



HOUNSLOW TOGETHER   
Hounslow's Local  
Strategic Partnership

# Future Borough Strategy

## 2018-2035

Cranford | Brentford | Heston | Feltham | Hounslow | Isleworth | Hanworth | Chiswick | Bedfont

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# Section 1: Background

## The Future Borough Strategy

The Future Borough Strategy is the Community Strategy for the London Borough of Hounslow. It sets out a long-term vision for the borough (to 2035), the key challenges facing the borough to achieving that vision, and develops collective priorities to 'future proof' the borough to those challenges.

In 2017, the Board agreed to refresh the previous [Future Borough Strategy](#), which had been adopted in 2011. It did so in acknowledgment of the scale of growth, churn and change that the borough has experienced over the past decade, that these changes are likely to continue ahead, and that these will impact on the people, places and relationships that make up the borough.

## The Hounslow Together Partnership

The strategy is owned by the Hounslow Together Board, a partnership made up of public, private and voluntary/community sector leaders. Its role is to:

- Collectively agree a long-term vision for the borough
- Through it organisations, partnerships and networks to influence strategies and activities to achieve the long-term vision
- Undertake activity to address identified challenges that are not currently being addressed through the boroughs organisations, strategies or partnerships.

## Engagement

This document was shaped and agreed by the Hounslow Together Board. This document has been produced following:

- The thinking and work of the Hounslow Together Board over the past two years
- An update on the evidence base for the borough that identifies the trends, issues, strengths and weaknesses faced by the people that live and work here, the places they live in and in their relationships; and
- A programme of engagement with residents and representatives of key organisations from across Hounslow Borough to better understand their fears

and aspirations for the future of the borough up to 2035. This programme consisted of:

- Area forum presentations;
- four partnership meetings;
- five workshops with residents;
- two workshops with people with special needs;
- two officer workshops;
- one workshop with young people; and
- Extensive communications, promotions, social media, newsletters and emails.

This engagement resulted in over 2,500 comments and statements reflecting people's aspirations and concerns for Hounslow in 2035. These aspirations and concerns were then analysed and shared with the Hounslow Together Board to produce the set of narratives reflecting consensus about places, people, and their relationships, set out in Section 2.2.

The narratives were then coupled with the evidence base to inform a refreshed Vision for Hounslow in 2035, which is set out in Section 3, to inform what we believe are the key challenges to achieving this vision set out in Section 4, and our thinking about our priorities moving forward (set out in Section 5)

## Formal Consultation

A formal internal and public consultation period ran from 14 February 2018 to 14 March 2018. The responses were collated and incorporate for consideration by the Hounslow Together Board in March 2018.

## Adoption of the Strategy

The Board agreed the strategy in March 2018. Each of the partners agree the strategy through their own governance arrangements. The evidence base, the outcome from the engagement and the consultation responses will continue to be used beyond this strategy. These are being disseminated to, and are being actively considered, by partners as they consider their own future plans and activities. This is the Board's influencing role, taking the learning and strategic direction back into their organisations and day-to-day work.

# Section 2: Evidence and Engagement Responses

The strategy set out below has been created through research and engagement. Below we set out the evidence research and residents' opinions and views that have helped to shape the vision, identify the key challenges and key priorities for joint partnership action.

## 2.1 Evidence Base

The evidence base was developed in September 2017 under the identified themes of People, Place and Relationships and are set out here:

- [Paper 1: People based outcomes](#) | • [Paper 2: Place based outcomes](#) | • [Paper 3: Relationship outcomes](#)

### Key statistics for the borough

#### PEOPLE



Approximately **274,000** people live in Hounslow



The number of people living in Hounslow is likely to have increased by **35,000** to 309,000 by 2035

**50%**

**50%** of people in Hounslow have a black or minority ethnic heritage



There is a population turnover of approximately **1 in 6** people every year



**Two fifths** of Year 6 pupils have excess weight and a quarter are obese

#### PLACE



Almost **40%** of the borough is green if include private gardens



We have **60** wildlife sites, 1,225 hectares of Green Belt, 1,123 hectares of open space.



There are almost **11,000** businesses in Hounslow but 93% employ less than 20 people



2010-15: Economic output (GVA) per head increased by **34%** - the highest in UK



Almost **10%** of the workforce are directly employed at Heathrow

#### RELATIONSHIPS



According to AGE UK risk of loneliness, LBH is in top **25%** Boroughs in England



**15%** of Hounslow's pop is divorced, widowed or separated (below national levels)



**8%** of households are lone parent households (Above national levels)



Only a **quarter** of carers in Hounslow report that they had as much social contact as they would like



**14%** of residents claimed to have volunteered in 2016 (Compared to 19% nationally)

## 2.2 What you told us

As mentioned, the development of this strategy relied on an extensive engagement process with residents and stakeholder groups. The key messages or perspectives of the Borough that emerged from the workshops conducted with members of the community, have been summarised in three main themes: *Place, People and Relationships*. The summaries attempt to capture a consensus view of a wide diversity of contributors.

[Click here to view the narratives drawn from the consultations.](#)

### PLACE

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"I am concerned that the Borough where I live is identity-less, it's not a destination, it's where people pass through going somewhere else to live or work or play."

"I also worry that there is a general lack of pride in the place - the environment is noisy, dirty and polluted; the town centres are neglected and uninviting; the range of cultural and leisure activities on offer are dying and under-funded."

"Whilst wanting decent, affordable housing, I fear it's developer-led, rather than resident-led developments, which has resulted high rise buildings and Hounslow's open and green spaces being threatened. I want the Council and its Partners to listen and engage the community to develop 'better not bigger' and maintain our suburban feel and cultural heritage."

"I can see that Hounslow is full of potential, with assets that, if capitalised on by working in partnership, can stop the Borough heading wrong way by 2035."

### PEOPLE

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"We need to care for the most vulnerable, especially people who are homeless or mentally ill. I am worried about health care and particularly about mental health care services and social care. I believe the government should do something about it."

"I worry about crime within the Borough making it unsafe for us to go out. But I am not really worried about terrorism."

"Education is very good in the borough, in fact some people come here because of our schools. I think the Borough would benefit from increased investment in the upskilling and training of people, to create a higher skilled workforce and improve employment opportunities."

"I am disappointed and frustrated with the lack of social, entertainment and leisure activities in the Borough, which creates a lack of lifestyle aspirations for us, as residents."

### RELATIONSHIPS

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"My concerns for the future are a reflection of my experience: Not enough is done to support the community groups I value; I have seen a decline in the sense of community spirit and support; I feel excluded from the institutions that claim to represent me and have difficulty influencing the organisations and technologies that are driving so much development and change."

"I hope that more people do get involved. I think public services and commercial organisations should acknowledge the importance of my views and the views of my friends and neighbours, that has made sure that the borough of Hounslow is still attractive with the distinctive town and village centres that has been key to Hounslow's economic success."







# Section 3: Vision

This section uses the evidence base and engagement to set out a draft vision and identity for the London Borough of Hounslow. As well as addressing concerns, it seeks to build upon the fantastic assets we already have in our borough.

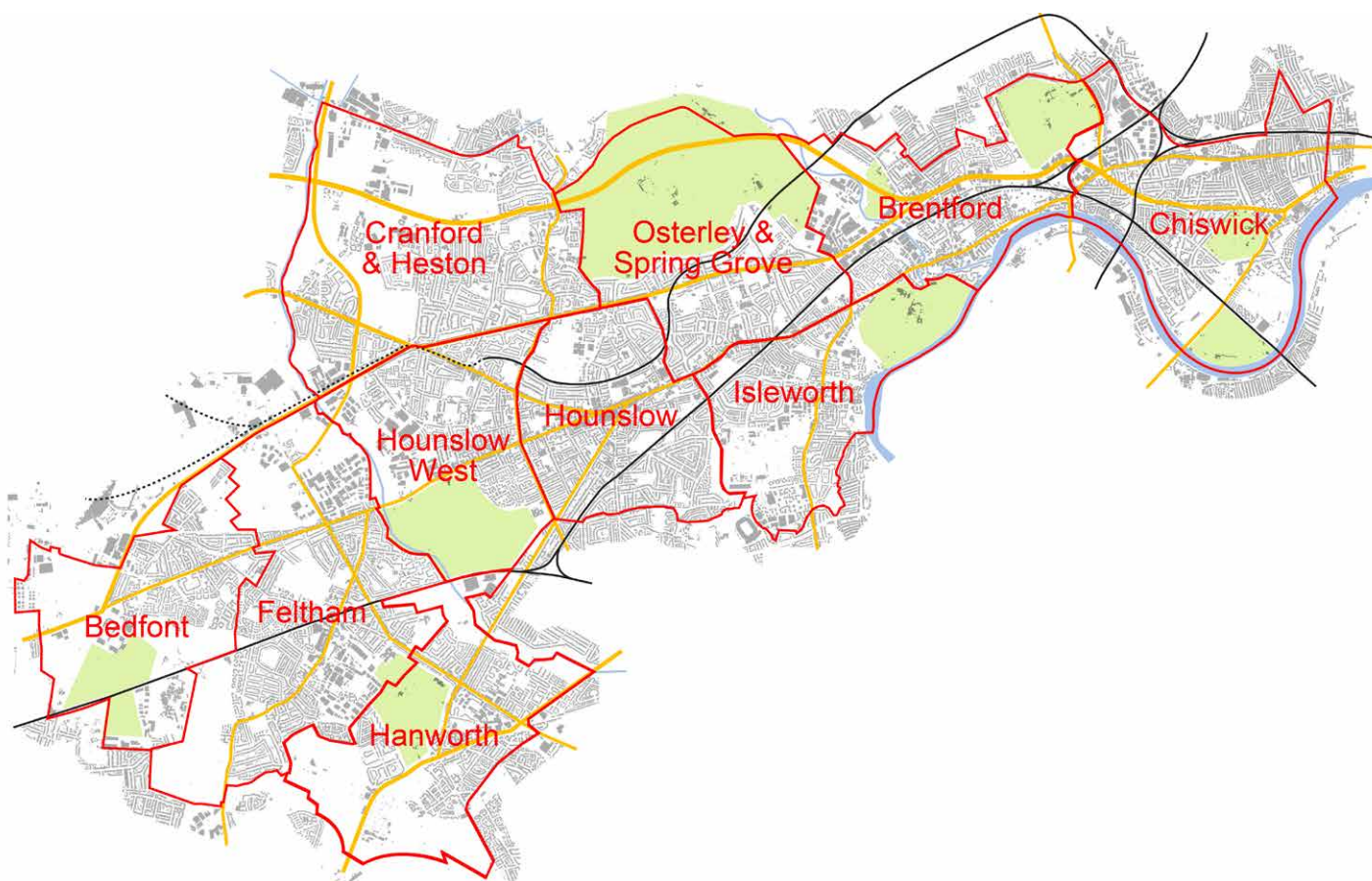
## 3.1. 'A vision for Hounslow 2035'

The borough of Hounslow will be a destination where people choose to live, remain, work, play and visit. It will remain a borough made up of distinct and prosperous places, each retaining its own unique character, function and history. Our communities and the individuals within will be safe, healthy, happy, connected and able to achieve their ambitions by being in the borough.

## 3.2 Vision Statement for 'Place'

The Local Plan identifies 10 districts that make up the Borough, setting out a spatial strategy for each (see fig 1). By 2035 each of these will continue to retain their identity and character.

**FIG 1. SPATIAL STRATEGY FOR TEN DISTRICTS**



Over the next 15 years, the growth of the area and economy will be used as an opportunity to reinforce distinctiveness, strengthen inclusive communities, provides necessary levels of infrastructure and strengthens the sense of place as a location and destination.

By 2035 the borough will have achieved its potential as a business location, building on its position between London and the Thames Valley, adjacent to Heathrow and the M4. The economy will have benefited from strategically important business clusters driving growth, research and educational opportunities and creating jobs and opportunities that have been taken up by local people.

Reduced daily commuting, with improved north-south communication routes and rail linkages and greater

uptake of walking and cycling, will have reduced levels of congestion. This, along with improvements in technology and behaviours, will have led to a marked reduction in air and noise pollution. The boroughs environmental assets and ecology will be protected, better connected and recognised as key borough assets.

The borough's open spaces, heritage and assets will be recognised as destinations and used frequently both by residents and visitors alike. There will be much improved and self-sustaining cultural offer that celebrates local history and distinctiveness. The borough's creativity will be more widely recognised and locally celebrated. Our town centres will provide a vibrant and differentiated leisure and shopping experience within an attractive environment that serves the local population but attracts residents from further afield.

## LOCAL PLAN FOR HOUNSLOW



Chiswick will continue to be a much-loved neighbourhood characterised by its low-rise, compact grid pattern nestled along the River Thames, well-known for its heritage assets such as Hogarth House and Chiswick House and leafy streets, riverfront walks, collection of pubs and its thriving High Road.

Brentford and the Great West Corridor, will have benefited from high levels of regeneration to deliver much needed housing and jobs, as well as improved infrastructure, retail and leisure.

Osterley and Spring Grove will retain its residential character with a renewed focus on infill and peripheral development. This will ensure that the area's heritage assets and its green and blue infrastructure, such as Osterley Park, are protected.

Isleworth derives much of its special character from its relationship with the River Thames, a major influence on its settlement pattern. The area has undergone significant growth in the past 100 years, with interwar and post-war housing estates filling in any remaining gaps in the townscape, with little further potential for development.

Over the next 15 years Central Hounslow will benefit from significant growth, predominantly on brownfield sites in and around the High Street. This growth will be supported by a coordinated regeneration program of massive public and private sector investment, which will help to transform the high street into a prosperous 24-hour town centre community. The high street will recapture its civic role with the relocation of Hounslow Council offices which will help strengthen it as a place to do business, network, meet friends, shop and live,





supported by a transformed public realm and new cultural and leisure attractions.

The cluster of restaurants, shops and cafes in and around Hounslow West tube station has a distinct character which differs from the busier and more built-up Hounslow town centre to the east. Development should build upon the subtleties of character, the heritage assets and the green and blue infrastructure found in the district.

Once two separate villages, Cranford and Heston are today merged together, with swathes of housing dissected by busy highways. The denser historic cores of Heston Lane and Cranford High Street/Bath Road provide a mix of retail, business and civic uses. Cranford and Heston will continue to be a residential district that will see small infill development. New development should militate against noise impacts arising from the proximity to Heathrow Airport.

Feltham is a powerful regional magnet for employment, retail and leisure and continues to be a major focus

for regeneration both in the borough and in Greater London as a whole. Feltham town centre will see retail, employment and residential growth, building on and adding to its existing. Feltham is an Housing Zone location within the Heathrow Opportunity Area. The North Feltham Trading Estate will continue to be protected as a designated Strategic Industrial Location.

Bedfont is predominantly residential, though there are large areas devoted to employment uses such as trading estates, utilities and a business park. There are very large areas of open space, much of it natural or semi-natural, reflecting the district's Greater London fringe location. Bedfont merges almost imperceptibly with Feltham to the east. Development will focus on respecting and enhancing Bedfont's established character.

Hanworth is predominantly residential though there are large areas devoted to employment uses in the form of trading estates and utilities both centrally and on the fringes. The main historic core is focused on the parish church and the site of the manor at the south end of Hanworth Park.

### 3.3 Vision Statement for 'People'

The diversity of places within the borough will cater for and be attractive to people from all socio-economic and cultural backgrounds. Individuals and families will choose to settle and stay in Hounslow for its excellent education, leisure, health and housing provision. There shall be access to local job opportunities, including more high-value employment and residents will have the skills and abilities to meet the demands of the changing job market. Everyone will be able to achieve their aspirations and potential whilst living in the borough, and will be proud to live here.

Residents of all ages will feel safe in the borough and crime rates will continue to be low. People in the borough will choose healthy and sustainable lifestyles and behaviours, physically and mentally, regardless of background. During times of change and stress, people will have the capacity, ability and support to become agents for change, in order to adapt and subsequently thrive, both in their economic and personal lives.

Those who are vulnerable on a longer-term basis, or due to their stage of life, will have the support needed to maintain independence for as long as possible, wherever that is appropriate and in the best interest of that person.

### 3.4 Vision Statement for 'Relationships'

The borough will be known to actively promote and protect relationships and ties that welcome, bind, protect and support people and communities. This will be a networked borough, connecting people and places through their associations, through shared interests and good neighbourliness. During times of change and hardship, interventions will seek to protect relationships in the same way we protect people and places.

Citizens of all ages, communities, organisations and institutions will work ever more collaboratively. Where problems occur, they will act together to swiftly find local solutions and treat the causes, not just the symptoms of the problem. Hounslow will remain a tolerant, cohesive borough, known for its community spirit, where people from different backgrounds get on with one another.

More and more residents will be active citizens, involved in their local community, supporting friends and neighbours and those of different generations, welcoming new people, and taking ownership for their local area. There will be a strong and valued community and voluntary sector with more people volunteering in the borough.



# Section 4: Key Challenges

The evidence provided and engagement undertaken suggest several high-level challenges that the borough will face in realising the vision outlined above. In identifying these high-level challenges, we have focussed on those issues that will have a significant impact on the borough in the long term and affect multiple sectors and organisations. These are:

## GROWTH

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GLA projections estimate that between 2018 and 2035 the Borough's population is expected to grow by over 31,000 people to a total of 309,487 (for the GP catchment areas this is predicted to be 315,000 people). This represents a population increase of approximately 11.2%. To accommodate these new residents, a total of 21,820 new homes are currently forecast to be built. The London Plan currently requires a total of 2,182 homes to be built each year, and land restrictions will require higher densities and an ongoing shift from suburban to urban living environments.

## HOUSING MARKET

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Housing prices and incomes will be the key local drivers. Housing supply (despite growth) is unlikely to meet demand, increasing price yet further. This will see a continuation of many home owners cashing in on their assets (or using them for income in retirement), or seeking a different quality of life and moving out of the borough. For more people, private renting is the norm, but rent levels are too high for some without sharing, leading to more overcrowding.

## POPULATION CHURN AND CHANGE

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Migration will continue to be a major factor in population change, accelerated by increased reliance on renting. Current emerging communities are likely to expand and settle with new emerging communities likely to come from countries currently experiencing conflict, with economic migration reducing post-Brexit. By 2035, almost 16% of the population will be over 65; a rise of more than 4%. The number of residents aged over 80 will almost double from 8,488 to 14,547, making up 4.7% of the population. If recent trends continue, life expectancy in 2035 will have increased from 83.9 years to 87.4 years for

females and from 80.0 years to 86.5 years for males. Despite the increase in population size, birthrates themselves, a key driver of population growth today, are forecast to slow from 15.5 per 1,000 to 13.5 per 1,000 – or approximately 143 fewer births annually. The percentage of 0-19 year olds, currently at 25.6%, will decrease slightly to 23.4%.

## JOB MARKET

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The changing nature of work, the advent of Artificial Intelligence and its applications will mean huge shifts in the job market, the roles available, the skills needed and how we work. This will create massive economic change for businesses, employees and institutions but also opportunity. Job growth is forecast to grow by 8,000 but local ambitions are more in the region of 20,000. In Hounslow, the existing mismatch between skills levels and local opportunities could exacerbate with greater polarisation between high and low paid work. This will also impact on commuting patterns. The future of Heathrow as a driver of jobs and investment will continue to be important.

## ENVIRONMENT

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The international focus on environmental sustainability will grow as impact increases. With economic growth comes greater density, both of population, movement and the built environment. There will be environmental challenges arising from this, from street cleanliness to waste, to air quality to public health. The borough's infrastructure from utilities to open space, roads to waste, will also come under increasing strain from the combination of growth, greater expectations and more limited public finance.

## INSECURITY

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Underpinning many of the comments received through the engagement was an underlying sense of insecurity, linked to change, a feeling of lack of control and less security around issues such as income and future care needs. Many of the above challenges are likely to compound and may increase such feelings, and in so doing may increase levels of tension and mistrust whilst also manifesting itself in terms of future demand for services.







# Section 5: Priorities

The challenges listed above are significant and fundamental. The organisations within Hounslow Together will work within the remit of their services and the partnerships they form to address these in the short and medium term. The priority for the Hounslow Together Board must, therefore, be to plan for the longer-term, working on the cross-cutting issues to future-proof the borough, our communities and its citizens.

The central theme of the Board's work will be to build the resilience of individuals, communities, services and institutions so that we might best navigate forthcoming challenges. The priority areas emerging are:

## PROMOTION AND IDENTITY

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How do we ensure that the borough and its districts are recognised as destinations where individuals, families and business wish to visit, locate and stay? What are the existing unique selling points and distinctive heritage, art and cultural assets that we should be developing and promoting? What are the gaps in the offer? What will Hounslow and its distinctive places be famous for and its residents proud of?

## INFRASTRUCTURE

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Given the levels of growth, change and churn anticipated, and the need to support residents, communities and businesses whilst protecting our environment, what infrastructure will be required to allow the borough to thrive? This question needs to consider infrastructure in its widest sense, to incorporate communications, transport, services, connectivity, facilities and utilities.

## RELATIONSHIPS AND NETWORKS

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How do we create, improve and sustain the relationships that bind and support people of all ages and communities from all backgrounds in times of need, and help people to achieve their aspirations. What is the role of places and spaces in supporting this and likewise events and activities? How do we develop the right kind of relationship between citizens, communities, businesses, organisations and

institutions to facilitate flows of information and knowledge, support collaborative decision-making, and provide opportunity? What is the future role of services in helping people who are struggling or in crisis to develop healthy relationships that improve wellbeing?

## WORKFORCE SKILLS AND SERVICES

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What is the future shape of the local and regional economy? What clusters will emerge and what are the skills that will be required? How do we ensure that our town centres and employment centres provide the best range of employment opportunities for residents? What is needed to ensure that residents are best placed to secure existing jobs and are able to develop to access new opportunities through development and retraining? As key local employers, what can we do collectively to promote our future workforce needs? How can businesses better support our wider aims?

## BEHAVIOURS

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Public services are reaching the limit of what can be achieved to improve outcomes through traditional models of interventions. The underlying drivers of outcomes are opportunity, resources and behaviours. We address opportunities elsewhere and resources will remain limited at best. So how do we develop new interventions to shift behaviours of individuals and communities? How do we encourage new, or reinforce old, social norms that have positive impacts on wellbeing? What is the role of community structure and organisations in achieving this?

## INSTITUTIONS AND PARTNERSHIPS

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How do the institutions that serve the borough need to adapt to meet these challenges and progress the priorities? How can the partnerships between residents, communities, businesses, organisations and institutions be strengthened to promote greater shared purpose and pooling of talent and resources for the benefit of the borough? What are the opportunities to pursue and deliver the priorities in the course of our everyday business activity? How do we link to and utilise wider expertise and knowledge?

# Section 6: Moving Forward

## HOW WILL THESE PRIORITIES BE DELIVERED?

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This strategy is very different to the previous strategy and reflects the new challenges we face as a borough. It helps identify priorities designed to future-proof the borough from the challenges it will face. In doing so, it has raised challenging and fundamental questions that will need to be answered to inform the actions and interventions required to deliver on these priorities.

During 2018/9 the Hounslow Together Board will lead a series of policy commissions designed to produce answers to these questions and develop a series of recommended policy responses and interventions to be set out in actions plans for each of the priorities. The commissions will not stand alone. There will be many linkages across them, for instance behaviours, networks and identity for instance. These linkages will need to be captured by the Board as the policy commissions develop.

This will be a change for the partnership in terms of role and workload, and there will need to be early discussions with regards to leadership and resource to drive the programme of work.

## BUILDING ON OUR ASSETS

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As the evidence base sets out, there is so much that is good about the borough of Hounslow. There are significant assets, strengths and advantages to build on. Indeed, within the engagement there was a real sense that we are not currently making the most of what we have.

And so in all we do moving forward, there will be a focus on recognising and maximising what we have first rather than focusing only on gaps. In this way, we will retain all that is good about our borough, its places, people and communities and ensure that this is not lost, and building a borough of which we are all proud.







## Future Borough Strategy 2018-2035

Hounslow Together Board

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