filming equipment) in Hayes, alongside strong links to major studios such as Pinewood and Elstree. These assets position Hillingdon as an important node within west London's growing film and media ecosystem.

IMG Studios, based in Stockley Park, produces and broadcasts several TV channels across sports and develops creative content across 500 employees. It also contains its own data centre, one of the largest of its kind for digital media and broadcast in Europe, and a satellite farm. Recently, it completed its state-of-the-art build for its Video Assistant Referee (VAR) facility for Premier League referees, with further space for additional broadcasting, demonstrating how the latest innovations in sports with supportive data infrastructure converge with entertainment and bespoke construction design, offering specialist employment at the intersection of media and technology.

The presence of technical and production service providers such as ARRI and Panalux further strengthens Hillingdon's capacity to attract and sustain creative businesses, alongside complementary media and broadcast production activity at Stockley Park, including IMG Studios.

The Old Vinyl Factory site in Hayes offers a unique heritage and branding opportunity, acting as a potential creative anchor for the area. Festivals and cultural events have already been trialled here, demonstrating its viability as a hub for creative engagement and community activity. Leveraging this heritage could help build a distinctive identity for Hillingdon within the creative economy.

West London and Heathrow are referenced as key sector opportunities in the London Growth Plan, underlining the strategic advantage of Hillingdon's location. Proximity to Heathrow not only facilitates international connectivity for creative businesses but also enhances the borough's attractiveness for global media and production companies seeking a well-connected base.

Spotlight: MARS Volume, Ruislip

MARS Volume is a state-of-the-art virtual production studio located in Ruislip. It specialises in advanced LED volume technology, enabling filmmakers and content creators to produce immersive environments without the need for traditional green screens or extensive location shoots. This facility is part of the growing Uxbridge-Hayes creative corridor, contributing to Hillingdon's reputation as a hub for innovation in film and media.

MARS Volume features a cutting-edge LED wall and ceiling system that creates realistic, dynamic backgrounds using real-time rendering engines like Unreal Engine. The studio offers comprehensive virtual production services, including pre-visualisation, technical setup, and on-set integration. Designed for flexibility, MARS supports film, TV, advertising, and gaming projects, delivering cost-effective and sustainable solutions by reducing the need for travel and physical set construction.

MARS Volume is part of a new wave of production technologies transforming the screen sector. Its presence in Hillingdon strengthens local links to major studios like Pinewood and Elstree, while complementing other creative assets such as West London Film Studios and ARRI.

Spotlight: West London Film Studios

West London Film Studios is a major film and television production facility located in Hayes, operating across two purpose-built sites and providing around 194,000 sq ft of stage and production space. The studios host a range of high-profile UK and international productions, including the critically-acclaimed Ted Lasso, Bohemian Rhapsody and Burnt, supporting sustained activity and reinforcing Hillingdon's role within west London's film and screen ecosystem.

Film and television production delivers strong employment and supply-chain impacts. Evidence shows that every 100,000 sq ft of film and TV stage space in west London can generate £60 to 80 million in annual production spend, with around £15 million captured locally through the supply chain. This supports more than 125 full-time equivalent jobs and generates approximately £9 million in local GVA, benefiting sectors such as catering, equipment hire, construction, logistics and technical services.[26]

As part of the wider Uxbridge-Hayes creative corridor, West London Film Studios strengthens links between production, skills and innovation, complementing nearby assets including ARRI, Panalux and emerging virtual production facilities. Its scale and sustained use position it as a key anchor for creative employment, inward investment and repeat production activity, supporting the long-term resilience of Hillingdon's experience and creative economy. In 2025, West London Film Studios became the first UK film studio to commission its own on-site low-carbon power station.

Frontier innovation

£2.2 billion	350	3,600
GVA	Businesses	Employees[27]

Frontier innovation will not only power our digital and technology sectors in their own right, but will also act as catalyst for growth across our creative industries, as we have seen, and in developing clean energy and modernising our transport, logistics centres and supply chains.

In Hillingdon, this innovation-led approach will be central to the borough's long-term growth, supported by our strategic location within WestTech London and its pivotal role in delivering the ambitions of the London Growth Plan.

Uxbridge is identified in the London Growth Plan as a significant office cluster, particularly for financial services, highlighting its international connectivity, attraction for globally mobile firms and strategic potential for both Hillingdon and the wider region.

Major international firms including Canon, Sharp, Mitsubishi Heavy Industries and Hikvision have established operations in Stockley Park, underscoring the area's attractiveness and high-value employment across decarbonisation and clean energy solutions, software development, and new data-driven technologies such as digital security through the Internet of Things.

Modernising our transport and logistics centres through new technology adoption should retain its competitiveness, boost productivity and allow employees to learn new skills. Clean energy presents another opportunity for innovation within our transport sector. We have some of the UK's most critical transport corridors with vehicles and supply chains adopting greener solutions and increasing residential demand for electric vehicle charging infrastructure. Heathrow's Carbon Strategy and 2050 net zero target offers new opportunities for clean aviation technologies and sustainable fuel to develop and integrate local supply chains.

Collaboration between the public sector, academia, and industry can further grow our innovation ecosystem. Heathrow Airport and Brunel University of London are key innovation anchors, driving both research and skills development across clean technologies, digital health, and advanced manufacturing. It is a key partner in WestTech London – a competitive innovation ecosystem, supported by the West London Alliance and linking Uxbridge and Hayes with White City, Park Royal and other major innovation locations.

Our position within both WestTech London and the M4 technology corridor means we are already home to several data centres, which contribute £65 million in GVA and support around 500 jobs, The sector is highly productive, with a GVA per worker of £150,000 (50 per cent above the national average), reflecting high-skilled, high-pay roles across digital, technical, and engineering.[28]

As west London's digital presence grows, we can strategically coordinate the opportunities and agglomeration benefits of data centres where they align with our inclusive growth objectives: high-skilled employment, growth through partnerships, and supporting our data-intensive sectors (including film and TV, where IP protection and latency is critical). Some of these objectives are already being supported by the Hayes Digital Park site and Brunel University of London Innovation Hub.

Spotlight: Hayes Digital Park Site Hyperscale Expansion and Brunel University of London Innovation Hub

Colt Data Centre Services is leading a £2.5 billion investment to deliver three new hyperscale data centres, with construction expected to begin in mid-2026 and the first facility operational by early 2029.[29] The development is expected to create more than 500 permanent jobs, alongside more than 50 technical apprenticeships delivered across a 10-year build programme.

Alongside the data centres, an Innovation Hub is being developed in partnership with Brunel University of London, designed to function as both a community space and an incubator for digital start-ups. The hub will support collaboration by co-locating light-industrial and digital innovation businesses, creating opportunities for research, skills development and entrepreneurship within an affordable workspace.

The facility will also act as a base for innovation and community engagement, with flexible space that supports future industrial uses in line with Strategic Industrial Land Policy. In addition, it will provide wider social value, hosting local events and activities that connect digital growth with the surrounding community.

Spotlight: SEGRO Park Hayes

SEGRO, in partnership with Barratt London, has delivered a major mixed-use regeneration scheme at SEGRO Park Hayes, redeveloping the former Nestlé factory site into a co-located residential and logistics neighbourhood. The scheme was completed in 2022 and it delivers more than 1,300 homes alongside around 240,000 sq ft of modern warehouse and industrial space, and is now largely complete and occupied.[30]

Alongside housing delivery, the development provides high quality, flexible logistics space designed to support modern distribution and freight operations. The site incorporates sustainability features including electric vehicle charging, energy-efficient building design, air-source heat pumps and on-site renewable energy, supporting lower carbon logistics activity.

The scheme supports the modernisation of logistics and transport by locating employment space close to Heathrow, the strategic road network and the Elizabeth Line, enabling more efficient supply chains while remaining compatible with housing and community uses. It demonstrates how logistics activity can be integrated into urban regeneration, supporting long-term employment and sustainable growth.

Experience economy

£1.2 billion	2,400	31,000
GVA	Businesses	Employees[31]

Hillingdon is primed to grow its experience economy. We have exceptional external connectivity, with rail and underground links to and from central London and our road networks feeding out to key UK cities. Our town centres, including Uxbridge, Hayes and Ruislip and their high streets also offer enormous potential and regeneration opportunities.

Combined with the borough's heritage, culture, sports clubs and extensive green and blue infrastructure, this accessibility provides a strong foundation to grow a distinctive experience economy, driving greater local spend within our economy and generate the demand to revitalise our high streets with unique restaurants, events and experiences that reflect our diversity.

This is strengthened by Heathrow's presence. While it brings millions of tourists and business travellers through the borough each year, they are en route to other destinations. Our large student presence also drives demand for hangout options, cafés, bars and restaurants, especially around student accommodation.

Greater capture of visitor spend within town centres can boost vibrancy and local business activity, with markets, evening uses and events playing a key role. This dynamic was demonstrated by a recent festival at the Old Vinyl Factory.

Hillingdon is already defined by nationally significant cultural assets, including the Battle of Britain Bunker (with strong educational and commemorative value), and heritage complexes such as Manor Farm in Ruislip and Eastcote House Gardens.

Hillingdon is equally defined by the scale and quality of its environmental and recreational assets. These assets reflect Hillingdon's distinctive Metroland character, offering a "countryside in London" experience that combines historic suburbs, extensive woodland and accessible open space within an urban setting, including Ruislip Lido. The borough is home to Ruislip Woods National Nature Reserve, a 305-acre protected landscape, alongside a wider network of parks, open spaces and green corridors. These spaces also support organised sport and community activity, with local clubs including Hayes & Yeading United FC, Uxbridge FC and Wealdstone FC.

Hillingdon has more miles of canal than any other London borough, but the massive potential here has yet to be fully realised. The Grand Union Canal, which runs from Harefield down to Uxbrige, Yiewsley, West Drayton, Stockley Park and Hayes town centres, especially holds latent opportunity to regenerate it into a vibrant waterside hub where food, beverage and hangout spaces can make full use of its unique setting.

Together, these assets can help develop a nature-led experience economy rooted in wellbeing and repeat local use, while offering clear opportunities to better connect green and blue spaces with town centres and regeneration areas.

Spotlight: Old Vinyl Factory Festival

The free community festival hosted at the Old Vinyl Factory last year demonstrates how cultural programming can activate heritage assets, support local businesses and stretch town centre vibrancy. This event attracted 1,200 attendees, with visitors drawn from across Hillingdon and neighbouring boroughs. About 22 per cent of attendees did not know about the Old Vinyl Factory, highlighting the role of events in raising place awareness.

The festival created tangible economic benefits, with food vendors generating up to £10,000 in sales, alongside additional spend through a vinyl record fair (£2,400) and surrounding businesses. Visitor satisfaction was strong, with 94 per cent saying they would attend a future event, indicating clear potential for repeat visitation and sustained local engagement.[32]

The festival illustrates how heritage-led cultural activity can help capture local spend, animate under-used town centre space and contribute to a distinctive, community-rooted experience economy in Hillingdon.

Enabling skills and infrastructure for innovation and growth

Growing our key sectors and ensuring that businesses have the right environment and access to talent to scale up is crucial. Sector opportunities can go hand in hand with our wider growth objectives when done right.

Data centres are a good example of this. High quality job opportunities, such as skilled technical, digital and engineering roles, are a perfect match for our skills pipeline, yet awareness of data centres as a career pathway remains limited. Employer-linked provisions such as University Technical College (UTC) Heathrow provide an opportunity to bridge this gap through clearer vocational pathways.

Since data centres already use significant energy in west London, and with competing demand for grid upgrades, securing investment must be balanced against limited grid supply, including the demand for new affordable homes. However, data centres have the potential to support delivery and market viability by heating new homes through heat exchange networks, which could reduce development and maintenance costs and develop clean energy infrastructure for the borough. Renewable energy production on data centre sites could also decarbonise supply and increase grid capacity while supporting clean energy jobs.

To ensure residents can benefit fully from Hillingdon's evolving economy, we need to better connect our skills system with the infrastructure and sectors that are growing across the borough. This means raising awareness of the career routes available, improving access to training and apprenticeships, and making the most of the borough's talent pipeline so that people can move into new high-skilled and specialist roles as businesses grow. By aligning education providers, employers, transport connections and local services, we can ensure that growth in key sectors is matched with clear pathways for local people – enabling residents to build the skills, confidence and opportunities they need to thrive.

Spotlight: UTC Heathrow

UTC Heathrow is a specialist school and sixth form in Northwood for 14 to 19-year-olds, offering technical education designed around real-world industry needs and future focused careers.

The college helps students build practical skills and a clear dedicated route into digital infrastructure careers through programmes like the Digital Futures Programme, where it collaborates with industry partners such as Amazon Web Services, ARK Data Centres and CNET training. UTC Heathrow works closely with employers to offer applied learning, industry engagement and careers support, helping students translate technical education into high-value employment.

This employer-led model is reflected in strong outcomes, with recent cohorts achieving a 100 per cent pass rate in Level 1/2 Engineering and IT, and consistently high attainment across STEM GCSEs[33], reinforcing the college's role in supporting Hillingdon's digital, technology and data skills pipeline.

Spotlight: Global Academy

The Global Academy is a specialist studio school and sixth form based at the Old Vinyl Factory in Hayes, delivering industry-led aligned education which focuses on real-world employer needs and future-focused on media and entertainment careers.

It provides vocational programmes in collaboration with industry partners including Global and Canon. Global Academy works closely with employers to provide applied learning, work placements and industry mentoring, helping students develop job-ready technical skills and professional networks.

This employer-led approach is reflected in strong outcomes, with its Year 13 cohort achieving record results in 2025, including a 100 per cent pass rate and 62 per cent attaining the equivalent of three A* grades[34], while reinforcing Hayes' role as a centre for creative and digital talent and supporting the long-term development of the local creative economy.

OUR AREAS PRIMED FOR GROWTH AND RENEWAL

We want every part of Hillingdon to be a place where residents can thrive, with access to good jobs and homes, vibrant neighbourhoods and welcoming public spaces. While the growth opportunity is not limited to specific locations, we have identified four key growth areas of strategic focus where coordinated investment and joined-up planning can unlock significant benefits for residents and businesses, with distinctive sectors that can deepen their specialisms and skill requirements. Several of Hillingdon's areas are identified in the London Growth Plan and in west London for their high-growth, competitive and specialist sectors and locations. These places have distinct identities, challenges and strengths, but they all have a broad potential.

Creative cluster and frontier innovation Hayes, Stockley Park and The Old Vinyl Factory	**WestTech London** Uxbridge and Brunel Quarter
Modern logistics and supply chains Heathrow Economic Activity Zone	**Access to nature and unique city experience** North of the A40

Hayes, Stockley Park and The Old Vinyl Factory offer a rich platform for creativity, innovation and renewal anchored in heritage, where frontier innovation and its creative cluster should thrive – but there is deep deprivation and large unused commercial space.

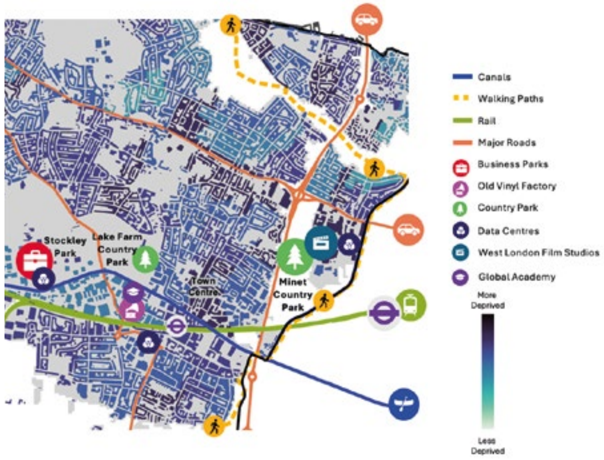
Uxbridge and the Brunel Quarter have the collaborative networks to accelerate tech and research-led growth across Hillingdon and reinforce its significance in WestTech London, but it has high office vacancy rates and limited connectivity to the rest of the borough.

Heathrow, a major industrial innovation hub for London's Growth Plan, presents opportunity to expand its economic footprint so that this is more closely aligned with benefitting local residents and businesses, as well as modernising supply chains and ensuring the logistics sector brings workers along on its innovation journey.

The towns and green spaces north of the A40 offer a distinctive urban-village experience and active travel that can enhance everyday quality of life, though suffers from poor connectivity and limited access to some green spaces

CREATIVE CLUSTER AND FRONTIER INNOVATION

Hayes, Stockley Park and The Old Vinyl Factory



Hayes is one of Hillingdon's youngest and fastest-growing areas, with the Elizabeth Line boosting job access from 800,000 to 4.4 million[35]. It has major assets including the Old Vinyl Factory, Global Academy and a growing creative cluster, but also deep deprivation and large unused commercial space. These factors create a clear opportunity to revitalise the town centre and bring the Old Vinyl Factory back into active use. Hayes is identified in the London Growth Plan as a strategically important, housing-led growth location with significant planned residential capacity.

Challenges

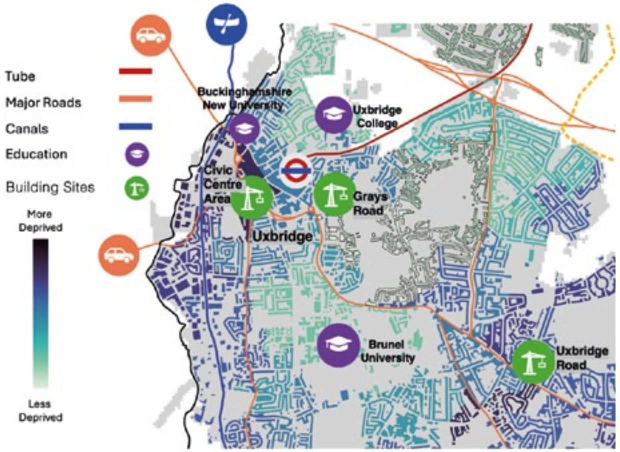
- Despite its regeneration, Hayes still has significant vacant space, including 485,000 sq ft at the Old Vinyl Factory, limiting job creation and commercial activity.
- Investment in leisure, cultural, and civic amenities is needed, alongside improved social infrastructure such as healthcare.
- Language barriers and low educational attainment (22.1 per cent without qualifications vs 18.1 per cent nationally)[36] restrict access to higher-value jobs, while rising temporary accommodation pressures and deprivation persist, with some areas among the 20 per cent most deprived nationally.[37]

Opportunities

- Hayes has a young, diverse population of around 18,300[38] and has delivered 4,540 new homes since 2010, with a further 740 planned by 2031[39], driving regeneration and investor confidence.
- Hayes has a housing-led growth designation in the London Growth Plan with around 4,000 homes in the pipeline, reflecting its Opportunity Area status. This means it is identified as a priority location for large-scale development, with capacity for around 1,000 jobs alongside housing growth. This provides a platform to align town centre renewal and the reuse of under-occupied commercial space.
- Hayes and Harlington Station is six minutes away from Heathrow Terminals and 22 minutes to Bond Street, making it an ideal location for businesses looking for easy connections to London and the world.
- The presence of multiple data centres offers the chance for local, high-skilled employment with agglomeration benefits for local data-intensive businesses.
- Major projects like the Old Vinyl Factory are creating creative, workspace, and community uses. Hayes' creative corridor combined with its proximity to Heathrow offer the opportunity to revitalise the town centre and increase the attractiveness of the experience economy, using creativity, culture and production spaces to draw passengers into local experiences.
- Green spaces and the canal network offer opportunities for wellbeing and placemaking, supported by events such as the Canal Festival that help shift perceptions of Hayes.
- Economic inactivity is below the national average, and affordable office space combined with strong transport links positions Hayes as a competitive location for firms and residents, while Station Road and Coldharbour Lane provide a vibrant high street with diverse independent shops and services.

WESTTECH LONDON

Uxbridge and Brunel quarter



Uxbridge is a major metropolitan centre with a £1.9 billion economy, a younger and diverse population, and anchors such as Brunel University of London, and two shopping centres. It faces high office vacancy (32 per cent), retail decline and pockets of deprivation and limited connectivity to the rest of the borough, but its strong civic assets give it clear potential to renew the town centre and strengthen green and canal connections. Uxbridge is identified in the London Growth Plan as a regionally significant office cluster, supporting growth in financial, professional and business services technology.

Challenges

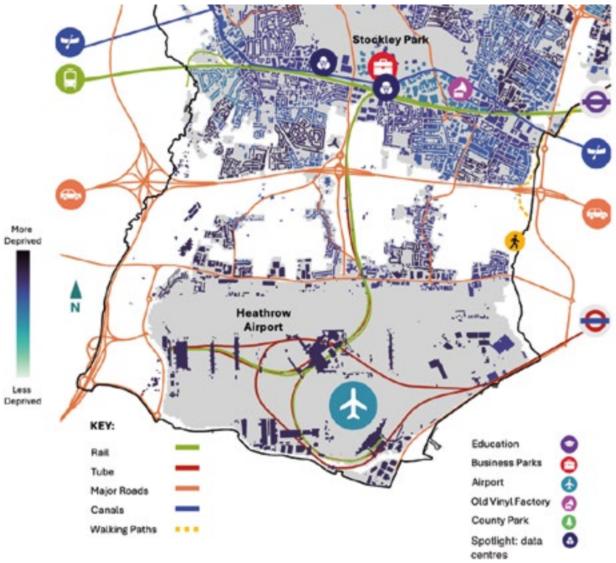
- Uxbridge faces high office vacancy rates of around 32 per cent, well above comparator centres like Hounslow (less than one per cent) and Watford (12 per cent), driven by hybrid working and demand for higher-quality flexible spaces.[40]
- Competition from larger hubs such as Reading and Ealing adds pressure, while many Brunel students live outside the area, limiting local spending.
- The town lacks a strong identity and has limited event programming, weak youth engagement, and poor connectivity to both Heathrow (without a rapid-transit link) and to other town centres in the borough due to limited radial connections.
- Socioeconomic challenges persist, with language barriers, deprivation in parts of the town, stalled development sites, and housing delays contributing to weaker economic vitality and reduced perceptions of safety.

Opportunities

- Uxbridge has a £1.9 billion town centre economy[41], up 36 per cent since 2016, driven by high-value sectors such as business administration, professional services, and manufacturing.
- It benefits from Brunel University of London, a campus for Buckinghamshire New University, and Uxbridge College. This all contributes to a young, well-educated population (40.5 per cent hold Level 4+ qualifications)[42], and strong transport links via the Underground terminus and the M25/M40.
- Our Uxbridge Town Centre Vision provides a long-term plan to unlock more opportunities for local residents and businesses. These include short-term actions to build momentum for long-term ambitions, through public realm improvement and the creation of new spaces, new activities such as pop-up shops and stalls, maker spaces and exhibitions, better links by improving connections with surrounding areas such as St Andrews Park, Fassnidge Park and Brunel University of London to boost footfall, and new opportunities to live within the town centre.
- Visitor assets include The Pavilions and The Chimes shopping centres, the canal, and a civic centre area with potential to redesign it into a modern civic quarter. Community feedback highlights strong daytime footfall and cultural diversity, creating opportunities to expand leisure and evening activities. Upcoming developments on Grays Road and Uxbridge Road will deliver around 330 new homes.[43]
- In line with the London Growth Plan, Uxbridge represents a strategic opportunity to support financial, professional and business services technology around the civic centre.

MODERN LOGISTICS AND SUPPLY CHAINS

Heathrow Economic Activity Zone



Heathrow is the UK's global gateway and identified as an industrial innovation hub in the London Growth Plan. Despite its economic weight, the area faces deprivation, air-quality pressures and limited local services. There are opportunities to ensure that Heathrow's proposed expansion can improve local outcomes, including unlocking new land, employment and better connectivity.

Challenges

- English proficiency is relatively low amongst local residents (71.4 per cent vs. 90.8 per cent nationally)[44], restricting access to higher-skilled work.
- Residents near the airport face greater health-related deprivation from noise, emissions, and shift-work lifestyles. Operations also add air-quality and environmental pressures. Automation in areas like check-in and security may reduce entry-level jobs unless training adapts.
- While Heathrow Airport is very well connected, some of the areas to the north of the airport (where many supporting businesses are located) have weaker public transport connectivity.
- Physical and environmental constraints also limit regeneration. Height limits linked to flight paths (around 10 storeys) restrict development capacity and land-use flexibility.
- Taxis, high car use, and Elizabeth Line capacity taken up by airport users increase local congestion and pollution. Poor north-south public transport links north of the airport also forces residents and workers to rely on cars despite more effective wider connectivity across different locations.

Opportunities

- Employment spans logistics, aviation support, construction, and visitor services, contributing to low economic inactivity (31.2 per cent)[45].
- The area has 17,700 residents[46], with strong participation from the 25 to 30 age group. The Heathrow Skills Academy provides access to jobs and apprenticeships in the airport. More than a third of roles are held by under-35s, and about a third are part-time, offering flexibility. Heathrow Community Trust adds social value through volunteering and local initiatives.
- With Heathrow handling more than 84 million passengers last year[47], this represents a significant source of visitor demand that Hillingdon can leverage to grow its hospitality and accommodation sector.
- Proximity to Heathrow has also attracted a wider mix of businesses beyond aviation, including creative and screen industries (e.g. the MARS Academy), broadening the local employment base and supporting more diverse, higher-value activity.

ESTABLISHING A HEATHROW ECONOMIC ZONE

Heathrow's local economic impact

Heathrow provides a major boost to the UK's economy. As well as being a direct employer to residents in the borough and supporting our Transport and Logistics centres, it facilitates national supply chains, global trade, inward investment and tourism.

More than one fifth of the UK's global trade, a total of £200 billion in value annually, goes through the airport.[48] Oxford Economics estimates that, in addition to the £6.4 billion in GVA and 83,400 jobs created directly by the airport, a further £3.8 million and 63,000 jobs are created through supply chains (indirect effect) and a further £3.3 billion and 54,700 jobs through employees spending their wages in the wider economy (induced effect).

In total, the £7.8 billion of GVA and 105,200 jobs supported across the Heathrow Catchment Area is estimated to generate 10 per cent of the economic activity within it.

However, residents and businesses in Hillingdon are not feeling the full benefits. Income and health deprivation around Heathrow remains high, we have north-south connectivity challenges despite many residents relying on the airport for work, our skills pipeline is currently not fully aligned with the new opportunities that proposed expansion can bring, and local businesses are not yet fully embedded in Heathrow's supply chains, all limiting wider local economic benefits.

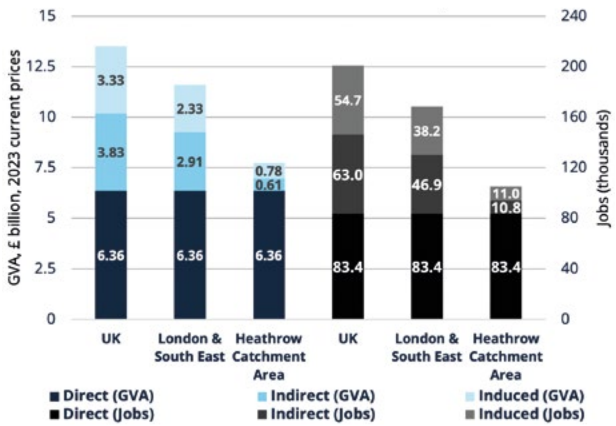
A council-led governance model

To maximise the benefits of Heathrow for local businesses and residents, Hillingdon Council will pursue the establishment of a new Economic Activity Zone, providing a council-led governance framework to support local growth, accountability, and coordinated responses to the wider business and labour-market impacts linked to Heathrow's presence. As a global port, the activities and sectors that are concentrating in the area stretch beyond the airport and aviation, offering the opportunity to unlock further growth and agglomeration benefits for businesses.

Establishing an employment, skills and business strategy

Building on the Heathrow Skills Academy, we can help SMEs access Heathrow's supply chains and

Total direct, indirect and induced GVA and jobs created



Oxford Economics: The Economic and Social Impact of Heathrow Airport (2024)

connect to opportunities for growth, while aligning skills programmes with new opportunities for employment in the airport and across its wider innovation ecosystem, supported by targets for new apprenticeships and vocational pathways, helping to prepare local residents for new and evolving roles, all supported by a coalition of partnerships across Brunel University of London, the Chamber of Commerce and major local employers.

We will aim to unlock land to enable business innovation, including innovation hubs which will support SME growth, especially across our prominent sectors such as transport and logistics, the creative industries, and digital and technology.

Net zero and high-growth sector clustering

Additional workspace provision can help maximise the agglomeration benefits to businesses that want to be near the airport or are looking to scale-up in new workspaces, supporting new high-growth clusters.

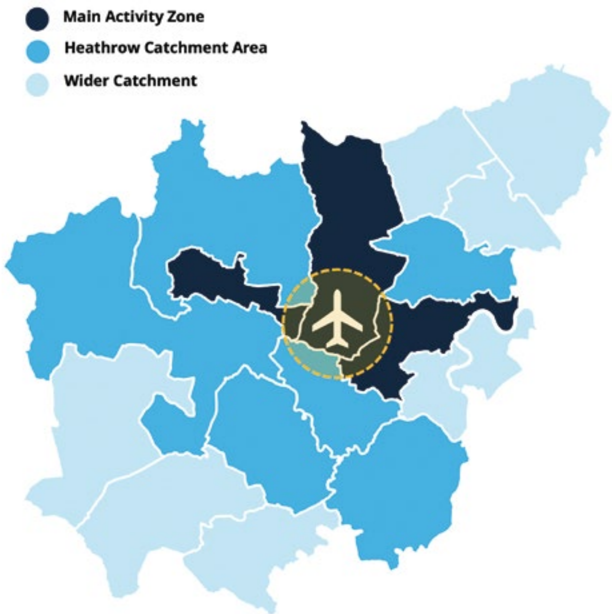
As Heathrow explores decarbonisation options, new Clean Energy clusters and supply chains can support high-value employment opportunities.

Local infrastructure investment and key worker housing

Current north-south connectivity in the borough is constrained despite many residents relying on the airport for employment, so these routes should be developed, also supporting congestion.

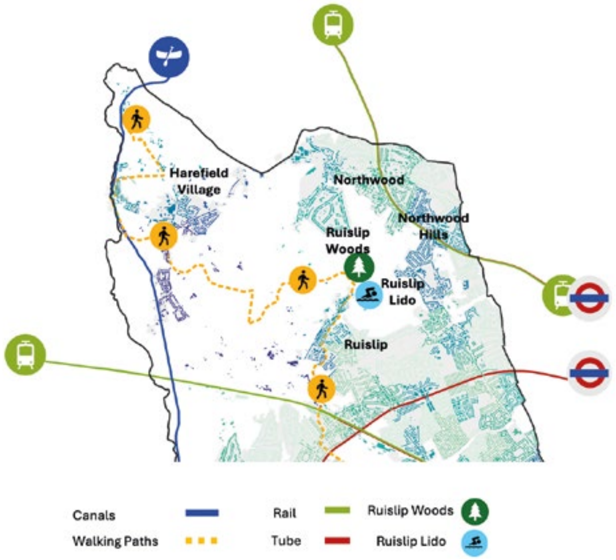
New land opportunities around the airport should also evolve to better align key worker housing with existing jobs and transport connections.

Heathrow Economic Zone



ACCESS TO NATURE AND UNIQUE CITY EXPERIENCE

Towns and green spaces north of the A40



The towns north of the A40 are green suburban areas with major assets such as Ruislip Lido and Harefield Hospital. They have a strong local identity, low deprivation, and a highly qualified resident base, but face challenges linked to an ageing population and limited youth-focused spaces. Recent improvements have reinforced their role as a leafy, family oriented part of the borough.

Challenges

- Limited public transport provision constrains connectivity across the towns north of the A40, especially across Harefield, increasing reliance on cars and limiting job accessibility and inclusivity, particularly for non-drivers.
- The area is also perceived as predominantly residential and retirement-oriented, with a limited evening and nighttime economy.
- Despite extensive green spaces and walking routes, poor integration with high streets limits footfall, local spend and the wider economic benefits of these assets.

Opportunities

- The towns north of the A40 have a strong and diverse asset base, spanning cultural heritage (Manor Farm and the Duck Pond Market), countryside experiences (Ruislip Lido), and world-class healthcare (Harefield Hospital), supported by an extensive network of parks. They offer independent shops and a 'Metroland' feel – villages within the city belt.
- Targeted improvements to active travel, public realm quality and cultural programming could strengthen the area's role as a destination, increasing community engagement and visitor spend.
- Economic inactivity levels are broadly in line with the national average, positioning the towns north of the A40 to attract investment, diversify their economy and leverage their Metroland identity and quality of life.
- There is scope to better connect major assets across the towns north of the A40, including Harefield Hospital, with surrounding centres and communities, helping to translate activity into wider local economic and social benefits.
- Better connected and increased green and leisure spaces will strengthen the role of this expansive area of nature and will create improved links with Colne Valley Regional Park.

4.
OUR GROWTH VISION

OUR GROWTH VISION

Where global gateway creates local opportunity

Our vision for Hillingdon is one that transfers our place and our economy, creating inclusive growth for all.

Hillingdon will be where global gateway creates local opportunity.

By 2036, people will choose us for our unique combination of attributes: our rich, diverse cultural offer, one of London's greenest boroughs, excellent connectivity that works for all residents, and high streets with real character. Our economy will thrive on innovation and heritage, where growth and renewal is anchored by our history.

Our residents will stay to build careers with real progression and raise families in communities they're proud to call home.

Credit: Brunel University

OUR FOUR GROWTH CENTRES

Where our vision comes to life

1. Uxbridge and Brunel quarter

Uxbridge will be a vibrant metropolitan hub where learning, commerce and culture intersect. Our Uxbridge Town Centre Vision will be fully realised, where new spaces and activities improve the public realm and there is better connectivity to local assets and parks. Leveraging its university presence, young demographic and commercial base, Uxbridge will grow as a centre of knowledge-led enterprise and innovation. Renewed civic and canal-edge assets, along with activated development sites, will create a walkable and attractive environment. This will attract talent, retain spending locally and strengthen Uxbridge's economic role.

2. Hayes, Stockley Park and The Old Vinyl Factory

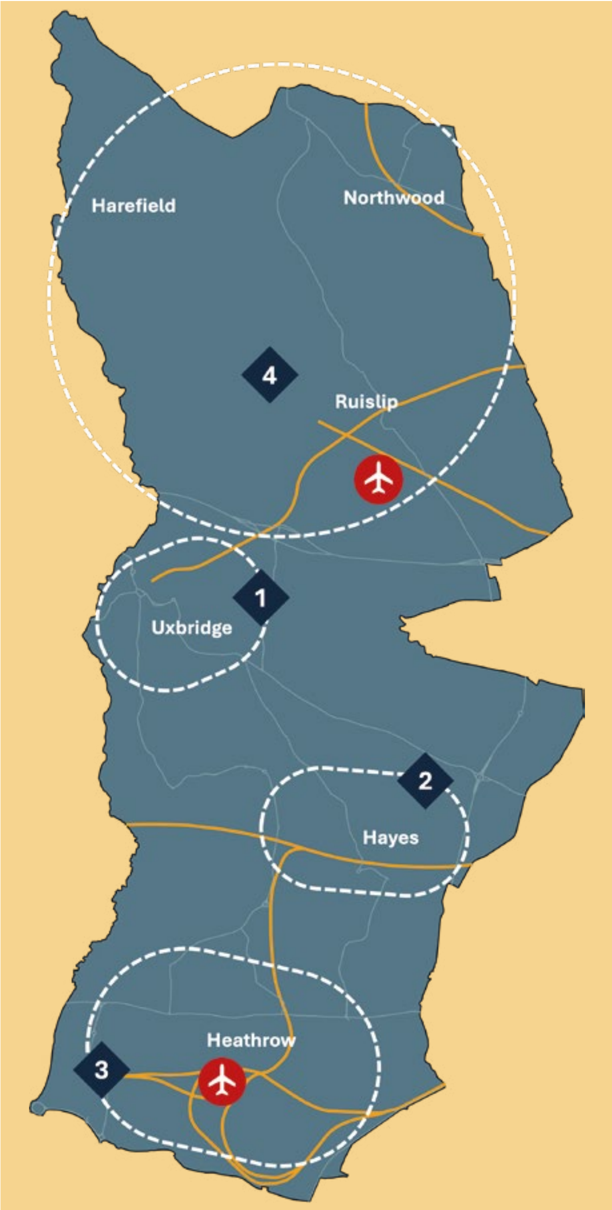
Hayes will be a confident and creative urban centre defined by community pride, cultural energy and local economic opportunity. It will leverage the Elizabeth Line connectivity and heritage assets like the Old Vinyl Factory, alongside Stockley Park hosting innovative companies in high growth sectors to foster local enterprise and attract new employers. Focused investment in social infrastructure and the public realm will support inclusive opportunity and everyday life. Hayes will grow as a destination of diverse identity, civic pride and local economic opportunity.

3. Heathrow Economic Activity Zone

The Heathrow Economic Activity Zone will transform from a peripheral impact zone into a strategic gateway of opportunity, where its port location will be fully realised economically, and businesses from a variety of non-Heathrow sectors will cluster and grow. Heathrow-linked economic value and supply change uses will circulate locally through improved services, employment land, better mobility and housing provision that supports local need within height and environmental constraints. This will strengthen quality of life and long-term resilience.

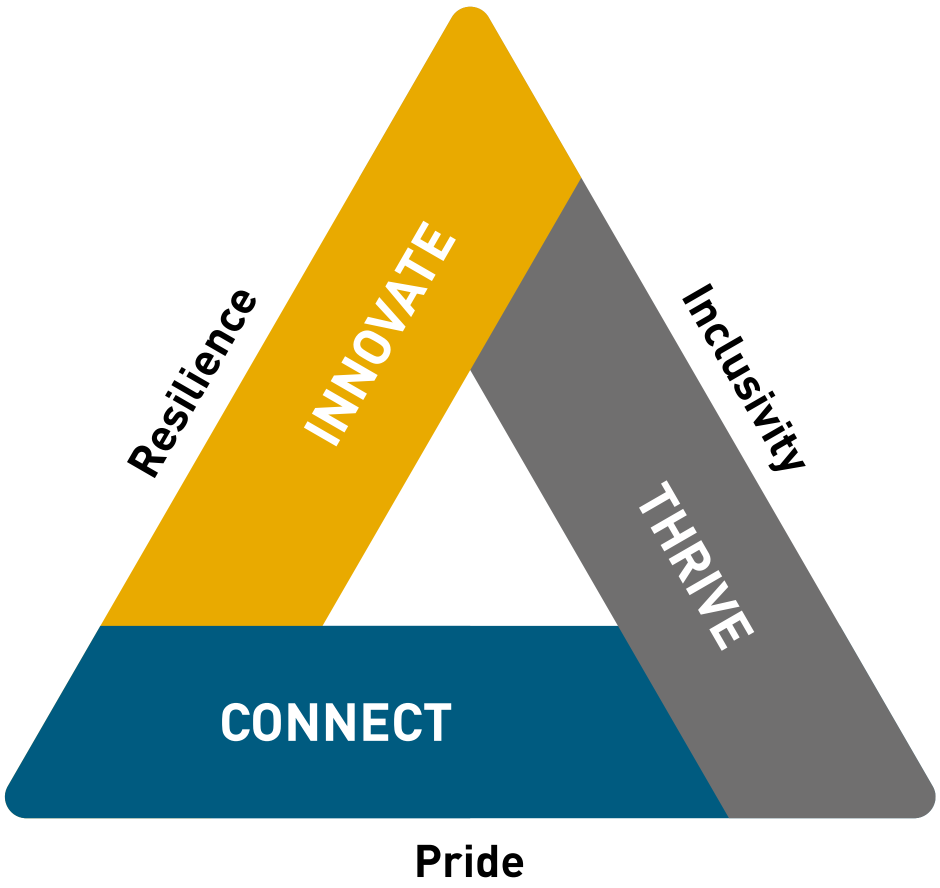
4. Access to nature and unique city experience north of the A40

The towns north of the A40 will be lifestyle-led suburban centres rooted in heritage, greenery and liveability. They will be places where families thrive, local high streets flourish, and green corridors provide active recreation. These areas will build on their natural assets to enhance wellness, leisure and local spending, supporting a high quality residential environment.



WHAT GROWTH WILL MEAN

A place of resilience, pride, and inclusivity



Resilience

We'll build an economy that can weather economic shocks and adapt to change. Heathrow, the Elizabeth Line, and our M4 and A40 corridor give us London's strongest connectivity. High-growth sectors will create future-proofed career pathways that give people the change to progress. Residents will have real choice: build careers locally or access opportunities across London, supported by the connections they need. Businesses will have the space to scale and will choose to stay in the borough as they grow. Our delivery on growth and preventative approaches will create more sustainable public finances, freeing up resources to reinvest in the services and infrastructure our communities need. We'll lead on new technology development, research and climate action, using our green assets and emerging frontier sectors to position Hillingdon as a centre for clean energy and innovation, creating jobs whilst protecting our environment.

Pride

The Grand Union Canal will be celebrated as the thread connecting our communities. The Old Vinyl Factory will anchor our creative identity. Our green spaces will be recognised as the quality-of-life assets and vital infrastructure they are. Town centres will transform into destinations where residents choose to spend time. High streets will reflect the diversity and energy of the people who live here. Our identity will be shaped by us, visible in every public space and cultural programme we create. Hillingdon will be a place people choose – drawn by our diverse cultural offer, green spaces, and connections into London whilst keeping local high streets thriving. It will be a place where people stay – building careers with real progression opportunities and raising families in communities they're proud to call home.

Inclusivity

Growth will reach every corner of the borough. Transport will connect north and south so opportunity can be accessed from every postcode. Homes will be affordable and diverse. Local people will be first in line for arriving opportunities. Every young person will see a career pathway. Every family will find a place to call home. We will all benefit from the growth we create together.

5. HOW WE WILL DELIVER

HOW WE WILL DELIVER

Innovate, Connect, Thrive

We will achieve our vision through three strategic priorities that form our pillars for actionable and meaningful change. Each pillar sets out how the council will work with partners, businesses, and residents to deliver growth that reaches every community.

Innovate

We will strengthen Hillingdon's economy by growing new sectors, modernising existing ones, and helping more businesses scale successfully:

- **Leverage our position as London's front door to the world:** Work more closely with Heathrow and major employers to leverage our global connectivity, including the Elizabeth Line and the M4 corridor to attract data centres, clean energy firms, and advanced logistics that need international links and proximity to London.
- **Anchor data centre growth to community benefit:** Work with education partners, infrastructure providers and data centre operators to deliver career pathways, innovation and supply-chain opportunities, and alignment with grid capacity.
- **Provide space for innovation and enterprise:** Use council-owned buildings, existing office floorspace in Uxbridge town centre, alongside flexible and meanwhile provision, to create affordable workspace and innovation hubs where startups and growing businesses can establish themselves before scaling into commercial property, helping to modernise the borough's commercial offer and reverse office vacancy rates.

- **Turn Brunel University of London into an engine for WestTech London:** Build partnerships that keep graduates in the borough by aligning research with business needs, creating innovation spaces, and demonstrating that career pathways exist locally.
- **Champion our creative corridor from Uxbridge to Hayes:** Anchor creative and digital industries through Stockley Park, the Old Vinyl Factory, West London Film Studios, and our heritage to create skilled, well-paid careers.
- **Modernise transport, logistics, and construction:** Support our largest employment sectors to increase productivity through technology adoption, innovation, and alignment with sustainable building and green logistics.
- **Help businesses start, scale and stay:** Partner with the Chamber of Commerce and business networks to provide targeted support, access to finance, peer learning, and practical guidance on innovation, technology adoption, and growth so Hillingdon's 55 per cent surge in new businesses can increase output and create quality jobs.

Connect

We will link north and south Hillingdon, match our residents' skills with businesses' needs to grow, and ensure that growth reaches every community.

- **Fix north-south connectivity:** Make the case for investing in transport that makes travelling within Hillingdon easier than reaching Central London, giving communities access to jobs, training, and services across the borough.
- **Position residents to benefit from proposed Heathrow expansion:** Lead a Heathrow Economic Activity Zone partnership to better capture the benefits of a national asset for its closest communities and maximise the port location opportunity beyond just the airport. This includes securing planning obligations and employment commitments tied to airport growth and working with Heathrow Airport Limited to go further where possible, delivering dedicated skills funding, apprenticeships, innovation space, and supply chain opportunities for local businesses and residents.
- **Align skills with emerging opportunities:** Partner with Brunel University of London, Uxbridge College, and businesses to design accredited courses for roles in data, creative industries, and green sectors so residents are qualified when opportunities arrive.
- **Build clear routes from education to employment:** Create formal pathways from local schools and colleges into growing sectors so young people see careers in Hillingdon.


Credit: Brunel University

- **Attract and retain diverse talent through housing choice:** Ensure housing supply and mix supports both residents seeking stability and businesses needing skilled workers to grow, including exploring provision for key worker housing to support essential workers and local services.
- **Coordinate growth through strategic partnerships:** Work with businesses, education providers, the West London Alliance, and neighbouring boroughs to align infrastructure investment, regeneration, and sector development.

Thrive

We will breathe life into town centres, deliver homes families need, and create public spaces that welcome businesses and visitors and make residents proud of where they live.

- **Unlock 1,500 stalled homes and accelerate affordable delivery:** Work with developers, the Greater London Authority as a key funder, government, and infrastructure providers to overcome cost inflation and regulatory barriers, while exploring new delivery and funding partnerships, including with institutional investors such as pension funds, prioritising affordable housing that serves existing and future communities.
- **Improve the everyday environment that shapes how residents feel:** Tackle visible issues like cleanliness, lighting, and street maintenance through targeted council action and investment, improving perceptions of safety and pride, while working with partners to invest in health infrastructure and preventative approaches to reduce pressure on services.
- **Support healthier lives:** Ensure residents have good and inclusive access to public health services and support those that want to re-enter the workforce through services including WorkWell North West London, so that health is not a barrier to meaningful employment and the wellbeing it provides.
- **Transform town centres into destinations:** Invest in Uxbridge, Hayes, Ruislip, Northwood, and Harefield, as well as Yiewsley and West Drayton, with a high quality public realm, culture-led regeneration and a stronger night-time economy, building on distinctive local assets to support independent businesses, and evening economies that draw people in.
- **Regenerate key sites with community at the core:** Ensure this across the Heathrow Economic Activity Zone and key brownfield locations, including Grays Road in Uxbridge, Hayes Town and Avondale Drive estates, Haydon Drive, Northwood Hills and Otterfield Drive and Falling Lane in Yiewsley, ensuring development delivers homes, jobs, and values community spaces.
- **Make green and blue spaces visible and accessible with healthy, walkable neighbourhoods:** Activate the Grand Union Canal, our parks and heritage sites as cultural and community amenities that enhance quality of life, reduce social isolation, attract people who value both connectivity and character and make active travel the easy choice.
- **Champion our story and build pride through communications and culture:** Coordinate cultural programming, events, and place marketing that celebrates what makes Hillingdon unique, shapes how residents and visitors see the borough, and builds confidence in our future.

A COUNCIL GOVERNANCE FRAMEWORK THAT DELIVERS

The council is ready to fully leverage its position as a system leader, championing and orchestrating our Growth Vision and delivering it for all our residents. A new Hillingdon Growth Board will set out the functions and structure to deliver on growth and regeneration.

Establishing a Hillingdon growth board

We will establish a cross-directorate Growth Board with accountability for growth and regeneration, with leadership accountability that directly implements and realises our growth priorities for the next decade. This will identify and unlock opportunities for growth with corporate alignment.

Our Growth Plan touches every council function, including (but not limited to) planning, property, housing, transport, health and social care, education, and economic development. We will ensure that there is cross-service collaboration built into daily council functions as well as strategically: across planning decisions aligned with economic priorities – regeneration, unlocking new sites for development, housing delivery, workforce planning, health and social care needs, transport investment and aligning employment and business opportunities – all in a way that connects residents to a growing base of opportunities.

All decisions on growth initiatives will ensure that they align with our three strategic pillars to achieve our Growth Vision in a way that provides genuine value for money for our residents.

Working with partners

We will work with existing and new partners to ensure that we are collaborative and external facing to achieve our goals, working with our universities and colleges, the Hillingdon Chamber of Commerce and businesses in the area to ensure identification and coordination of opportunities across business, skills, placemaking and commercial development.

Preventative and place-based approaches

We will be guided by ensuring that there is early investment in skills, housing, and infrastructure in a way that reduces long-term pressure on our public services, including temporary accommodation and health provisions, to ensure that barriers to inclusive growth are addressed early on. In turn, this will free up more resourcing for further growth, investment and placemaking initiatives.

We will adopt a place-based approach to ensure that we are able to deliver inclusive growth that benefits residents and businesses at a neighbourhood level.

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