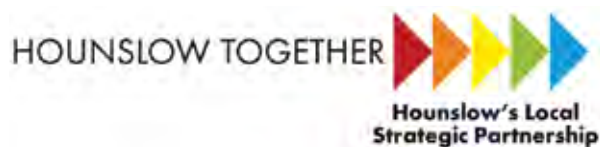


Future Borough

Hounslow Together's vision, strategy and action plan



Due for review: 2015/16



Contents

- 1 The story of our borough – Cllr Jagdish Sharma,
Chair of Hounslow Together**
- 2 What is Future Borough and why has it been created?**
- 3 Developing our vision and strategy for the future**
- 4 Understanding our borough**
- 6 Views on Future Borough**
- 8 Our vision for Hounslow 2030**
- 10 Vision to strategy**
- 11 Our Future Borough strategy**
 - 13 Leadership**
 - 17 People**
 - 26 Place**
 - 31 Economy**
- 34 Ambition projects**

The story of our borough

– Cllr Jagdish Sharma, Chair of Hounslow Together

Our borough is one of contradictions and surprises, change and growth, diversity and tradition, strength and potential.

We have a rich and varied history as one time home to Vincent van Gogh, the location of Henry VIII's Hanworth Park Hunting Lodge and site of the battles of Brentford - to name but a few examples. Our transport links - highways, waterways, railways and airways - have shaped our borough's development and identity as London's premier gateway.

Our borough is characterised by its town centres - Chiswick, Hounslow, Brentford and Feltham - and its urban villages - Heston, Bedfont, Isleworth and Cranford. Each of these has its own character and attractions and we are uniquely placed, close to Heathrow Airport, housing the M4 and bordered by the Thames.

Our golden mile is home to a number of international big businesses, such as Glaxo Smith Klein and BSkyB. We are an entrepreneurial borough with over 10,000 small and medium businesses - in particular a thriving media sector - spread across our town centres and business parks. We are also the proud home of Brompton Bikes - a home-grown manufacturer.

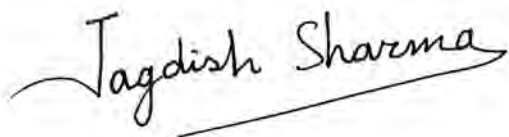
We have more green space than most other boroughs in London and we boast some of the finest cultural landmarks in Greater London including Chiswick Park, Osterley Park, Syon House and Boston Manor. Our borough has also been home to icons of popular culture such as Freddie Mercury of Queen, Phil Collins of Genesis and Pete Townshend of the Who.

Our people are diverse, from many backgrounds, ages, abilities and faiths, but they all share great ambitions for our borough and its future. We have a diverse and active voluntary and community sector of over 600 organisations. Our residents regularly tell us what they think and get involved in making the borough a better place. We have relatively low crime rates, good exam results, excellent transport links and affordable homes.

For all our strengths, we know we have areas to work on and things to improve. This document sets our vision for the future of the borough and our strategy and action plan for achieving it.

We hope you will join with us, in helping to make our vision for Future Borough a reality.

Yours, Cllr Jagdish Sharma MBE, Chair of Hounslow Together

A handwritten signature in black ink that reads "Jagdish Sharma". The signature is written in a cursive style with a long horizontal line extending from the end of the name.

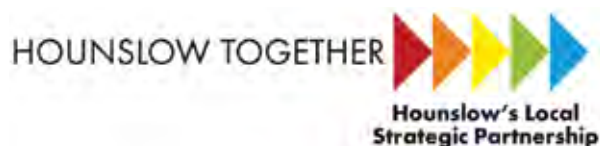
What is Future Borough and why has it been created?

Future Borough is Hounslow Together's Sustainable Community Strategy, containing its vision, strategy and action plan for the future of the borough.

A Sustainable Community Strategy is the overarching strategy for a local area - demonstrating the strategic direction and long term vision for its economic, social and environmental wellbeing. Guidance suggests that local areas should be looking 10 to 20 years ahead and their strategies should tell 'the story of the place', its ambitions, aims and objectives - backed by evidence and analysis.

Sustainable Community Strategies provide an opportunity to tackle issues such as climate change and social exclusion that no single agency can tackle on its own. This makes it particularly important that these documents are prepared by local partnerships. Future Borough has been prepared by Hounslow Together - our Local Strategic Partnership of public, voluntary and business sector interests. It demonstrates how these groups will work together to deliver the vision for the borough through the strategy and action plan. The vision and strategy have been consulted upon and attempt to reflect the views of as many people who live and work in the borough as possible.

Future Borough contains a challenging vision, strategy and action plan that has been developed in the context of a difficult national and global economic climate. In these times, Hounslow Together believes it is more important than ever to be ambitious and bold in order to secure the best possible results for the future of the borough.



Partners are:

London Borough of Hounslow
NHS Hounslow
Great West Commissioning Consortium
Metropolitan Police, Hounslow
London Fire Brigade, Hounslow
Jobcentre Plus
West Thames College
Hounslow Homes
Hounslow Youth Council
Education Improvement Partnership
Hounslow Economic Business Forum chair
Voluntary Sector Representatives: Volunteer Centre Hounslow, Citizen's Advice Bureau Hounslow and TW4 Community Development

Developing our vision and strategy for the future

To develop our Future Borough vision, strategy and plan we:

- Made sure we had a thorough understanding of the needs of the borough, through our various needs assessments and the results of regular consultation and engagement with our residents.
- Held 'Shaping the future of Hounslow' workshops in September and November 2010 bringing together stakeholders from the public sector, business and voluntary sector. At these workshops, the stakeholders considered the key challenges facing the borough over the next 20 years, bringing together experience and analysis of the borough's needs.
- Created a draft vision document, based on the results of the 'Shaping the Future of Hounslow' workshops. The draft vision imagined a borough where the challenges we face have been tackled and reflects our shared ambitions and aspirations for the borough.
- Sent out the 'A vision for Hounslow 2030' consultation document borough-wide, attracting over 900 responses from residents, the business, voluntary and community sectors.
- Collected the results of the consultation, together with the Sustainability appraisal and impact assessments of the document, which were then considered by the Hounslow Together board to produce a final vision for the borough.
- Planned how Hounslow Together's themed partnership delivery groups would help to deliver the vision, contributing to the development of the Future Borough strategy and action plan.
- Made sure that the Hounslow Together board challenged and tested the content of the draft Future Borough strategy.

Understanding our borough

To understand our needs, issues and strengths we:

- Carry out an annual joint strategic needs assessment - bringing together analysis of needs in relation to local demographics, pharmacy, housing, health and wellbeing, crime and safety, and place
- Carried out a local economic assessment - an assessment of economic need and potential, bringing together skills, business, employment and environmental agendas to inform sustainable economic growth
- Conduct other issue specific needs assessments - such as children and young people's, child poverty, housing, crime and safety and school place planning.
- Regularly monitor our performance
- Conduct regular consultation - previously in the form of the place survey, but also with issue specific consultation such as the consultation on the vision

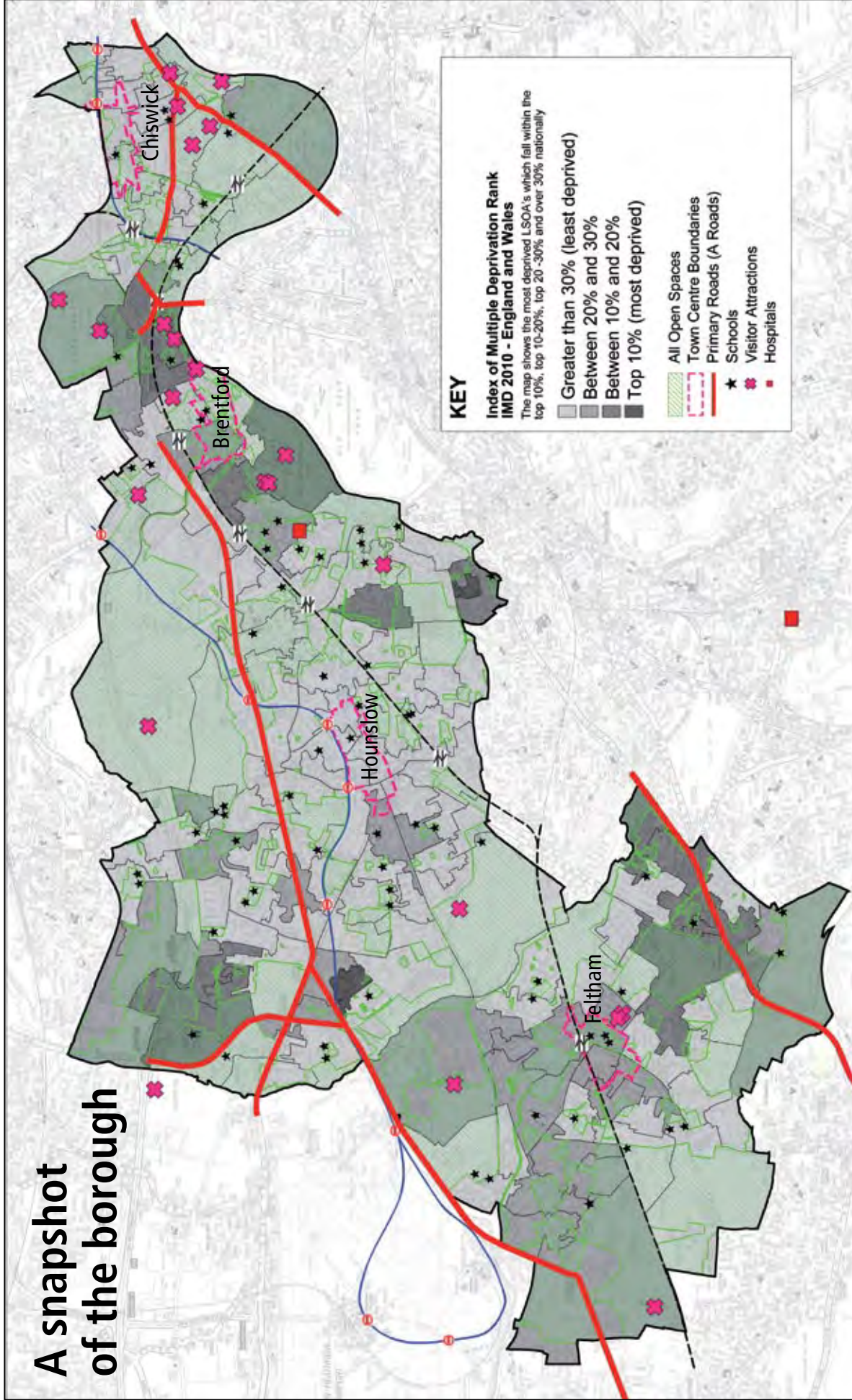
Taking all this into account, the key challenges for the borough going forward were identified as:

- A growing population - set to rise by 9.8% by 2031 which will have significant implications for local service delivery
- High fear of crime despite below average crime levels - for 40% of residents crime is their key concern, despite our crime rate of 100 crimes per 1000 of the population being below the London average
- Low levels of participation and volunteering - only 16% of residents regularly volunteer
- A growing older population - the number of over 65s is set to rise by 32.5% by 2031 and the number of over 85s to double over 20 years
- High levels of obesity, inactivity and obesity related illness - with higher than average levels of childhood obesity

- A growing population of under 15s - set to rise by 12% by 2031 putting pressure on school places
- Inequalities between different areas of the borough - including significant levels of child poverty - in fact 29.3% of the borough's children are considered to be living in poverty
- Economic downturn and reductions in public sector spending with a low forecast in job growth to 2031
- Climate change and the need to adapt to its effects - the Government has set a climate change target of an 80% reduction in greenhouse gas emissions by 2050
- Congestion and appearance of the borough - 43% of our residents think roads and pavements are in need of improvement
- High levels of low skilled adult residents with an overdependence on low skilled out of borough jobs. Many residents - an estimated 15% of the population - rely on Heathrow for employment
- Under performing town centres - Hounslow is the worst performing of London's 11 metropolitan town centres according to a number of key commercial success indicators

It is these challenges the Future Borough vision, strategy and action plan aim to tackle.

A snapshot of the borough



KEY

**Index of Multiple Deprivation Rank
IMD 2010 - England and Wales**
The map shows the most deprived LSOA's which fall within the top 10%, top 10-20%, top 20-30% and over 30% nationally

- Greater than 30% (least deprived)
- Between 20% and 30%
- Between 10% and 20%
- Top 10% (most deprived)

- All Open Spaces
- Town Centre Boundaries
- Primary Roads (A Roads)
- Schools
- Visitor Attractions
- Hospitals

Population: 236,000	Age: Under 16 20% 16-64 70% 65+ 10%	Faith: Christian 52.1% Buddhist 0.7% Hindu 7.6% Jewish 0.3%	Muslim 9.1% Sikh 8.6% Other 0.6% None 13.5% Not stated 7.6%	Ethnic profile: White British 55.2% White Irish 1.9% White Other 7.6% Mixed Black/White Caribbean 0.8% Mixed Black/White African 0.4%	Mixed Asian/White 7.6% Other (mixed) 1.0% Asian/Asian British Indian 12.8% Asian/Asian British Pakistani 6.8% Asian/Asian British Bangladeshi 1.1% Asian/Asian British Other Asian 2.6%	Black/Black British: Caribbean 1.8% Black/Black British: African 3.1% Black/Black British: Mixed 0.4% Chinese 1.5% Other ethnic group 1.7%
-------------------------------	---	--	--	---	--	--

Views on Future Borough

In December 2010 Hounslow Together sent its draft vision out to consultation to ask people, voluntary groups and businesses about their views on the future of the borough.

Nine hundred responses were received with respondents supporting the vision overall - 58.4% of all those who responded agreed or strongly agreed with the vision. Only 10.6% of respondents disagreed.

Respondents were also asked to prioritise a range of issues that Hounslow Together works on. The top priorities were:

- Meeting the needs of an ageing population
- Meeting the needs of children and young people in the borough
- Tackling crime and community safety
- Improving education and helping people to improve their skills

The main themes from those who responded were:

- Improvement in all town centres - especially, but not just, Hounslow
- Action on litter and cleanliness
- More focus on apprenticeships, training and job opportunities for young people as well as higher education
- Wanting more focus on Heston, Isleworth, Bedfont and other areas of the borough

- Interest in seeing the strategy and action plans to support the vision

Those who responded also came up with a number of interesting suggestions and ideas, which we aim to look at further, including:

- A cinema/leisure venue in the centre of the borough
- The council having its own micro energy plant
- An ice skating arena in Feltham
- More wildlife friendly parks and open spaces
- A local skills database
- An industrial museum

Changes we made to the vision as a result of the consultation:

- Expand the cultural quarter to include Brentford and Isleworth
- A new focus on town centres
- Support for local residents to build detailed 'local visions' for their areas through developing neighbourhood forums and plans where requested
- Building up and supporting a diverse range of education opportunities, not just the university ambition

What our residents think

"Revitalise all towns in the borough."

Borough resident

"There should be some more supermarkets... we need a cinema also."

Borough resident

"More creative fund seeking."

Borough resident

"More opportunities for residents to grow their own organic foods."

Borough resident

"More pleasant cafes/restaurants."

Borough resident

"Improving and encouraging disability groups."

Borough resident

"Cinema/leisure complex in east/central area of borough."

Borough resident



Our vision for Hounslow 2030

Our Future Borough strategy is underpinned by our ambitious, challenging vision. We know it may not be possible to achieve it all, or that we may have to adapt our vision in future years if the landscape changes, but we want to aim high and achieve as much as possible for our borough.

'A vision for Hounslow 2030'

Hounslow is a diverse borough, full of character, entrepreneurial spirit, and with huge potential.

Over the next 20 years, Hounslow Together will work with the community to develop the borough to be distinctive, vibrant and thriving, with a happy, high achieving community at its heart.

People

Hounslow's residents will be enjoying living in the borough. Individuals and families will choose to settle and stay in Hounslow for its excellent education, health and housing provision.

Residents of all ages will feel safe in the borough and crime rates will continue to be low. If problems do occur, partners will act together with the community to swiftly find local solutions and treat the causes, not just the symptoms of the problem.

More and more residents will be active citizens, involved in their local community and taking ownership of their local area. There will be a strong community and voluntary sector and double the number of people volunteering in the borough than there were in 2010.

Everyone living in the borough will take responsibility for keeping themselves fit and healthy, however, all residents will be able to access convenient health, care and support services with dignity, when they need them.

Through support for extended families and person-centred care services residents will get the support and care they need close to home, enabling them to stay independent and in the same area throughout their lives.

Through targeted support, the gap in achievement, wellbeing and opportunity between the most vulnerable and the rest of the borough will be narrowed. A seamless partnership of public services and the business and voluntary sectors will join with the community to ensure residents of all ages, abilities and from all backgrounds can improve their life chances and achieve their potential.

Place

The borough will contain four thriving town centres and a number of vibrant city villages - Bedfont, Hanworth, Heston, Isleworth and Cranford. Each will be enhanced, building on its own unique character and attractions. Residents will be engaged in the future of their local area through neighbourhood forums and plans.

Hounslow town centre will be a revitalised, vibrant destination reflecting the diversity and community spirit of residents across the borough. The town centre will attract people from across the region and those stopping over at Heathrow to sample its lively markets, its independent shops and diverse restaurants.

There will be a buzz about the town centre, and residents and visitors will choose Hounslow as their destination to shop, eat and spend their leisure time. Residents will also have easy access to the public services they need in the town centre.

Brentford town centre will be revived, with businesses, shops, restaurants and cafes forming a lively destination. Building on the creativity of the community, Brentford will be a place for music, arts and media with venues, exhibition space and recording facilities developed. London Fringe Festival will have been hosted in the borough, featuring many homegrown artists and performers. Access to the river will be opened up in Brentford, providing a green transport link to central London.

Feltham will be the hub of the west of the borough with the thriving town centre and leisure on offer drawing in visitors from beyond the borough boundaries. Feltham's green spaces and lakes will be enhanced.

The borough will be host to the west London cultural quarter - stretching from **Brentford** through **Isleworth** to **Chiswick** in the east. Visitors and residents alike will enjoy the cultural attractions and green space offered by such sights as Syon Park, Osterley House and Chiswick Park.

Chiswick will be the cornerstone of this heritage destination, attracting many with its unique identity, boutiques, shops and restaurants.

The borough will seek to attract a prestigious overseas university to establish a campus locally, boosting our economy and creating jobs. The new international campus will complement and enhance our existing higher education provision and this network will have strong links with the international businesses in the borough, providing clear career pathways. In a time when university education is becoming more expensive, a diverse range of educational options in the borough will allow young people to be able to live at home and receive world-class training and education on their doorstep.

We will be a centre of excellence for education and training, with a diverse range of academic and vocational providers offering programmes to young people and adults which meet their needs, the needs of the community and employers. Four new schools will have been built to meet the needs of the growing population, providing high tech multi-use space that benefits both students, the local economy and the wider community.

In all areas of the borough, locally sensitive sustainable housing developments will provide more families with the opportunity of their own affordable home. Quality retirement housing developments will also be a priority, ensuring that older people can retire in safe, accessible accommodation close to local shops and services.

Throughout the borough, green spaces will be enhanced, well-used and well-loved by local residents. The borough's street scene will be hugely improved through significant additional investment secured for our roads and pavements. The borough's excellent transport links will be further developed so less and less people drive and more walk, cycle or take public transport.

Recognising the significant challenges posed by climate change, we will work with the community to manage its impact, producing a detailed climate change strategy and action plan.

Economy

Hounslow has a unique location as the gateway to London and the Thames Valley. Its proximity to Heathrow airport, its history of fostering innovation and its attractiveness as a place to be will continue to attract inward investment and global businesses will continue to call the borough their home.

The borough will emerge from the recession stronger and more vibrant than ever, a key player in the wider west London and Greater London economy. We will have less unskilled people, and more residents will be working for the businesses located within the borough, reducing the impact of commuting on the environment. The borough will be home to green high tech industries providing technological solutions to the challenges posed by climate change.

While maximising the opportunities afforded by being close to the airport, the local economy will be diverse and robust, making good use of the opportunities presented by Heathrow, without over reliance on it.

There will be more support for local people to start up green businesses or social enterprises in the borough, also creating employment and contributing to Hounslow's low carbon economy. Schools and businesses will work closely together to help young people develop the skills, apprenticeships or training that will help them succeed in the future.

Vision to strategy

“Great vision, optimistic but is it realistic?”

Borough resident

Our vision gives us some very ambitious aims. In order to translate this into a useable framework, Hounslow Together has distilled the vision into some key long term outcomes that we will work together to achieve.

Leadership

- We will live in a borough where people and families enjoy living and choose to stay throughout their lives
- We will take coordinated action as partners to tackle the key local challenges which affect us all
- We will deliver local public services through seamless, responsive, efficient partnerships

People

- We will live in a borough safe from crime, disorder and danger
- We will be active citizens, involved in volunteering and engaged in our strong, vibrant and united community
- We will live healthier, more independent lives
- We will have tackled inequalities and improved the life chances for vulnerable people
- Our children will have the best start in life, growing into confident individuals and responsible citizens

Place

- We will enjoy and maximise use of our built and natural environment - protecting and enhancing it
- We will live in an attractive, well designed, sustainable borough with good access to infrastructure and services
- We will reduce our impact on the environment and protect ourselves from its effects

Economy

- We will be better educated and more skilled
- We will have more and better local employment opportunities for residents of the borough
- We will be an attractive borough in which to invest and do business

We will also be working to achieve our four Ambition Projects:

1. Regeneration of our Town Centres
2. Leisure and/or Performance venue
3. Green high tech industry
4. University borough

Hounslow Together will deliver its Future Borough strategy through its established partnership structures. Colleagues at all levels, across the partnership, will work together to deliver the strategy. This includes:

- The Hounslow Together Board - Senior representatives from partner agencies who meet bi-monthly
- The Hounslow Together Assembly - a wider group of stakeholders that meets twice a year to advise the board
- The Hounslow Together delivery groups:
 - The Health and Wellbeing Board - with the Children's Trust
 - The Community Safety Partnership
 - Place
 - Economy - Economic Business Forum and Skills, Training and Employment Partnership

Our Future Borough Strategy



Leadership

Long term outcome

We will live in a borough where people enjoy living and choose to stay throughout their lives.

More about this outcome

At the core of Hounslow Together's vision for the future of the borough is the aim for it to be a place that people enjoy visiting, living and working in, and so choose to stay living in throughout their lives. As this is an over-arching outcome it oversees the other long term outcomes which drive its success and monitors progress in these areas closely. Success in this outcome is also connected to the successful completion of the Ambition Projects identified in the vision and the shared leadership role of Hounslow Together in making these ambitions a reality.

Why this is important for the borough

A high population turnover can risk people feeling isolated or disengaged from their neighbours and communities and has a significant impact on service delivery. Hounslow experiences a high turnover of residents at around one in five, or 18%, of the population annually. While people may move from an area for many reasons, including new jobs or to be closer to family - Hounslow Together wants to make sure they have every reason to stay in the borough by driving improvement in health provision, education and varied affordable housing, and by keeping crime rates low.

Hounslow is a borough with many attractions, but can be overlooked as a potential destination for both visitors and local residents. Residents tell us that they want to see improvements in the appearance and cleanliness of the borough, with 52% of them telling us that litter and rubbish was their biggest antisocial behaviour concern in a recent survey. Respondents to the vision consultation also told us that they wanted to see improvements in the quality of town centres.

Despite tight budgets across the partnership, partners will work together and align resources to improve the reputation and attractiveness of the borough for all who live, work, visit or study here.

What we will do to achieve this

1. **Drive performance on outcomes** - Monitor and drive performance in all other 'Future Borough' outcomes
2. **Drive performance on Ambition Projects** - Monitor and drive performance on all Ambition Projects
3. **Lead the borough's improvement** - Provide leadership and direction to the promotion and improvement of the borough

How we will measure progress

- The percentage of residents who are satisfied with their local area as a place to live

"The borough to become respected in London. Hounslow doesn't have the best image... and this needs to change." Borough resident

Long term outcome

We will take coordinated action as partners to tackle the key local challenges which affect us all.

More about this outcome

Hounslow Together is committed to taking coordinated action to ensure we address the needs of our current community and meet the challenges of future growth. By working together, the partnership can achieve much better outcomes for the borough than any one agency working alone.

Such cross borough challenges include; tackling the inequalities that exist within our communities, ensuring that services can meet the needs of our growing population and tackling the problem of climate change at a local level by leading the transition to a low-carbon borough. The nature and scale of these issues is such that it is only through strong leadership and joined up working that we will be able to make the best use of our resources to maximise our impact.

Why this is important for the borough

Common to all areas of targeted action is the need to promote social equity and opportunity for all within a sustainable environment. If the borough is to continue to grow and simultaneously move towards a more sustainable and equitable future, we will need to work in a comprehensive and coordinated way to address the key issues that will have the greatest impact on the quality of life of our current and future residents.

It is recognised that within the borough, certain groups of people are more likely to face disadvantages. These include those who are unemployed, on low incomes, women, children, elderly people, people from black and minority ethnic backgrounds and people with disabilities. Disadvantages suffered by many of these people include higher unemployment and lower wages; homelessness and a lack of suitable housing; limited mobility and thus restricted access to employment; a greater vulnerability in terms of personal safety and security; and a lack of access to affordable childcare.

As well as specific groups of the population being disadvantaged, there are also areas of the borough which are characterised by: higher unemployment, skills mismatch; a large percentage of children living in lone parent families; low academic attainment; higher crime rates; a higher amount of local authority housing and areas of environmental decline. Such deprivation tends to be concentrated in several specific locations including Brentford, Isleworth, Hanworth and Heston. Twelve areas, rank in the 20% of most deprived areas nationally. In a time of more limited resources, we will target our efforts and agree new models for service delivery to narrow the greatest inequality gaps.

With the capital's population predicted to grow by over a million people in the next twenty years, it is inevitable that we will see further growth in Hounslow with more people wanting to live and work in the borough. We will work together to ensure that this growth will be supported by the necessary social infrastructure such as schools, GPs and community facilities. Ensuring such sustainable development requires coordinated service planning which identifies gaps in existing provision and brings forward deliverable plans for the necessary social, health, educational and community facilities.

As well as a growing population requiring coordinated action on our infrastructure provision, we must also work together to ensure that we take account of this population growth in terms of our service delivery and act together to support areas in need.

Climate change and underlying issues of resource management are the most demanding global environmental challenges. At the local level the borough needs to be prepared for the potential negative impacts on quality of life and in particular the welfare of vulnerable people. Current Government projections indicate that by the 2020s the UK's population will experience warmer, drier summers and wetter winters, as a result of climate change. As with London as a whole, parts of the borough are already vulnerable to flooding and this risk will increase in probability and severity because of the predicted rising sea levels and heavier winter rainfall. Conversely, residents are also likely to experience the negative effects of overheating and drought from hotter, drier summers. To help mitigate these effects, the Government has set a target to reduce emissions which contribute to climate change by 80% by 2050. We will work together to prepare our communities for the impacts of climate change, and lead our local efforts to reduce carbon emissions.

What we will do to achieve this

1. **Joint future service planning** - A commitment to work together to establish what additional service provision and infrastructure are required to support the planned increase in new homes and jobs
2. **Narrow the inequalities gap** - A commitment to oversee joint, targeted interventions in areas of greatest need.
3. **Reduce borough-wide carbon emissions** - A commitment to reducing the partnership's carbon footprint and encouraging and supporting residents and businesses to do the same.

How we will measure progress

- Using a partnership survey we will measure the percentage of stakeholders who think the partnership is working to tackle cross-cutting issues



Long term outcome

We will deliver local public services through seamless, responsive, efficient partnerships.

More about this outcome

Hounslow Together is committed to working together to deliver services to our residents in a joined up, seamless manner and explore new ways to provide services or drive improvement in the borough. Not only does this make it easier for residents to access the services they need, but also helps to reduce any potential duplication of effort between partner agencies. It is expected that success in this outcome will be demonstrated through all other outcomes, but also through specific projects.

Why this is important for the borough

All local public services are already, and will carry on, experiencing reductions in their budgets and available spending. Voluntary sector and businesses across the borough will undoubtedly be feeling the pinch of the knock-on effects of these savings.

As a result of these financial constraints, it is important that partners work together to share resources and reduce cost, whilst focusing on the long term outcomes they wish to achieve in order to drive improvement in the borough. This might be through sharing assets and co-locating services, jointly commissioning or providing services, pulling together resources to deal with a particular issue or sharing support services used by more than one partner.

What we will do to achieve this

1. **Sharing assets** - Explore the sharing of assets and co-location of services
2. **Sharing services** - Explore the sharing of services used or provided by all partners
3. **Shared evidence base** - Establish a shared evidence base for partners to use when commissioning and procuring services
4. **Partnership working at all levels** - Deliver all other Future Borough outcomes through partnership working

How we will measure progress

- Savings realised through partnership work

“Best in class basic services. Support for home working and self employed - much more common by 2030.”

Borough resident

People

Long term outcome

We will live in a borough safe from crime, disorder and danger.

More about this outcome

Hounslow Together is committed to working for a safer Hounslow for all those who live, work or visit here.

To deliver our objective of a safer Hounslow for all, we will focus on six key community safety themes:

- Safer neighbourhoods and town centres
- Safer cohesive communities
- Protecting young people
- Safeguarding vulnerable people
- Reducing the criminal harm from drugs and alcohol
- Reducing reoffending

Why this is important for the borough

Every individual in the borough should be able to live their life in safety and without fear, as is their human right, but the fear of crime is still a significant concern amongst our residents.

Environmental crime and anti-social behaviour may seem trivial in isolation, but it seriously affects the quality of life of our residents and can lead to a downward spiral of environmental decline giving the impression that neither the authorities nor the community care.

Crime and fear of crime impact different parts of the community in different ways, for example: older people tend to have a higher level of fear of crime; young people are susceptible to bullying; and some groups are particularly vulnerable to hidden and hate crime because of their race, religion, sexual orientation or disability.

Community based work which recognises the needs and concerns of different groups helps to engage and empower local people to participate in the life of the borough and society - helping them to feel connected to their community and less afraid of crime. Drug and alcohol use may harm our community in many ways. They may cause people to:

- do less well at school or work
- be involved in crime or anti social behaviour
- be less healthy physically or have mental health problems
- take unnecessary risks.
- abuse or neglect children, which may affect their behaviour and development in the long-term
- be exposed to greater risk of domestic violence within families

Probably more than half of all crime is committed by those who have already been through the criminal justice system. Reducing reoffending is fundamental to reducing crime in local communities and benefits everyone:

- Every offender who becomes an ex-offender means less crime, safer streets and fewer victims
- Turning people away from crime means less pressure on the resources of the criminal justice system and prisons

What we will do to achieve this

1. **We will have safer neighbourhoods and town centres** - We will work in partnership in our town centres and local neighbourhoods to reduce victim based crime
2. **We will promote safer, cohesive communities** - We will work in partnership to reduce violence against women and girls and improve road safety in the borough
3. **We will protect young people from crime committed against them, or by them** - We will prevent crime committed against or by young people and intervene early to reduce the number of young people offending for the first time
4. **We will safeguard vulnerable people** - We will protect and safeguard vulnerable people from harm



5. **We will reduce the criminal harm of drugs and alcohol** - We will reduce the impact of crime caused by alcohol or drugs
6. **We will reduce reoffending** - We will reduce reoffending through partnership approaches to offender management

How we will measure progress

- By the reduction of violent crime
- Increasing the percentage of residents who think the police and council are working together on the issues that matter in your neighbourhood

“In my opinion, tackling crime and improving community safety should be top priority. This will help protect the diversity and attract talented people moving into the borough.”

Borough resident

Long term outcome

We will live healthier, more independent lives.

More about this outcome

We all have a responsibility for the way we live - what we eat and drink, whether we smoke or take drugs, whether we work too hard or do not exercise enough. We aim to support people and families to live healthier lives by undertaking physical activity and reduce their risks of obesity by having a better diet. Self help is important both in managing one's own lifestyle and in supporting people with health and care needs to manage the services they receive.

We aim to achieve better health and wellbeing through early intervention to prevent or delay needs from arising, and by supporting recovery and rehabilitation where a need is already established or after a particular event. We aim to shift towards services delivered as close as possible to a person's own home and in as normal a setting as possible to obtain better outcomes for individuals.

Why this is important for the borough

Information tells us that life expectancy in Hounslow is lower than the London and England averages. People in Hounslow have higher than average rates of diabetes and tuberculosis and are more likely to suffer early deaths from heart disease and stroke - problems exacerbated by lifestyle factors and choices.

Poor diet and lack of exercise in particular are risk factors for health problems in later in life. Studies have shown that the cycle of obesity can affect families for generations; children growing up in households with one or more obese parent are more likely to be obese. In Hounslow, child obesity is a significant issue with over a quarter of our children defined as overweight or obese in the National Child Measurement scheme. This is above the regional and national average.

West Middlesex Hospital has a higher than average length of stay for many specialities and the availability of rehabilitation services is variable. Stroke is the key cause of premature death in Hounslow; the third largest cause of death over all and the largest cause of severe disability.

The impact of the caring task on the health and wellbeing of carers, of all ages, including young carers, can be considerable. In one survey of carers, three quarters said that caring had affected their health.

At end of life, most people say they would like to die in their own home yet less than a quarter of Hounslow residents do so. Over 68% of people in Hounslow die in hospital compared to 58% nationally.

Current provision of health and care services can be fragmented - split between different providers, and use of these services can be crisis-led incurring higher costs. Services that are designed to help people retain their independence and quality of life can also deliver cost savings through the prevention of hospital admissions and residential placements.

What we will do to achieve this

1. **Having a healthy start in life** - We will improve the health of children in their earliest years, working with mothers and families to make improvements
2. **Promote healthy choices and healthy lifestyles** - We will promote physical activity, better diet and healthier lifestyles for children, young people and adults, helping us all to increase our healthy lifespan.
3. **Supporting independence after illness or injury** - We will help people recover their independence after illness or injury by developing seamless integrated care services to prevent admissions to hospital and supporting early discharge and rehabilitation
4. **Supporting carers of all ages** - We will support carers, both young and old, to balance their caring roles and maintain their desired quality of life ensuring they have time for themselves and opportunities to pursue their own interests
5. **Supporting people to manage long term conditions** - We will ensure people with disabilities and long term conditions feel supported to manage their condition by developing a range of services to support them
6. **Personalising care and support services** - We will promote personalisation and enhance quality of life for people with care and support needs by commissioning independent brokerage and support services



7. **Improving care at end of life** - We will improve the experience of care for people at the end of their lives

How we will measure progress

- Reduce all cause mortality rates for persons under 75 years

“Educating everyone to eat healthily and walk/cycle rather than take drugs/alcohol/tobacco.”

Borough resident

Long term outcome

We will have tackled inequalities and improved the life chances for vulnerable people and families.

More about this outcome

We know that parts of the borough are extremely deprived. People living in these areas experience significant inequality - worse health, worse educational attainment and worse life chances than in other parts of the borough, and the country. This can result in high levels of worklessness, low incomes, poor housing, poor mental health and higher levels of crime. The cycle of deprivation is hard to break, with children growing up in these circumstances likely to bring up their own children in deprivation and poverty. Certain groups are also more likely to experience inequality, for example those with disabilities, those from minority ethnic groups and older people.

With the difficult economic climate, it is important that Hounslow Together acts to target the most vulnerable and improve the life chances for the people and families living in the most difficult circumstances. We know that intervening early, improving access to support and information and supporting people into work can improve outcomes for these vulnerable groups.

Why this is important for the borough

With twelve areas in the borough ranking in the 20% most deprived areas nationally, the borough faces significant gaps in equality between different parts of the borough. These pockets of deprivation are characterised by specific issues, which left untreated can contribute to a cycle of poverty, affecting subsequent generations.

At the same time as public budgets are facing considerable financial pressures, the levels of need are increasing - people with disabilities are living longer, the number of children and elderly are increasing (the number of over 85s will double over the next 20 years) and there is earlier identification of certain long-term conditions.

Child poverty is of considerable concern in the borough with almost one third of our children estimated to be living in poverty. This is higher than the UK average.

The diversity of our population creates a challenge in supporting those vulnerable groups who underachieve at school and narrowing the gap is a key priority.

There is considerable evidence that the issues of poverty, obesity and poor educational attainment can and must be addressed by the provision of services early in a child's life or early in the development of the problem. The Field review of child poverty, the Allen report on early intervention and the most recent report by Munro on child protection all emphasise the importance of early help to families in addressing such difficulties and as key factors in improving outcomes for children.

Health inequalities are a key issue for the borough. The gap in life expectancy between those at the top and bottom of the social scale is wide and has grown since the 1970s. At ward level there is a difference of eight years, between the ward with the highest average life expectancy and the lowest. Heart disease and cancers are the greatest cause of premature death (below 75) with the rate for heart disease, stroke and diabetes significantly higher than the national rate and the rate of tuberculosis being the fifth highest in London. The most vulnerable people, with the worst health outcomes often have the poorest access to primary care, and tackling inequalities for vulnerable groups helps get services right for all. And for some groups, with some conditions there are particular difficulties in accessing services.

Symptomatic of the poverty and deprivation experienced by certain groups and areas of the borough is the issue of overcrowding. An estimated 7.8% of all households in Hounslow are overcrowded. This is above the London average. In parts of the borough, specifically in Central Hounslow and Heston and Cranford, the level of overcrowding approaches 14%. Overcrowding is particularly likely to occur in the private rented sector, where 17.4% of dwellings are reported to be overcrowded. This rises to more than a third for private rented households on key housing related benefits.

While unemployment rates for the borough as a whole are holding up relatively well in the context of the national economy at 8%, specific areas of the borough and certain groups face higher unemployment levels. The numbers receiving incapacity and out of work benefits reaches 17% in four of our wards.

Employment also has a more marked effect on some of our vulnerable groups. Research suggests that half of disabled Londoners were 'economically inactive', compared with around one fifth (21%) of non-disabled people. The proportion of adults with learning disabilities in employment is a little higher than the London average, although still a local priority for improvement. However, Hounslow has the second lowest percentage in London of users of community mental health services in a job. Supporting these vulnerable groups to gain more independence and get back into work is a key priority.

"Priority should be given to maintaining the local people services: health facilities for elderly, the physically and socially disadvantaged, also encouraging the growth of affordable homes."
Borough resident

What we will do to achieve this

1. **Improve information about, and access to, services and support for those who need it** - We will improve access to services and support for vulnerable groups through information and advice, outreach and provision of services within a community setting
2. **Improve access to appropriate housing and reduce overcrowding** - we will work with private landlords, developers and the Government to improve local housing provision
3. **Intervene earlier and together** - Joining together as partners, we will offer early help to vulnerable families, to prevent problems from occurring and improve the life chances for the whole family
4. **Support people to be more independent** - We will help vulnerable people to get back into work and help people with long term disabilities to live independently and successfully
5. **Target support to the most vulnerable** - We will target special support to those vulnerable groups who need it most, through everyday provision of services, outreach and specific interventions

How we will measure progress

- We will narrow the gap on key deprivation indicators between the best and worst performing parts of the borough

Long term outcome

Our children will have the best start in life, growing into confident individuals and responsible citizens.

More about this outcome

Ensuring that our children have the best start in life, growing up happy, successful and thriving is vital for not only for their future, but the future of the community as a whole. This means making sure our children have access to the best services in their early years, while they are at school and that they have the best transition to life after school, as an adult. It also means supporting those children and families that are most vulnerable and most in need of support or safeguarding. This outcome aims to make sure that all local partners work together to meet those needs in a seamless and sensitive way and that the needs of children and young people are considered in all the work of the partnership.

Why this is important for the borough

Hounslow is a borough where a quarter of the population is under 19. The birth rate is increasing and evidence suggests that by 2030 almost a third of our population will be under that age. It is essential to recognise this growth in planning the provision of high quality school places as well as other services for young people.

We know Hounslow is a very diverse borough and this ethnic diversity is even greater within our population of children and young people. We also have increasing numbers of children from refugee communities calling the borough their home. Over half of the children in Hounslow's schools do not have English as their first language.

There is strong evidence of a rise in the number of children who have special educational needs and in particular a rise in the number of children with autistic spectrum disorder and those with complex medical needs. The current provision of educational settings for these children will be insufficient for the rising numbers and the strategy to increase this number is a key component in our school place planning work.

Of those children in need of protection, neglect and domestic violence continue to be primary reasons for a protection plan. Safeguarding all children is a continuing priority.

It is estimated that there are approximately 4000 children in the borough with a disability, of whom around 10% are receiving services from partner organisations. A small number of children are looked after full time, and a further 37 receive regular overnight breaks. However, it is likely that there are significant numbers of disabled children under five, who have not yet been diagnosed or are not accessing available services.

What we will do to achieve this

1. **Supporting a child's early development** - We will ensure that services to children in early years settings are targeted, evidence based and have measurable outcomes.
2. **Ensuring school places** - We will ensure the provision of sufficient high quality school places for all children and specialist provision
3. **Protecting vulnerable children and young people** - We will continue to protect children from neglect and abuse using a multi-agency approach led by competent, confident children's social workers
4. **Supporting children with significant and enduring disability** - We will, through a multi agency approach and parental involvement, ensure services for children with significant and enduring disability are integrated, effective and personalised

How we will measure progress

- We will narrow the attainment gap between those children receiving free school meals and their peers

"Invest in our children, as they are the future."

Borough resident

Long term outcome

We will be active citizens, involved in volunteering and engaged in our strong, vibrant and united community.

More about this outcome

We have a vibrant and diverse voluntary and community sector in the borough, who have an important role in delivering services and supporting local communities. We want to support the voluntary sector to work in partnership and continue to deliver services to those residents who need them.

Voluntary organisations rely on the support and hard work of volunteers. We want to support more people locally to volunteer and see the rewards that volunteering can bring on both a personal and a community level. Many people don't see themselves as volunteering when they do valuable tasks to support their community such as looking in on a neighbour, gritting the pavements on their street or helping out at their children's school. We want to support and value our residents who are carrying out these vital community tasks.

We want all our residents to feel part of our diverse community, ensuring it is strong and united. We want all residents to feel they have a voice in shaping services and making decisions. We will also support local people to be more involved in the planning, development and management in their neighbourhoods and local areas.

Why this is important for the borough

There are over 600 voluntary and community sector organisations operating within the borough, providing many services to local people. The range of groups is diverse, including larger organisations such as Age Concern Hounslow and the Citizens Advice Bureau as well as smaller community based groups often lead by volunteers such as friends of park groups. A number of umbrella or second tier organisations also operate within the borough such as Hounslow Volunteer centre, which works to broker volunteers for the borough's voluntary sector. Voluntary and community sector organisations play an important role in shaping public service delivery, tackling inequalities and contributing to the development of a sustainable local environment.

Despite our varied voluntary sector, levels of volunteering amongst borough residents is relatively low, with 16% of respondents to the last Place Survey telling us they regularly volunteered.

Hounslow is a community of communities and one of the most culturally diverse areas in the UK. Around 60% of the population is white, and almost a third is Asian. Hounslow has over 80,000 non-UK born residents which is over 30% of the population. Many people originating from Asia arrived during the 1960s and 70s from India, Pakistan and East Africa, and so did a smaller number from the Caribbean and Nepal.

These settled communities of largely second and third generation individual and families have recently been joined by people from an increasingly diverse range of backgrounds. It is estimated that over 3% of the population in Hounslow are refugees. This includes people from Afghanistan, Albania, Bosnia, Kosovo, Iran, Iraq, Sri Lanka, Kenya, Somalia and Tanzania. Many are physically and mentally healthy but others have greater health needs including lower levels of childhood immunisation and greater levels of mental distress amongst those arriving from regions of armed conflict. It is important to combat social exclusion for all our disadvantaged communities, including disadvantaged white British people, and to contribute actively towards creating an inclusive, integrated and secure life for all our residents within our local communities.

We are committed to ensuring that Hounslow provides services and activities that are inclusive of all residents regardless of race, religion, ethnicity, gender, age, disability or sexual orientation. We know from looking at a recent survey of residents that two thirds of residents feel that their local area is a place where people get on well together but almost a quarter disagree.

What we will do to achieve this

1. **Increasing voluntary opportunities** - We will increase the numbers of people regularly doing voluntary work
2. **Involving residents and service users** - We will involve residents and service users in evaluating and designing services
3. **Encouraging active citizens** - We will encourage residents to take a more active role in taking care of themselves and their community

4. **Supporting a resilient voluntary sector** - We will support a resilient, sustainable and active voluntary and community sector
5. **Supporting an inclusive, cohesive borough** - We will ensure all our activities are inclusive and help support a united, cohesive borough

How we will measure progress

- The percentage of residents who regularly volunteer

“Greater co-operation between the many different cultures and organisations, so that all can achieve a better future for all.”

Borough resident

“If we all stick together and spare a little time to do voluntary work [we can] help the borough.”

Borough resident



Place

Long term outcome

We will live in an attractive, well designed, sustainable borough with good access to infrastructure and services.

More about this outcome

We know that our borough is growing but we want to make sure that this growth is balanced. This means securing high quality developments that are located appropriately, and which bring with them the necessary supporting infrastructure such as social, health, education and community facilities as well as providing more opportunities to shop, work and spend our leisure time locally.

Why this is important for the borough

The population of the borough is anticipated to grow by a further 10,000 residents and 10,000 households during the lifetime of this strategy. Such population growth provides many challenges for the borough both in terms of future service provision and ensuring that new development contributes to improving the quality of life for current and future residents.

One example of the impact of growth is the effect that rising birth rates is putting on our school system. The recent school place planning strategy identifies that there is projected to be a shortfall of up to 17 classes at primary level and up to 23 classes at secondary level by 2020. It is therefore essential that school place planning forms an integral part of future development planning, and work is already being undertaken to identify potential sites to build new schools.

There is already a high demand for housing in the borough and the council face significant challenges in meeting the housing needs of our residents. The provision of quality affordable housing also continues to be a key local priority. However, additional homes, whether affordable or market-value, will result in additional residents who will want to access our services, putting them under pressure.

In addition, with the likely increasing housing densities, quality housing and neighbourhood design, including the provision of family housing and housing for the elderly, will also become essential.

Underpinning this growth needs to be a clear collective understanding from Hounslow Together, as partners, as to where our local infrastructure needs lie, in order to attract funding from central Government.

Good transport infrastructure is key to keeping a community alive, providing access to services and facilities, and supporting the local economy. It is particularly important for vulnerable individuals and families. Reducing the use of the private car and increasing travel by public transport is also a vital component of reducing the overall level of carbon emissions in the borough. There are currently no major planned improvements to the existing public transport infrastructure; however there are numerous opportunities for improvement in service coverage, attractiveness and accessibility which could help to encourage a reduction in journeys by private car.

Broadly speaking, the borough's four town centres, Hounslow, Brentford, Feltham and Chiswick, offer the best opportunities for concentrating a variety of developments which can all contribute to their vitality and viability. However, two of the centres, Hounslow and Brentford, are currently rundown and require significant investment to ensure that they continue to meet the needs of their local communities. Consequently, our physical regeneration proposals will focus development in our town centres making services more accessible to everyone, and making the environment more attractive for both residents and visitors to the borough.

However, it is also important to highlight that the nature and pace of such development is not just dependent on decisions locally, but also central Government and the Mayor of London in terms of planning policies and planning decisions. It is also influenced by the proposals put forward by private landowners and developers who wish to invest and build in the borough.

What we will do to achieve this

1. **Manage sustainable growth** - We will develop the borough in a sensitive and sustainable way, managing growth and its impacts on service, infrastructure and development needs
2. **Meet local infrastructure needs** - We will establish what additional infrastructure is required to support the planned increase in new homes and jobs
3. **Meet local housing needs** - We will allocate sites for future housing developments that meet the needs of individuals and families at different stages of life
4. **Improve local transport** - We will make improvements to our local transport infrastructure, meeting the needs of growth and business development
5. **Make improvements in our town centres** - Develop plans and proposals for the regeneration of Hounslow and Brentford town centres

How we will measure progress

- By the percentage of residents who identify their local town centre as improving

“[My vision is] Brentford Town Centre wins first prize in International awards for inspiring urban environments of 21st century.”

Borough resident

“I would like to see more places for children and adults to go to - for example an ice skating rink or a jungle gym for adults.”

Borough resident

Long term outcome

We will enjoy and maximise use of our built and natural environment - protecting and enhancing it.

More about this outcome

The quality of the environment affects everybody. A high quality environment not only benefits residents but is crucial if the borough is to succeed in attracting or retaining investment in the future. Some of the borough's greatest assets are its green spaces, waterways and historic parks which ensure our unique identity and attract visitors from outside Hounslow.

As demand for development grows, there is a need to ensure high quality design that enhances the local environment. At the same time efforts need to be made to address problems of dereliction and the poor design characteristics of earlier build developments, as well as improving the look and cleanliness of our streets and open spaces.

This outcome puts renewed emphasis on the overall environmental enhancement across the borough, prioritising high quality building and streetscape design, seeking to make the most of natural and historic assets, and protecting and improving our wealth of open space.

Why this is important for the borough

At present, the nature and quality of the borough's environment varies widely reflecting Hounslow's position between London's urban core and its rural fringe. The River Thames, the Grand Union Canal, the borough's 27 conservation areas and over 850 listed buildings and structures are all valuable assets, while aircraft noise, traffic congestion and poorly developed and restored land seriously detract from the quality of life of some of our residents and workers.

Hounslow has a considerable network of green spaces and open land including green belt land and large heritage parks at Osterley, Boston Manor, Syon, Gunnersbury and Chiswick. In addition, there are a substantial number of smaller parks which serve local areas. The borough also contains a considerable array of wildlife habitats and designated areas of conservation importance which are monitored by the local Biodiversity Partnership. The actual

amount of park and open space available per resident is 31 square metres. This is higher than the average for London borough's of similar demographic composition.

Throughout 2010, a condition surveys of both the parks and their play areas were undertaken and identified that a considerable amount of the parks infrastructure is of poor quality. Local residents were also asked to assess the extent to which our open spaces are meeting their needs and aspirations. The greatest gaps in perception exist on items such as play equipment, litter, dog fouling and safety. There is also a need to improve access to and through our parks and open spaces to encourage our residents to use and value our natural environment for active travel and recreation.

Hounslow's built environment also needs to be protected and enhanced. Some residential areas are run down and in need of investment and improvement. Other areas and buildings of value, such as conservation areas, need protecting from inappropriate development. We will promote high quality design and a sense of place and identity throughout the borough. The protection and enhancement of the borough's numerous historical assets are also a key priority. In particular, the two historic parks and houses of Gunnersbury and Boston Manor will be the focus of Heritage Lottery Fund bids to secure investment in their future.

The street environment in the borough is one of the public's major concerns. In 2009, public surveys were carried out and residents reported reducing litter, and improving the condition of roads and pavements as top priorities. Over recent years there has been an increasing recognition that streets contribute in many ways to the functioning of a town or city and do much more than simply provide the infrastructure for vehicles. Streets are important public places. They represent a large proportion of the public realm and most buildings and urban activities front onto them. In November 2009, the council secured a Government grant of £267 million to invest in the much-needed work and on-going maintenance to the roads and pavements. This includes upgrading or improving roads, pavements, street lights, street cleansing, signs, benches and other street furniture, trees and drains. This upgrade work is scheduled to begin in 2013 and will make a significant difference to the look and feel of the borough.

What we will do to achieve this:

1. **Improve the boroughs open spaces** - We will improve the borough's open spaces, securing money from new developments to contribute to the improvement of local parks
2. **Enhance local biodiversity** - We will continue to protect our local biodiversity
3. **Protect our environment** - We will put measures in place to ensure that future development will protect and enhance the borough's open spaces, waterways and built environments
4. **Conserve our heritage** - We will continue to conserve and protect our valued local heritage sites
5. **Make significant improvements to roads and pavements** - We will improve and maintain the cleanliness and quality of our streets and pavements

How we will measure progress

- Improved street cleanliness: levels of litter and detritus

“Increasing community pride in Hounslow and generally improving the appearance of the Borough - large parts of which look grotty, run-down and not very well maintained.”

Borough resident

“Wildlife friendly parks/spaces considering all bird-mammal-insect life.”

Borough resident

Long term outcome

We will reduce our impact on the environment and protect ourselves from its effects.

More about this outcome

It is inevitable that the demands of a growing population will have an effect on the quality of the local environment in terms of noise and air pollution, and increased resource use. Climate change will also be a demanding environmental challenge, and the borough needs to be prepared for changes in weather patterns such as drought or flooding which can affect local services and people's health.

It is therefore essential that the correct balance between development and the use of natural resources and environmental protection is achieved. Locally, there are many things we can do to try and mitigate climate change and pollution such as reducing our emissions. This objective seeks to achieve a proactive partnership approach to local environmental management by focusing on the aspects we can influence such as reducing carbon emissions from energy and vehicle use and minimising resource use through recycling.

Why this is important for the borough

Hounslow is situated immediately to the east of Heathrow which maintains its position as the busiest airport in the world. Over 70% of Heathrow aircraft fly over the borough to land creating a noisy environment. Air quality is also poor because of the high number of vehicles on the major roads within the borough and pollution from aircraft. A poor environment can result in ill health and a lack of wellbeing, which has a negative impact on the quality of life for some residents.

Reducing emissions and tackling underlying issues of resource management must also be a key priority. This is due to the potential negative impact on quality of life from the effects of climate change such as increased flood risk and drought, but also issues such as fuel poverty as the cost of fossil fuels continues to rise. Consequently, we need to ensure that both new and existing development in the borough is as resource efficient as possible both to minimise its impact on the environment but to also protect our residents from social and economic costs of more limited resources.

The amount of waste we produce is increasing year on year and is linked to the growing population of the borough. We now offer one of the most comprehensive recycling services in London and residents are already recycling 34% of their waste. However, the cost of sending our remaining waste to landfill will continue to rise so it is essential we continue to increase our recycling rates.

What we will do to achieve this

1. **Continue to tackle poor air quality** - Implement measures to help improve the overall level of air quality across the borough, and put in place suitable mitigations measures required by new developments.
2. **Continue the campaign for a more sustainable Heathrow** - To ensure that future operations at Heathrow do not further compromise our local environment and to improve the level of noise mitigation available to residents.
3. **Reduce resource use** - Improve the energy efficiency of new and existing buildings within the borough through stringent development policies and retrofitting programmes.
4. **Promote sustainable transport** - We will get more people across the borough walking and using buses, trains, bicycles and the tube - and fewer routinely using cars
5. **Continue to increase levels of household recycling** - Reduce the amount of waste we send to landfill

How we will measure progress

- By reducing borough wide carbon emissions

"More focus on waste issues and introduction of alternate weekly collections for rubbish across the borough."

Borough resident

"A commitment to cycle lanes throughout the borough."

Borough resident

Economy

Long term outcome

We will be an attractive borough in which to invest and do business.

More about this outcome

The borough is already home to a number of international businesses, centres of commerce and business parks - part of a varied business sector that numbers around 10,000 businesses, 7,000 of which are small. Hounslow Together wants to build greater partnerships with our local business community supporting their development, encouraging their feedback and working together to attract and retain investment, business and jobs locally.

Hounslow Together needs to maintain this thriving economy and further improve it, attracting additional inward investment into the borough and supporting entrepreneurs to start up new businesses or social enterprises.

Why this is important for the borough

Hounslow is a borough full of potential - but not all of this is being capitalised on. The borough ranks in the top 15% of local areas nationally on the UK competitiveness index, but two of our town centres - Hounslow and Brentford - are currently underperforming.

We have a high rate of business start-up in the borough, but also a high rate of turnover, with 20% of our local businesses less than two years old. We need to provide support to these businesses, providing a more sustainable local business landscape and encouraging growth and job opportunities.

In the context of the current national economic climate, it is particularly important to support our local economy and local jobs market. There are a number of factors which can make our borough an attractive place to do business, such as; a skilled workforce, good transport links, a variety of available work spaces and places to network and do business close by. Our local economic assessment identifies actions we can take to improve this.

Our proximity to Heathrow and the M4 are pull factors for businesses looking to locate near London, however, it is also important that we support the growth of an economy

that is sustainable and not just reliant on Heathrow. It is estimated that currently 15% of local businesses are directly dependant on the airport and that nearly 11,000 Hounslow residents work there.

What we will do to achieve this

1. **Understand our business landscape** - We will continue to monitor our economic landscape and work with businesses to make improvements
2. **Partnership Town Centre management** - We will take a partnership approach to town centre management, with a focus on Hounslow and Brentford
3. **Retain and attract new business** - We will work to retain existing businesses as well as attract new businesses and inward investment to the borough
4. **Encouraging a strong business voice in partnership working** - We will develop partnerships with businesses that are robust and mutually beneficial, enhancing the borough as a place to do business
5. **Support business networking** - We will develop opportunities and spaces for businesses to network

How we will measure progress:

- Increasing levels of inward investment by monitoring business rates

"A university would attract people to spend money in Hounslow, but the town centres would need to be more versatile they currently are and provide better shopping experience with high end retail shops."

Borough resident

"To develop the business environment to attract both national and international investment based on local skills database and business friendly environment."

Borough resident

Long term outcome

We will be better educated and more skilled.

More about this outcome

Improving our children and young people's educational attainment, their transition into the world of work and continually improving our skills as adults is vital both to our personal achievement and our vibrancy as a local economy.

This outcome seeks to bring together our learning aspirations for children, young people and adults, to match the skills needed by employers with the education and training provision in the borough and to support lifelong learning to help people of all ages to develop their skills and abilities.

This outcome particularly seeks to target people who face barriers to employment, supporting them to gain the skills, experience or confidence they need to re-enter the workplace.

Why this is important for the borough

Our children achieve good attainment levels compared to national outcomes. Our standards start off low when our children begin school at foundation stage - with Hounslow at 106 of 152 local authorities, but by age 16, this figure has risen significantly to 21 out of 152 local authorities for pupils attaining 5 GCSEs A* - C. We need to build on this success and make sure our children and young people are achieving in key subject areas such as English and maths.

There are specific groups of children and young people who under-achieve at school - White British boys (in literacy) and those from Somali, Black Caribbean, Afghani and Traveller heritage, those claiming free school meals; children with special educational needs and looked after children. Supporting achievement for these groups will help to narrow the gap in terms of attainment and opportunities for these vulnerable groups.

While there has been continuous improvement in reducing the number of young people not in education, employment or training in Hounslow, with numbers equivalent to the west London average, this group is particularly vulnerable in the context of the national economic climate.

We need to support young people to enter the world of work and help to provide training opportunities that enhance young people's experience of the workplace.

Due to the recent reduction in English for speakers of other languages provision there is concern that new residents to the borough with English as a second language will have difficulty moving into employment.

Our working age population has a skills profile slightly below that of London as a whole. Our local residents are more likely to work in low skilled jobs, rather than for our big businesses. We need to improve the links between our businesses and our local workforce - helping to identify their skills needs and guiding local people towards appropriate training.

What we will do to achieve this

1. **Support and challenge schools** - We will support and challenge schools to continue to improve increasing the number that are 'good' or better, with this, improving the attainment of children and young people
2. **Improve adult skills** - We will reduce the number of adults with no qualification and increase the number qualified at level two or above
3. **Reduce the number of young people out of work** - We will reduce the number of young adults entering the labour market with no qualifications
4. **Increase apprenticeships and on the job training** - We will work with employers to increase the number of apprenticeships offered in Hounslow
5. **Increase access to English as a second language** - We will work with partners to increase English as a second language provision, particularly for those most vulnerable

How we will measure progress

- By increasing the number of all those residents aged over 16 qualified at level 2 or above

"Increase vocational training colleges. Encourage vocational as well as university education."

Borough resident

Long term outcome

We will have more and better local employment opportunities for residents of the borough.

More about this outcome

This outcome looks to develop the range of local job opportunities and help to make links between our local residents and local skilled jobs. Heathrow will remain a major employer of Hounslow residents - we want to work with Heathrow and BAA to develop the skills of those who work there. In addition, Hounslow Together wants our local residents to have the opportunity, skill set and confidence to enter into highly skilled employment close to home.

In particular, Hounslow Together wants to ensure that partners join together to tackle worklessness and support those people who are out of work to find local employment.

Why this is important for the borough

Sixty percent of the people who work within the borough, live outside of it. Our local residents are more likely to work in low skilled jobs, in particular it is estimated that 15% of our population rely on Heathrow and related businesses for employment - mostly in low skilled jobs.

There is considerable net out-commuting from the borough, with our residents commuting out of the borough for 'personal services' and 'elementary' occupations. Those commuting in, do so in for higher level occupations - so many of the borough's higher level jobs are taken by people living outside the borough. This is not unusual for London but the percentage of Hounslow residents employed within the borough has fallen. In 2001 36% of Hounslow's wage earning population worked in the borough, by 2008 this figure had dropped to 31%.

This in and out commuting places considerable strain on our transport infrastructure and causes considerable congestion on the borough roads. Working towards a better balance of in and out commuters will help to ease this congestion and improve business stability.

In 2009/10 overall unemployment in the borough stood at 8%. In some of our worst performing areas, the numbers of incapacity and out of work benefit claimants reaches 17%. There is a high incidence of younger people who move in

and out of employment rapidly- reinforcing the need, and our commitment, to support young people to gain the skills they need for working life and provide advice and guidance to enable young people to make informed choices about careers and employment.

The percentage of the population in receipt of incapacity benefit is 5.5%. These people may have been out of work for some time and will need particular support if they are to be rehabilitated into working life. These residents should benefit from the rollout of the new work programme.

The forecast for job growth in Hounslow to 2031 is only 8,000 however, so Hounslow Together will need to look at many different ways to help local people find skilled, sustained employment in the borough.

What we will do to achieve this

1. **Support local employment opportunities for residents** - We will encourage and enable Hounslow businesses to employ Hounslow people
2. **Jointly tackle worklessness** - We will work together to tackle worklessness and get people back into work quickly
3. **Match business skills needs with local training provision** - We will improve and develop intelligence on business skills needs
4. **Encouraging entrepreneurship and social enterprise** - We will support entrepreneurs to set up and maintain their businesses
5. **Supporting parents back into work** - We will support parents to return to work, improving opportunities for both themselves and their children

How we will measure progress

- By increasing the percentage of local residents employed in the borough

"Work with local businesses to create job opportunities and reduce unemployment."

Borough resident

Our Ambition Projects

1. Town Centres

More about this project

Our town centres should be the hearts of our communities, providing work, leisure and commerce opportunities easily accessible to those nearby. Two of our four town centres, Hounslow and Brentford, are currently rundown and require significant investment to ensure that they continue to meet the needs of their local communities.

Hounslow Together will work together to take a partnership approach to regeneration in all local areas, tackling the lower level annoyances of litter or town centre crime as well as working towards larger scale regeneration and attracting inward investment.

Next steps

- Develop plans and proposals for the regeneration of Hounslow and Brentford town centres
- Support the development of neighbourhood forums and neighbourhood plans in interested local areas

2. Leisure and/or Performance venue

More about this project

Key to successful local areas and town centres in particular is the availability of a diverse range of leisure and cultural activities, which support a thriving day and evening economy. A number of residents have told us that they would like to see a cinema or a large leisure facility in the borough, to provide a destination for residents of all ages.

This project seeks to attract a large leisure or performance provider to establish a venue in the borough. It would be preferable for this venue to be multipurpose, providing an additional community space.

Our current leisure providers are also key to our borough's vibrancy and supporting these providers to maximise their positive impact on the borough is a priority. An example of this is supporting Brentford FC to relocate to a new site within the borough.

Next steps

- Identify a potential site for a leisure/performance venue
- Begin talks with potential leisure/performance providers

3. Green high tech industry

More about this project

Building a sustainable local economy is a high priority for Hounslow Together and the partnership aims to work together to attract inward investment, with a particular aim to attract green high tech industry to the borough, boosting our low carbon economy.

Through our support for business start-up and social enterprises we will promote the growth of 'green' enterprise at all levels of our local economy.

Next steps

- Identify opportunities for green high tech industry in the borough as part of our inward investment strategy
- Provide support for 'green' business startup and 'green' social enterprise

4. University borough

More about this project

Universities are recognised as key players in local areas, stimulating the local economy and attracting businesses and investment nearby to meet the demands of the university's population. Having a local university is also seen to be key to raising educational aspirations locally.

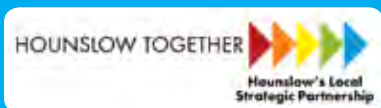
Attracting a university to establish a campus locally is a big ambition and one that will be tricky with the current economic climate, but it's one that Hounslow Together is committed to working towards for the future. In particular, the partnership aspires to attract an overseas university, from a growing economy, to establish a campus locally.

Alongside this, we will support and grow our existing network of higher education provision to create 'Campus Hounslow'. By building relationships with existing higher education providers, local businesses and skills providers, we will ensure that people of all ages in the borough have access to a diverse range of education, skills, training and apprenticeship opportunities.

Next steps

- Promoting 'Campus Hounslow' and raising awareness of local higher education provision
- Completing a feasibility study on attracting an international university to establish a campus locally
- Identifying a potential site for a new campus in the borough





C/O Corporate Policy, Performance and Communications Unit
London Borough of Hounslow
Civic Centre
Lampton Road
Hounslow
TW3 4DN

Tel: 020 8583 2531
Email: hounslowtogether@hounslow.gov.uk
www.hounslow.gov.uk/hounslowtogether