

**ONE
HOUNSLOW**

Ambitious for Hounslow

LONDON BOROUGH OF HOUNSLOW
CORPORATE PLAN 2022 – 2026



**London Borough
of Hounslow**

An outstanding Council serving an outstanding Borough

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AMBITIOUS FOR HOUNSLOW

At a time when we need to look out for each other more than ever, our commitment to residents and businesses in the borough is stronger than ever.



Cllr Shantanu Rajawat
Leader
London Borough of Hounslow

The last two years have hit the borough hard – global pandemic, falling wages, rising numbers of people relying on benefits. Covid highlighted pre-existing problems in Hounslow, including structural weaknesses in our economy. The pandemic also exposed deep inequalities - those with the least were often those who suffered the most.

Emerging from a pandemic, we are now entering a period of higher inflation and lower living standards. National problems are playing out locally. We will confront these problems locally as well, ensuring that tackling equality is at the heart of our approach. Our response, as a Council, and as a borough, cannot be a timid one.

Making Hounslow the best it can be will only happen when we come together. Those with a stake in Hounslow – residents, businesses, charities, community groups, the Council and our partners in the wider public sector – are the ones who will make a difference.

That means real-life improvements that make things better locally. That means building on our successes and doing new.

That means protecting and improving the services residents rely on. That means backing local businesses, local people and local communities.

The challenge will require us all to do things differently – and this Corporate Plan sets out what that change will mean for the Council.

We will transform how the Council works, remodelling public service for a post-pandemic world – preventative, insight-driven, and grounded in local communities.

We will explore new ideas and technologies to serve the borough better. We will work with, and listen to, individuals, communities, and neighbourhoods in new and improved ways, radically overhauling how we engage and collaborate.

We will be more local than ever before, supporting people and places across the borough, committed to making our neighbourhoods even better.

What won't change is our belief in the borough, our desire to serve local people

and businesses well, and our ambition for Hounslow. We are committed to being an outstanding council serving an outstanding borough.

We were ambitious for Hounslow before – delivering both pre-pandemic and during Covid – and were recognised as Council of the Year in 2021.

We are ambitious for Hounslow now – supporting the borough's economy, protecting those who need our help, making the case for Hounslow, and fighting against inequality and for our residents during a cost-of-living crisis.

We will be ambitious for Hounslow in the future – transforming what we do and how we do it to deliver a fair, green, and more equal borough where people from all walks of life can thrive.

We believe passionately in public service and the ability of the Council to be a force for good in the communities we serve.



Our Corporate Plan

How it works and what it is for

Ambitious for Hounslow is the London Borough of Hounslow's key corporate strategy. It sets out the Council's vision for the borough and, taken together with our Delivery Plan and Financial Strategy, explains how we will deliver and fund that ambition.

The Corporate Plan describes the place we are proud to serve and the challenges the borough faces. It sets out the aspirations we have for Hounslow.

Based on our desire to see a borough that is greener, healthier, cleaner, thriving, safer, and liveable, the Corporate Plan details what this would mean for the people and businesses of the borough. It explains what we'll be tracking to see if Hounslow is heading in the right direction and what we will do ourselves to deliver for the borough.

It describes the Council as an organisation – what we do, how we do it, the way in which we collaborate across the borough and the values that shape how we act. Throughout, the Corporate Plan describes an organisation that is committed to Hounslow and collaborating with others to help secure a borough that works for all.

OUR BOROUGH

The statistics and the story of an extraordinary place

Hounslow – we’re not only London in microcosm, we’re also the world in one place.

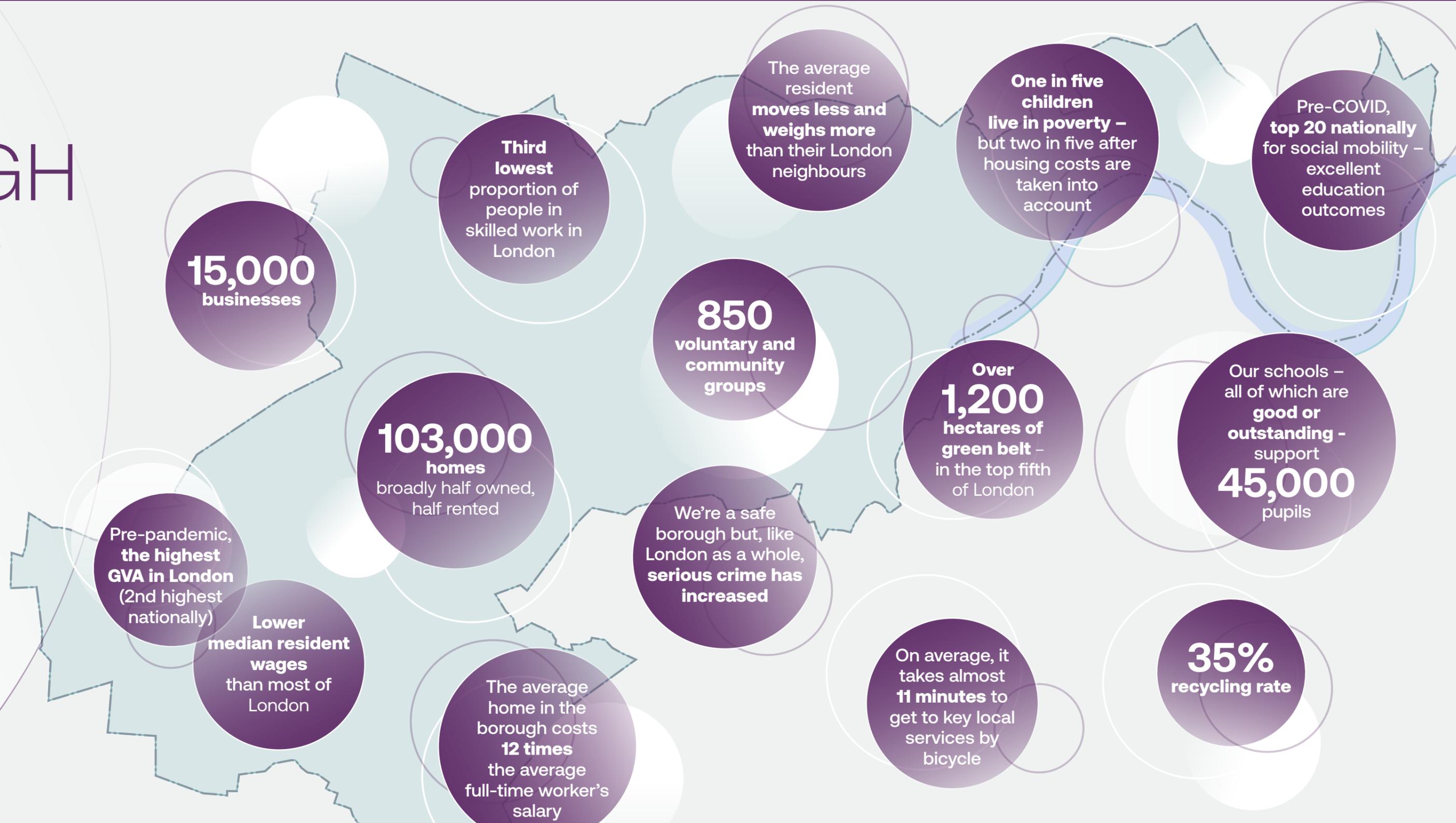
We stretch from Zone 2 to the Home Counties. We are home to 288,000 people. 117,000 of us were born outside of the UK. In total, we speak 188 languages. We are historic houses and hi-tech start-ups. We are magnificent green spaces and vibrant enterprise. We are international trade and local talent.

We’re a place of contrasts. Hogarth’s House and Heathrow’s hinterland. Brentford FC and Bedfont Lakes. Sky TV and Syon Park.

Before COVID, we were one of the most connected places in the world and yet were surprisingly disconnected from each other. The pandemic brought us together, creating connections which hadn’t existed before.

The borough was far from perfect before the impact of Covid and its economic shocks, so we don’t want a return to 2019. We want better - a more equitable and resilient borough fit for the future.

A place where everyone can live well and thrive - a place that is bustling, vibrant, and busy – a place full of inspiration and opportunity.



OUR ORGANISATION

What we do

Hounslow Council covers twenty-two square miles and touches the lives of 288,000 residents every day. Our services run the alphabet - from moving abandoned vehicles and providing adult social care to tackling youth offending and inspecting zoo animals. We are there for everyone.

✔ **103,000 homes** have their recycling taken away each week

✔ **Tens of thousands of cars, buses, and bikes** travel on our **412 miles of roads** each day

✔ **Our social care teams** help keep **1,900 children** safe

✔ **Across our capital, general revenue, housing revenue, trading companies, and locally maintained schools' budgets,** we spend over **£1bn each year.**

✔ **14,000** local people exercise in our gyms every month

✔ **We provide council housing** to more than **13,000 tenants**

✔ **We inspect hundreds of restaurants and takeaways every year, keeping customers safe and food standards high**

✔ **We answer over 250,000 calls** through our contact centre each year

✔ **Provided £2.8m in grants** to community groups

✔ **4,100 adults** receive social care and support

Democratically accountable and locally responsive, we were Council of the Year in 2021 but we aren't resting on our laurels. We are committed to the borough and recognise that, if we want to continue to be an outstanding council, we can't stand still.

That means a willingness to adapt and an ongoing commitment to deliver outstanding, modern public services. That means putting residents front and centre of everything we do.

We're part of the borough, not apart from it. We want to understand how we can make things better. We're radically overhauling how we help local people contribute to the decision-making process.

We never forget we are stewards of public money. We ensure what we spend delivers good value, good services and wherever possible supports local businesses. We are a modern, digital council. We are easy to do business with. We have the borough's best interests at heart.

Our Programmes

We want people to have the very best experience when interacting with us or using our services.

Our **Transforming our Community Experience** programme will build a new, joined-up approach to addressing resident and community needs - modernising the way we interact and transact with everyone who has a stake in the borough: residents, visitors, businesses, and partners. Providing a quality experience and information and advice about local services, help, and support.

Every resident, business, partner and community organisation should be aware of, and able to shape, decisions about the issues which matter to them.

The **Radical Overhaul of Engagement** programme will help ensure voices across the borough are heard and acted upon.

We want a borough in which all citizens and communities enjoy equal opportunities, better life chances, education and health outcomes.

Our new **Equalities, Diversity and Inclusion Strategy** will see us understand the borough better, shape ambitious standards for diversity and inclusion amongst our workforce, and help the Council promote these standards to other large employers in the borough.

Hounslow Council wholly owns the Lampton Group - a commercial organisation with a public service ethos, driven by making a difference to our residents. The Group is building wealth in Hounslow's communities by investing, employing and sourcing locally.



OUR PRIORITIES

The borough we want to see

What matters to local people and local businesses matters to us.

Our work is focused on six priority ambitions for a borough that is greener, healthier, cleaner, thriving, safer, and liveable.

What follows sets out for each priority ambitions what the borough would look like as these ambitions are being met.

As no single organisation has all the answers to achieving these stretching ambitions, systemic indicators help us all understand if we, as a borough, are on track.

Moving from the borough to the Council, we then highlight both the key activities and the transformative programmes we are delivering that contribute to each priority ambition.

Our specific contribution as a council is kept under regular review through our performance regime, shared with Councillors and council officers, and citizens.

Delivering what matters

- ✓ A Greener Hounslow
- ✓ A Healthier Hounslow
- ✓ A Cleaner Hounslow
- ✓ A Thriving Hounslow
- ✓ A Safer Hounslow
- ✓ A Liveable Hounslow



A Greener Hounslow

Hounslow is ‘green’ but we want to be greener still. That means building on what we have, to maintain a pleasant environment whilst thinking afresh about how we urgently address the climate emergency.

We want to see people live in a sustainable borough, where clean air, environmentally conscious transport options, employment in green jobs, and access to green spaces improves wellbeing.

How we will know the borough is on track:

- ➔ NUMBER OF GREEN JOBS
- ➔ PROPORTION OF ENERGY EFFICIENT HOMES
- ➔ PROPORTION OF JOURNEYS BY BIKE, ON FOOT OR PUBLIC TRANSPORT
- ➔ PROGRESS TOWARD ‘NET ZERO’

What we will do:

- ✔ Plant **20,000** more trees and grow more wildflowers in our parks
- ✔ Reduce carbon emissions by **50%**
- ✔ Invest **£5 million** to ensure our parks and open spaces remain among the best in London
- ✔ Generate **25%** of the energy the Council uses
- ✔ Achieve **45%** of the borough classified as Green Infrastructure
- ✔ Ensure all **council housing meets Energy Performance Certificate (EPC) Band B** or is as energy efficient as practically possible
- ✔ Improve our **resilience to flooding**

How we will do it:

We will take a systematic approach to what we will do - through rigorous programme management. Our major programmes underpinning our approach to creating a Greener Hounslow.

Our Programmes

Place matters. Well-maintained properties and well-run estates that people are proud to call home are an important parts of what makes a good community.

The **Council’s Estate Investment Plan** will create and maintain decent and safe homes and estates where residents are proud to live.

The borough’s open spaces are open to everyone. We want to see these green assets bring benefits to all.

Our Parks and Green Infrastructure programme will improve local biodiversity and help create a sense of ownership and community involvement toward local green spaces across the borough.

The climate emergency poses an existential threat to us all. We need to show how ‘green’ can make a positive difference to residents and businesses.

Low Carbon Neighbourhoods will offer a cutting-edge approach to becoming a Net Zero Council and Borough by 2030, placing Hounslow at the vanguard of tackling climate change nationally.

In July 2020, our 10-year Climate Emergency Action Plan set an ambition to achieve ‘net zero’ carbon emissions by 2030 across Council operations. The plan also set out our intention to work with residents and stakeholders to help reduce wider borough emissions.



A Healthier Hounslow

From cleaner air to social care, the choices we make as individuals and as society influence our own health and wellbeing and the health and wellbeing of others.

We want to see people enjoy good health, live well and independently, and keep active throughout their lives.

How we will know the borough is on track:

- ➔ CHANGE IN HEALTHY LIFE EXPECTANCY
- ➔ PERCENTAGE OF RECEPTION AGE CHILDREN WHO ARE A HEALTHY WEIGHT
- ➔ SMOKING RATES
- ➔ ACTIVITY LEVELS

What we will do:

- ✔ Improve the borough's **air quality** by providing safe walking and cycling routes and good public transport options
- ✔ Work with the NHS to integrate **health and social care** ensuring services are designed around residents
- ✔ Develop **low carbon neighbourhoods**
- ✔ Promote **increased physical activity** for all through building awareness and engagement with a range of health promoting activities across the Borough
- ✔ Roll out more than **2,000** additional electrical vehicle charging points
- ✔ Intervene early to **support children's mental** wellbeing and prevent crisis
- ✔ Support our most vulnerable residents to live as **independently** as possible for as long as possible

How we will do it:

We will take a systematic approach to what we will do - through rigorous programme management. Our major programmes underpinning our approach to creating a Healthier Hounslow.

Our Programmes

Social care provides care and support to more than 4,000 men and women who need our help the most.

Our **Adult Social Care system reform** programme will ensure we are doing the right things in the right way, demonstrating impact, and making a real difference to people's lives.

The last few years have been hard on many of us - and that includes the borough's younger generation.

Working with our partners across our integrated care system, our **Children and Young People's Mental Health** programme will ensure the right support is in place for those who need it.

Notwithstanding individuals' desires and the best efforts of health and social care systems, too many local people miss out on the chance to live healthy, independent lives.

Our **Health and Care Integration** and **Independent Living** work will ensure citizens receive the right support, at the right time, in the right place.

A healthier Hounslow isn't just about the NHS. It's better to help people stay in good health than focus solely on the consequences of ill health.

The **Council's Transport Programme** will support residents make healthy travel choices, reduce the number of serious injuries and deaths on the borough's roads, and improve air quality.

Our new **Health and Wellbeing Strategy** will see us learn from our response to and the impact of the pandemic on our communities. It will be about more than ensuring equitable access to, experience of and benefit from health and care services, it will be about prevention and early intervention, creating opportunities for people to live healthier, happier and wealthier lives.



A Cleaner Hounslow

We want to see a borough that is clean and litter free, reflective of the pride people have in their communities.

We will actively combat fly tipping, ensure waste and recycling are collected in a timely manner, and embed consistently high rates of residential and commercial recycling.

How we will know the borough is on track:

- ➔ HOUSEHOLD RECYCLING RATES
- ➔ COMMERCIAL RECYCLING LEVELS
- ➔ INCIDENCE OF FLY TIPPING
- ➔ STREET CLEANLINESS RATES

What we will do:

✓ Reduce rates of flytipping by at least **25%**

✓ Invest **£2 million** in pavement improvements

✓ Introduce the **Special Waste Service** across the borough

✓ Encourage **more people to recycle** more of their waste

✓ **Maintain our roads,** keeping them among London's best

How we will do it:

We will take a systematic approach to what we will do - through rigorous programme management. Our major programmes underpinning our approach to creating a Cleaner Hounslow.

Our Programmes

People value their local environment and are deeply frustrated by flytipping and other acts of environmental damage.

So are we. That is why the **Cleaner, Greener** programme will see more street planting, improved street cleaning, and a renewed focus on stopping flytipping and littering.

The vast majority of people take pride in their local area. Not everyone does the right thing, however, and the costs of these anti-social actions are borne by us all.

Our **Enforcement Review** will look at how we best tackle the poor behaviours that blight neighbourhoods.

Using less and reusing more of what we do use is one way in which we can all make a contribution to a cleaner borough.

Our **Waste and Recycling Plan** will set out how we will encourage people across Hounslow to reduce their environmental footprint and increase the amount they recycle.



A Thriving Hounslow

A strong local economy, offering good work to well-educated, skilled local workers, offers the greatest opportunities for us all.

We want to see local people flourish in a borough which is home to good-quality education, training, jobs and successful businesses and where they live in strong, prosperous communities.

How we will know the borough is on track:

- ➔ GVA RATE - THE TOTAL VALUE OF ALL INDUSTRIES IN HOUNSLOW
- ➔ THE PROPORTION OF PEOPLE WITH SKILLED JOBS
- ➔ NEW BUSINESSES STILL TRADING AFTER TWO YEARS
- ➔ THE MEDIAN RESIDENT'S ANNUAL WAGE

What we will do:

- ✓ Ensure all young people and their families have access to the **support, education, training or employment** they need
- ✓ Build **digital inclusion** to help people make the most of work and skills development opportunities
- ✓ Continue to pay at least the **London Living Wage** and encourage local businesses to do the same
- ✓ Provide an **enhanced offer** for care leavers
- ✓ Address the effects of the pandemic on **young people's learning**
- ✓ Work with partners to create and **support access to good work**, ensuring all residents can benefit from growth sectors and the transition to a green economy
- ✓ Give under 5s access to high quality **early-years education**
- ✓ Provide **business support** to help firms launch and grow.

How we will do it:

We will take a systematic approach to what we will do - through rigorous programme management. Our major programmes underpinning our approach to creating a Thriving Hounslow.

Our Programmes

Hounslow's economic outlook is best served by an economy which is inclusive, diverse, resilient and sustainable.

Prosperity and Place will see us work with communities as we collectively create vibrant, thriving, healthy places. Good growth, the right skills, and progressive planning will reduce inequalities and ensure the benefits of economic activity are more equally enjoyed.

We want every young person, regardless of family background or personal circumstances to achieve their full potential.

The **Youth Skills and Employment Guarantee** will support young people from 14 to 25 years old, helping them enter higher education and good-quality, reliable work, setting them up not just for the early stages of their career but for life.

The early years of a child's life have a disproportionate impact on their future wellbeing. Helping early can nip problems in the bud.

Children's Model of Care will see a single point of contact connecting families with what matters to them, supporting their child's development and wellbeing. By acting early, we can do everything within our power to help families, and children, thrive.

Every child deserves the chance to live well and flourish.

The **Special Education Needs and Disabilities (SEND) programme** will help children have the best possible start in life. Prompt access to local, high-quality education, health and care services will support children as they grow and ensure they are well-prepared for adulthood.



A Safer Hounslow

Safety is a basic human need and one that should be a fundamental right for everyone in Hounslow.

We want to see the borough as a safe place with low crime levels and somewhere people feel safe and secure.

How we will know the borough is on track:

- ➔ OVERALL CRIME RATE
- ➔ RESIDENT PERCEPTIONS OF SAFETY
- ➔ LEVELS OF ANTI-SOCIAL BEHAVIOUR
- ➔ RATES OF ROBBERY OFFENCES

What we will do:

- ✓ Invest over **£15 million** to create safer neighbourhoods and tackle anti-social behaviour
- ✓ **Reduce violence** against women and girls
- ✓ **Protect vulnerable residents** by reaching out to those at most risk of being affected by crime
- ✓ **Support victims,** and the children of those affected by domestic abuse and violence, and work with perpetrators, where appropriate, to prevent further abuse
- ✓ Implement an **early intervention** approach to reduce serious crime among young people
- ✓ **Keep people safe** in their own homes by conducting regular building safety reviews

How we will do it:

We will take a systematic approach to what we will do - through rigorous programme management. Our major programmes underpinning our approach to creating a Safer Hounslow.

Our Programmes

We are committed to keeping Hounslow a low crime borough and a safe place to live, work, study and visit, and we know we need to do this in partnership with our communities.

Our **Safer Communities Strategy** sets out how we are making this aspiration a reality.

Violence against women and girls is unacceptable and we are working tirelessly to tackle it.

Building on our **White Ribbon Town status** shows not only that we won't tolerate violence against women and girls but also that we are actively mobilising communities, altering social norms, and increasing awareness of the issue.

Children who see, hear, or experience the effects of domestic abuse are victims in their own right. The impact of domestic abuse on children can last into adulthood.

That's why our innovative **Children Affected by Domestic Abuse** programme provides help to any school-aged child and their non-abusive parent in Hounslow.

Young people are disproportionately affected by crime.

Our **Safer Communities Operational Team** will bring organisations together and, working alongside communities in their local neighbourhoods, will help keep younger residents safe.

Whilst we all want a safer borough, a single uniform approach will never deliver our ambition.

Our **preventative work** sees us active in specific neighbourhoods, working with local people and addressing the root causes of crime and anti-social behaviour.



A Liveable Hounslow

No matter where we come from, having strong local connections makes life better.

We want to see people live in homes that work for them and in neighbourhoods where they can belong, look out for each other, and play a role in their local community.

How we will know the borough is on track:

- ➔ NUMBER OF AFFORDABLE HOMES
- ➔ HOUSING AFFORDABILITY RATIO
- ➔ BOROUGH FOOTFALL DATA
- ➔ RATES OF LONELINESS

What we will do:

- ✓ Build **1,000** council homes
- ✓ Buy **1,000** more social rent homes for the borough's residents
- ✓ Invest **£300 million** in improving the quality of our council estates
- ✓ Ensure our neighbourhoods and towns have **liveability at their heart**
- ✓ Make the **best use** of council buildings across the borough
- ✓ Develop **better ways** of engaging and working with residents, communities, and businesses
- ✓ Create **more opportunities** for local people to contribute to decision making locally
- ✓ Do all we can to alleviate the **cost-of-living crisis**
- ✓ **Support asylum** seekers and refugees
- ✓ **'Keep it local'** and build community wealth

How we will do it:

We will take a systematic approach to what we will do - through rigorous programme management. Our major programmes underpinning our approach to creating a Liveable Hounslow.

Our Programmes

We all have insight and experience that can be brought to bear to make the borough the best it can be. We want to hear from, and learn from, the widest range of voices and perspectives.

Our **Radical Overhaul of Engagement** will raise the bar, transforming how we listen to, and work with, local communities. It will mean that every resident, business, partner and community organisation is aware of, and able to shape, decisions about the issues that matter to them.

If people rent their home from the Council, they deserve a modern, responsive tenancy service

Our **Transforming Housing Tenancy Management** programme will overhaul how we work with tenants and how we care not only for their home but also their neighbourhood.

At the heart of local neighbourhoods, good Council buildings are hubs for the community – places to meet, to learn, to grow that are open to all.

As well as helping the Council best meet the needs of individual communities, our **Future Asset Strategy and Locality Model** will ensure we have the right buildings in the right locations

We have a track record of building properties that people can call home.

Hounslow's **Council House Building Programme** continues this commitment, seeing us both build low-carbon Council homes and secure more homes for local people and for those in need.



OUR ETHOS: ONE HOUNSLOW

Who we are

One Hounslow is how we think and how we act. It's a spirit, a culture, an approach.

One Hounslow is all about people and place. It sees us wrap services, activity and resources around our residents. Our Community Solutions approach looks beyond organisational boundaries and administrative convenience, with a focus on early help and prevention, and getting the best results for people.

Spirit

We achieve far more working in partnership with others than we can alone. Collaboration with our local communities, businesses, organisations and partners is our default. We galvanise the borough to work as one.

Culture

We believe passionately in public service and are proud public servants. Our actions are driven by five core values: Lead With Heart, Be a Rock, Do New, Harness the Mix & Pass on the Power.

Approach

Our spirit and culture shape how we work, whatever we're doing. The One Hounslow way has six guiding principles – place-based; co-creation; community wealth building; tackling inequalities; data-driven; green by design.



One Hounslow means that we will be:

Place-based

Adopt a place-based approach, working in the borough's many distinct localities, and recognising that we achieve more by working with people and organisations where they live, rather than by keeping them at arm's length.

Co-create

Put people at the heart of what we do – not as passive recipients of services but as active co-creators who are involved and engaged in what matters to them, and who shape what we do through clear processes and straightforward decision making.

Building community wealth

Take the opportunity to build community wealth wherever we can, and focus on preventing, rather than fixing, problems – after all, it is better to address something before it becomes an intractable issue.

Tackling inequalities

Tackle structural inequalities wherever they become visible – because poverty and disadvantage in all its forms limits citizens' potential and stops the borough being the best place it can be.

Data-driven

Make decisions informed by data and insight in all its guises, we will embrace digital and the opportunities it brings, and we'll always consider value for taxpayers' money.

Green by design

Embed green principles in everything we do - because combatting climate change has to be front and centre of our efforts to protect the borough and its residents.

OUR PARTNERS

We provide public services and local leadership. With our democratic mandate, we know we are uniquely placed to connect and convene. We also know we do not have a monopoly on good ideas and need to be comfortable following as well as leading.

Through our One Hounslow spirit of collaboration by default, we bring partners and residents together, working across organisational boundaries to achieve for the borough. That means we work with all who care about the borough, regardless of organisational background.

We don't just consult. We engage, we collaborate, we co-produce. We work alongside the public, private, or voluntary and community sectors as well as community organisations or committed individuals.

What matters isn't where you come from, it's where you're going and that we share the same commitment to, and ambition for, Hounslow.



OUR CULTURE & VALUES

We have a culture of high standards and values, and hold ourselves to them.

Lead With Heart

We're here for the people of Hounslow. We work together with them and for them with care and compassion, with patience and in partnership. We put ourselves in other's shoes, remembering that every person is different, and every interaction is a real moment in their lives.

Do New

We need to do things differently if we're going to help Hounslow people thrive. Hard work is important but it's not enough on its own. We need to challenge ourselves to break new ground, invent new approaches, try new ideas, keep moving forward and keep improving. That means being ready to stop doing things we've done before.

Pass On The Power

The world keeps on changing and we need to change with it. We won't be able to adapt fast enough to the future needs of our residents if we stick to old fashioned command and control. We need to hand over responsibility and give people more power to make decisions and take action themselves. It's about being transparent and straightforward. It's about providing tools and support.

Harness The Mix

We work together, across disciplines and roles. We talk lots, share our insights, our skills and experience. We're not interested in siloes or defensiveness. We're always open to different approaches, we're flexible and ready to adapt. We break down the barriers between our parts and people to unlock the problem-solving power of our amazing mix of minds.

Be A Rock

There's lots to do and people need us. It's up to us to take the initiative. To take responsibility. To stand up and be counted. Everyday. It's about being super focused, effective and efficient. It's about allocating our resources smartly and with good rationale. But most of all, it's about having the strength and determination to keep on going through thick and thin.



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