

# A BOROUGH PLAN FOR RECOVERY



**One Hounslow, Forward Together**

# COMMEMORATION

In memory of those who have died during the pandemic; to give thanks for their lives and the contribution they made; and to mark the impact coronavirus has had, and will continue to have, on the people and places that make up the London Borough of Hounslow.

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# THIS PLAN

Our Recovery Plan, One Hounslow, Forward Together, is for local residents, businesses and partners. It is a collaborative plan, developed by the Hounslow Recovery Board – a collection of people and organisations, brought together by the Council, who are committed to ensuring the success of our borough.

It first highlights how we supported the borough through the first wave of COVID-19, before explaining the impact of the global pandemic on Hounslow and the emerging social and economic challenges. It then describes what we intend to do to help the borough thrive over the coming months and years. It focuses on our major new initiatives and doesn't list everything we are going to do to support residents and businesses. And, as the situation changes, we will need to adapt and take advantage of opportunities and rise to challenges as they emerge.

Our recovery plan is ambitious and innovative, and flexible enough to cope with the unexpected. At its heart is the commitment to build on the partnership working which has underpinned our borough's inspiring response to COVID-19 so far. A greater focus on working with local communities must underpin not only our plans for recovery but also the way in which the Council collaborates with others. And it will.

The better we work together and the more purposeful our partnerships become, the greater the likelihood not only that recovery is secured but that Hounslow's future will be built on the firmest foundations; foundations for a fairer, greener, stronger borough.

*While the world in which we operate is changing at break-neck speed, our commitment to being an outstanding Council serving an outstanding borough remains constant.*



## FOREWORD

Cllr Curran  
Leader, Hounslow Council  
and Chair, Hounslow  
Recovery Board

Coronavirus and the lockdown it brought about has posed an threat to our way of life.

Some local people have lost their lives; others their livelihoods. And yet, across the borough we've responded strongly. The story of the last eight months is one of communities pulling together, and of the Council and our local partners pulling out all the stops to meet the challenge head on.

Since the pandemic struck, the London Borough of Hounslow has supported more than 22,500 shielding residents, provided £37m of support grants to local firms, introduced protective measures to ensure that people could move safely around the borough, and helped rough sleepers get off the streets. At the same time, day-to-day business has continued. Frail residents continued to get the support they needed. Bins continued to be emptied.

We are only part way along a very difficult journey. Major economic shock is following hard on the heels of the public health emergency. We're one of the hardest-hit boroughs in London - almost 56,000 local workers have been furloughed and over 9,000 people have lost their jobs since March. And the upcoming months look bleaker still - up to 40,000 jobs at risk and a possible £1bn lost from our local economy due to the downturn at Heathrow alone. We were a borough whose economy was growing fast just a year ago. COVID-19 has slammed on the brakes - we need to do all we can to ensure this is only a temporary change in the borough's fortunes.

Furthermore, COVID-19 has not been the great leveller some suggested. Health, wealth and wellbeing are intimately connected, and the impact of the pandemic has been hardest for those who are already at a disadvantage. Things need to change. What is more, that change needs to be created and made real locally. It can't be imposed from Whitehall.

It's not enough to aim for a return to the status quo – the pandemic has shown that wasn't working, and it won't rise to the further economic and environmental challenges we may face. That's why we

are committing to an ambitious plan for liveable fifteen-minute neighbourhoods, revitalised town centres that make sense in a post-pandemic world, and tackling the systemic inequalities that COVID-19 has brought to the fore.

It's not enough to clap for key workers – we also need to recognise that some of the people we've relied on most heavily during the pandemic deserve a much better deal. That's why we are committing to tackling barriers to career advancement, helping people move into sustainable, secure employment, and developing a far-reaching plan to tackle poverty in the borough.

It's not enough to think that old approaches will work in a post-COVID world. That's why we're committing to representative engagement giving a voice to all, community solutions to help people before they are in crisis and working more collaboratively our partners to have a real impact across the borough.

It's not enough to expect a broken economic model to deliver what we need. That's why we are committing to supporting local businesses and local jobs through the way we buy goods, investing in community wealth building which will see more money spent locally, and introducing plans for a thriving low carbon economy in the borough.

It's not enough to expect recovery to happen on the cheap – That's why we're backing people who want to improve the borough through our Thriving Communities and Green Recovery Funds, calling on government for an Aviation Communities Fund, and investing over £1 billion to improve our estates.

Our recovery plan, sets out that we all have a role to play. As Leader of Hounslow Council, I'll ensure the Council continues to speak up for the borough and push forward plans to ensure recovery delivers for residents and businesses. At the same time, the Council cannot have all the answers – the recovery the borough so keenly needs will only be achieved if we work together as one Hounslow.

# A ROCK FOR OUR COMMUNITIES

During the first wave of the pandemic, we:

Established a  
Community Hub to  
support  
**22,500**  
shielded residents  
and thousands more  
vulnerable people

Made over  
**30,000**  
additional home  
visits,  
checking people  
were safe

Used  
local knowledge to  
**secure PPE**  
to provide tens of thousands  
of items each week  
to care providers



Distributed over  
**£630,000**  
hardship funding  
to more than 4,200 residents  
in receipt of council  
tax support

Cared for  
**2,380**  
vulnerable and key  
worker children

Supported  
**450**  
local volunteers  
who wanted to  
get involved with their  
community



Helped schools  
across the borough  
to continue  
**educating pupils**

Gave  
**£40,000**  
support to foodbanks  
and local charities



**Redeployed**  
dozens of Council staff  
to help shielded residents

**Redesigned**  
public spaces  
and parks  
to keep people  
safe and active

**Collected 6%**  
more waste and  
recycling  
and ensured 99.8%  
collections took place

Provided over  
**1,000**  
extra parking permits  
for health and care  
workers

Provided  
a virtual library with access  
to almost  
**60,000**  
e-books and  
**9,000**  
e-audio items

Given  
COVID-19  
**advice and guidance**  
to hundreds of local  
businesses

Housed over  
**150**  
street homeless people  
and supported others  
without secure  
accommodation

Collected  
**940**  
extra tonnes  
of household  
and green  
recycling

Provided  
**30 minutes**  
of free parking to  
all volunteers –  
one of the most generous  
schemes in London.



Distributed  
**£30m**  
grants to more than  
**2,000**  
local businesses



Provided housing  
advice and support  
to over  
**6,000**  
residents



# ONE HOUNSLOW APPROACH

United we stand – working together for recovery

We knew that supporting Hounslow through recovery, and achieving our ambitions for a fairer, greener, stronger borough was not something we could do alone. As with the first wave of the pandemic, it would require a joint effort, a major collaboration of local organisations, businesses, community groups and others. Thankfully, there were no shortage of people wanting to get involved to help lead Hounslow through the tough months ahead.

Our approach – driven by four recovery taskforces, focusing on community, on economy, on social and wellbeing, and on green recovery – was designed to help us ensure our interventions were both grounded in evidence and ambitious for the borough. Where we saw we needed to understand more, we made use of expert insight to inform our thinking.

Each taskforce was led by Cabinet Members and included Council staff, representatives from major local organisations and businesses, and academics. Their work was overseen by the Hounslow Recovery Programme Board. Chaired by Council Leader Steve Curran, on it sat senior representatives from a range of local organisations, all committed to Hounslow.



## The Recovery Board members

**Councillor Steve Curran**, Board Chair and Leader of the Council

**Councillor Shantanu Rajawat**, Vice-Chair and Cabinet Member for Finance and Corporate Resources

**Councillor Lily Bath**, Deputy Leader of the Council and Cabinet Member for Housing and Social Inclusion

**Tracy Aust**, Principal, West Thames College

**Becky Coffin**, Director of Communities, Heathrow

**Dr Annabel Crowe**, Chair, Hounslow Clinical Commissioning Group

**Victoria Eadie**, Chair, Hounslow Education Partnership

**Diana Foxlee**, Director of Sky Spaces

**Chief Superintendent Peter Gardner**, West Area Borough Commander, Metropolitan Police

**Sam Gurney**, Regional Secretary, East and South East England, Trades Union Congress

**Neil Impiazzi**, Partnership Development Director, SEGRO

**Nick Moore**, Managing Director, Barratt London

**Tom Pocock**, Managing Director – Land and Planning, Berkeley St Edward

**Barbara Tilley**, Chief Executive, Ealing and Hounslow Community Voluntary Service

**Jon Varney**, Chief Executive, Brentford FC

# HARNESS THE MIX

We knew we needed systemic change – to do new, ignore boundaries and hear different voices.

The local effects of a global pandemic and a national lockdown hit Hounslow hard. The clinical impact of COVID-19 has, rightly, been to the fore. In Hounslow 241 people have died. We know that at least a further 2,000 have contracted the virus

As serious as this clinical picture is, the indirect impacts of COVID-19 will have a greater effect still on the borough. To assess these impacts properly, we needed to take a step back and understand the bigger picture.

We needed to understand not only how the borough was affected, but also how we could plan a recovery that would work for the borough. The pandemic highlighted stark systemic problems. To address these structural failings, our recovery needed to move beyond a plan that saw a return to February 2020 as ‘mission accomplished’.

Our Recovery Plan is based on a level-headed assessment of the evidence. It draws on local insight, London-wide intelligence, and national data. It is built on neighbourhood engagement, listening to residents, businesses and local organisations, and bringing in independent expert perspectives.

Individual taskforces worked with a range of contributors from communities and businesses, charities and universities, think tanks and faith groups. This breadth of collaboration challenged us to think harder about what we wanted to achieve and how we could make it happen.

We also regularly brought taskforces together to understand the interrelationships between places, people, work, and wellbeing. Independent experts also had a seat at the table, including world-leading forecasters Oxford Economics, nationally renowned think tanks the Centre for Local Economic Strategies, Rocket Science and Collaborate CIC, and highly-specialised consultancies.

This mix of experience, perspectives and specialisms has strengthened not only our collective understanding of the challenges the borough faces but also the ways in which we need to work differently to move forward together.

## Independent experts

- ARUP
- Centre for Local Economic Strategies
- Centre for London
- Circular Economy Club
- Collaborate CIC
- London Councils
- London Waste and Recycling Board
- Natural England
- Oxford Economics
- Rocket Science
- Cranfield University
- University of Westminster
- Vinci Concessions
- WSP
- West London Alliance
- West London Business
- West London Waste

# EXPERT INSIGHT, CONSTRUCTIVE CHALLENGE

Credible technical analysis, external advice and listening to our communities has driven our recovery planning.

## → Economic Impact

A dramatic fall in passenger numbers and cargo at Heathrow means a quadruple whammy – threat to jobs located at the airport, threat to jobs associated with airport activity and supply chains; loss in local spending by people whose livelihoods depend on these jobs; and impact on businesses that have located around the airport because of the international destinations it serves.

**We knew we needed to understand the full economic impact our communities are facing, so we could plan to support them. We commissioned global econometrics consultancy Oxford Economics. Its analysis found:**

- 16,000 Hounslow residents work in jobs that rely on Heathrow
- 43,000 jobs at risk in total due to wider impact
- Up to £1bn could be lost from the local economy
- Job losses will impact lower skilled, lower paid, young and 50+ residents most,
- BAME communities will be disproportionately affected

Aviation communities like Hounslow need targeted support.

## → Community action

The pandemic showed the ability of voluntary organisations and community groups to respond at pace and in creative ways. However, it was clear that our relationships with this diverse and disparate sector were not consistent or strategic. We needed to find out why.

**Through an external review of our Voluntary, Community and Social Enterprise (VCSE) sector**

**by policy and research experts Rocket Science, we discovered the potential benefits of a more coherent approach which - through intelligent grant funding, commissioning and procurement – could boost connections and grow the capacity of the sector.**

We also gained valuable insight into how we could make better use of the Council's position as an anchor institution and how thinking about community assets can support groups as well as wider civil society. This is in addition to practical measures – such as the repurposing of our Thriving Communities Fund – which have already kick-started a new approach to collaboration between the Council and community groups by supporting local schemes.

## → Community voice

One of Hounslow's great strengths is its fantastic diversity, we really are a world in one borough. However, the pandemic emphasised that we don't engage with all communities equally. The voices of Black, Asian and other Minority Ethnic residents, as well as younger people, are too often missing from conversations about decisions affecting their lives and the wider borough.

**We know we need to do better and brought in the Centre for Local Economic Strategies to review our current engagement practices and advise on how we can embed genuine representation at the heart of what we do.**

Meaningful engagement, particularly with those groups who are being disproportionately impacted by COVID-19, is not a nice to have; it's essential to a successful recovery. We need to hear from everyone so we can support them as best we can, learn from their experiences and ideas, and make sure decisions and policies are grounded in what communities want.

## → Green innovation

Building on our Climate Emergency Action Plan work, COVID-19 further highlighted environmental trends that risk dwarfing the impact the pandemic has had. A transition to a low carbon Hounslow could also address some of the challenges emerging from the last eight months – insecure employment, an economy overly reliant on certain industries, threats to mental health and wellbeing – while building on the unanticipated positives – greater community connection, improved air quality, greater appreciation for parks and the environment, and more walking and cycling.

**We used a series of innovation laboratories (iLabs) to begin a bold, collaborative approach to develop our collective thinking about a low carbon world. Academics, businesses, community members, developers, thinktanks and others with partners across London came together to develop a shared understanding how to make the most of any green recovery.**

Even in the face of significant immediate challenges, people have seen the opportunity to work as one, addressing broader issues through the development of an ambitious green and low carbon future.



## Our Borough Conference

**More than 200 people from community groups, businesses, NHS staff, faith leaders and residents attended what is thought to be the first borough-wide recovery conference of any local authority in the UK.**

The event in September was an opportunity to hear about the Council's emerging plans and help shape them, as well as bring new experiences and generate new ideas, through workshops and discussions covering the topics we knew mattered to most to people.

## → The views of our residents

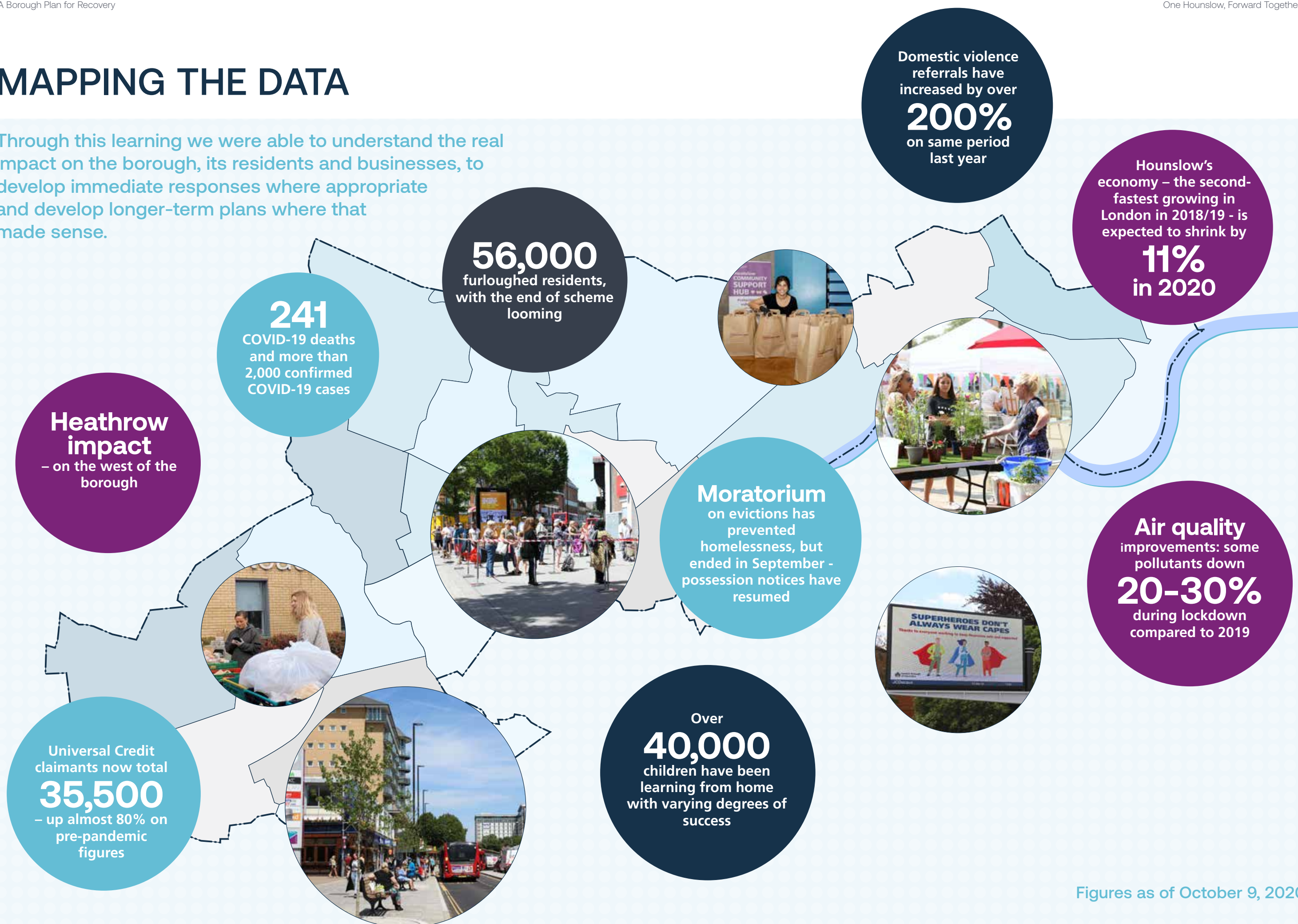
**More than 1,000 residents responded to our survey to give their views on COVID-19 and lockdown.**

- **Fear of the virus and uncertainty** about a second wave or further lockdown were widespread. Many would not feel confident going out until a vaccine is developed.
- Many thought social distancing and masks would be a **long-term feature of our lives**, and were frustrated by people not following rules.
- Views were mixed on the **digital shift**, with some describing it as a lifeline and others finding it tough.
- Residents welcomed the **reduction in noise and pollution** from aircraft and vehicles, which many said led to increased health and wellbeing.
- Parents and school staff were **worried about children's education** and some were concerned about the mental health impact of the lack of social contact.
- **Worry over job losses** and their financial impact was widespread. Residents who were working from home mentioned advantages, like saving time and money, and challenges, such as isolation.
- While many residents enjoyed the extra time with children and spouses, others told us of the **challenges of caring** for sick, disabled and elderly relatives.
- Respondents were concerned with their and their family's **mental health**.



# MAPPING THE DATA

Through this learning we were able to understand the real impact on the borough, its residents and businesses, to develop immediate responses where appropriate and develop longer-term plans where that made sense.



Figures as of October 9, 2020

# AN UNEQUAL IMPACT

We recognise the different ways in which people have been affected by the pandemic and its consequences, and the importance of knowing more about the residents we are here to serve.

It is too soon to understand the lasting clinical impact of COVID-19. However, we do already know that the virus does not affect us equally. National studies show that older age, ethnicity, male sex and geography, for example, are associated with a greater chance of getting the infection, of experiencing more severe symptoms, and of dying with COVID-19.

Locally we know that the wider factors underpinning good health – such as quality housing, decent work, regular income, and a good education – are not available to everyone. If we overlay the threat posed by the pandemic, it becomes clear that someone who has a job where working from home is impossible, or an overcrowded home where three generations live cheek by jowl, may well find it harder to follow guidance and keep out of harm’s way. If someone is already in poor health the risk, should they catch COVID-19, is greater still.

Jobs in the retail or transport sectors which bring workers into regular contact with many people are more likely to be undertaken by younger, minority ethnic residents. BAME groups are also overrepresented in the health sector. At the same time, minority ethnic groups frequently have worse health than others in the borough – diabetes is significantly more common in people of south Asian heritage, for example.

The relationship between ethnicity and COVID-19 is complex but we are committed to doing all we can to improve the health and wellbeing of local residents.

A wide-ranging refresh of our Equalities Plan was agreed over the summer, and a Member-led taskforce exploring race inequality in Hounslow was established to improve our local understanding.

There is no uniform Hounslow experience. A single approach across the borough won’t work. We know that within individual towns and on individual streets, experiences have varied wildly. We need to develop hyper-local responses that recognise and respond to the pandemic’s impact on areas and individuals.



# SCALE OF THE CHALLENGE

We have a shared understanding of the issues we need to address through our recovery plan.



### Future impacts

The consequences of lockdown on children and young people’s learning, mental health and future job prospects are profound



### Health and wellbeing

The practical support needed across the borough, especially for those who need extra help, who are shielded, or who are frail



### Inequality

The pandemic has highlighted deep disparities, both ethnic and socio-economic, making it more urgent than ever to reduce poverty and inequality, improve food security, and enable people to live a good life in decent housing



### Varied impacts

Our recovery response must recognise that, from Zone 2 to Zone 6, different people and different parts of the borough have experienced COVID-19 in very different ways



### Precarious work

Too many residents are in work which limits their life chances. We need to help people find jobs that are fit for the future



### Business fragility

We need to help firms recover and to transition into new sectors, as well as attract and nurture new businesses, all through the lens of stimulating a low carbon economy



### Community capacity

Community power has come to the fore during lockdown – we must work better with people to foster local action and build on local assets



### Local renewal

Places shape people as much as people shape places. We will work with local people to make the most of the latest thinking to help transform neighbourhoods



# OUR RECOVERY COMMITMENTS

Our response needs to see us at our best. Whether business or individual, charity or NHS, faith group or council, we need to:



### Work as one

We can't do this alone. We will work with those who share our ambition for an outstanding borough, regardless of organisational boundaries.



### Act local

Pandemic and lockdown hit our diverse borough in very different ways. Individuals and communities will be better supported by bespoke local interventions.



### Champion the borough

Across London and nationally, we will always make the case for Hounslow. We will stand up for what matters to our residents and businesses, and make sure our borough's voice is heard.



### Focus on prevention

Prevention is better than cure. We will always try to tackle problems before they become insurmountable, not because it's cheaper but because it is the right thing to do.



### Support communities

We will work with people with a commitment to make a difference locally. We will control less and collaborate more, supporting the development and strengthening of social capital and connections.



### Use evidence

It's not enough to get data. We will turn numbers, stories, and experiences into an evidence base and act on that insight to support recovery.

# FOUNDATIONS OF OUR RESPONSE

A lot is already being done to minimise the worst impacts of COVID-19. What follows are interventions that will be at the forefront of our plans for recovery.

Some are immediate actions that address a pressing problem. Others are programmes that tackle systemic, structural issues. Taken together they provide a framework outlining our plans for recovery across the borough.



### Renewing local economies



### Tackling local inequalities

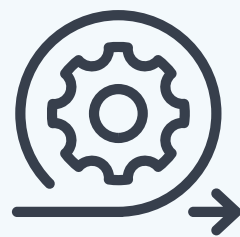


### Empowering local residents



### Reimagining local places





## Renewing local economies

The pandemic has highlighted weaknesses in our local economy – an over-reliance on some business sectors, firms unable to cope with economic shocks, and an economy where the benefits of growth have not been shared. Through recovery, we will work better with business in the borough, ensuring that we are a business-friendly location both for small businesses and larger employers. We will create conditions to support a broadening of the local economy, making the most of our cultural assets and carving out a reputation as a place where green business can flourish. We will do this whilst helping business be a force for good in Hounslow, working with firms to offer a good environment for good work and increasing the range of high-value jobs in the borough.

### That's why we are:

**Creating opportunities for businesses** – refocusing and expanding specific, tailored support for key business sectors; backing local SMEs through an expanded dedicated start up, micro and small business support offer; and working to attract new and existing, high-value, high-growth businesses to the borough.

**Stimulating green economic growth** – introducing a Green Enterprise Zone and Innovation District could transform local industries help address climate change and achieve net zero carbon by 2030. A Green Enterprise Zone will attract green innovation companies, creating a pipeline of jobs which can attract skilled workers to the borough as well as creating opportunities for residents to move into green jobs. Embracing a low-carbon economy could create new long-term employment, replacing jobs lost by industries in decline or which are currently experiencing setbacks.

Developing 21st Century green travel and logistics – a study to understand how the borough can use global city approaches to the movement of goods and people in to and out of Hounslow. This study will recommend ways to modernise logistics – a key local employer – and how to mitigate job losses in the transport and logistics industries. Informed by the impacts of

COVID-19 and future technologies, this work will consider the impact of reskilling, new careers and other job factors as well as map transitions to new technologies and logistics processes.

**Building community wealth** – spending locally, using local firms, and making the most of the local supply chain directly helps support businesses, jobs, and families in the borough. The Council will prioritise awarding of work to local companies; we call on others – from big business to individual shoppers – to do what they can to spend and help in keeping it local.



In times of economic uncertainty it is critical that the private, public and voluntary sector come together to develop and deliver a shared vision that will support sustainable economic growth, innovation and community resilience. We are delighted to be working collaboratively with Hounslow Council and so many inspiring partners to ensure the borough and its businesses and residents thrive.

**Neil Impiazzi, Partnership Development Director, SEGRO**





# Renewing local economies – making it happen

## → Create a business-friendly borough

- Ongoing local businesses support and guidance
- Refocus and expand the tailored, sector-specific support for key sectors
- New Economic Recovery and Regeneration Strategy
- Champion innovation districts to reshape and regenerate parts of the borough

## → Welcome higher-value jobs into the borough

- Establish an Inward investment program focused on drawing in new professional services
- Encourage green, creative and professional services to use space in town centres and growth hubs
- Focus on higher value jobs for local people
- Promote innovation in green enterprise, accessibility, green infrastructure and transport initiatives
- Use innovation districts to create and attract new high-quality jobs
- Work with partners to understand the impact of technological change on the logistics sector

## → Stimulate green economic growth

- Support a resilient, green and inclusive recovery
- Introduce a Green Enterprise Zone in the borough
- Attract green innovation companies
- Develop a pipeline of low-carbon job opportunities
- Develop green travel infrastructure in to and out of the borough
- Build on the Streetspace programme to make it easier, safer and more pleasant to walk and cycle
- Put the circular economy at the heart of how we operate, maximising the resources we use



## → Work better with business

- Develop new partnerships with local businesses
- Establish a business-led group to oversee projects and interventions
- Build on community and partnership action that emerged through the pandemic

## → Help businesses do good business

- Make data easily available to enable B2B conversations and partnerships
- Encourage and support ethical and social purpose
- Advocate and advise on fair, flexible and inclusive employment practices

## → Support smaller businesses

- Expand current provision of dedicated start up, micro and small business support
- Launch The Digital Dock in Brentford
- Harness digital infrastructure to help businesses access the tools they need to grow
- Support for start-up and micro digital tech, IT and TV, Media & Production creative sector businesses
- Improve links between SMEs and larger companies
- Increase business knowledge of local markets
- Implement Progressive Procurement policies across all of the Council and its Lampton Group of trading companies' tendering to prioritise awarding of work to local companies
- Maintain our Keeping it Local campaign to maximise spend in the borough
- Encourage businesses to use the local supply chain.

## → Develop the cultural economy

- Support and grow the cultural and visitor economy
- Promote, join up and add value to the marketing of the borough as a tourist destination
- Showcase our local leisure and culture offer and create Destination Hounslow

“

At a time of crisis, it is critical that business comes together with local communities to co-ordinate our response and work collaboratively on recovery. Our community is filled with hard-working, skilled people, and by working together with our local partners, we have the best chance to drive a sustained recovery for Hounslow and West London.

**Becky Coffin, Director of Communities, Heathrow**





## Tackling local inequalities

**The last eight months have shown that systemic inequalities still need to be addressed. Too many people's job outlook, health prospects and life chances aren't good enough. Our Recovery Plan needs to address those differences. We will target support to those who need help most, recognising that COVID-19 was never the great leveller some claimed. We will work with businesses and residents to promote better work and do all we can to combat job losses, because good, secure employment is key to wider wellbeing. We will help those parents, families and children who have struggled during the pandemic, and help ensure young people get back to school so that they can make the most of their talents.**

### That's why we are:

**Combatting job losses** – immediately assisting as many people as possible who have lost jobs or are at risk of redundancy to find employment or self-employment. An extended 'Work Hounslow' job brokerage service is intervening early to help those at risk of redundancy. We will work with employers to help keep people in jobs and to share information about new jobs as they become available. At the same time, we will be working with residents and partners in communities that have been particularly hard hit, ensuring targeted support is there for those who need it most.

**Joining-up advice** – cutting through the confusion around skills, jobs, and training and linking people to the right service in double-quick time. We will build on the success of the Hounslow Community Hub, which was a first point of contact for many residents during the early days of the pandemic. As the nature of help needed changes, the Hub will become a wider 'one stop shop' for support and guidance – a key element of which will be skills and employment provision.

**Promoting better work** – helping residents bridge the gap between the job they have and the job they want. We want to support residents out of low-paid and low-skilled work when they want more. We will work with the Mayor of London to expand our successful Skills Escalator programme, helping people

retrain and advance their careers. Whilst the focus might be on job losses at the moment, our research points to growth sectors as well, so we want to help reskill people into roles that are fit for the future – whether that is green skills, construction, digital, or creative sectors.

**Launching a Green Skills Academy** – creating a series of training and upskilling programmes supplying technicians, graduates and others to take up roles in the low carbon economy. A green academy should provide a clear career path to green jobs and aid in the development of skills which will benefit the green development of the local area. The academy would provide a breadth of training, benefiting a range of residents from those who are just starting out in their careers, through those looking to move into new roles, to the long term unemployed.

**Helping parents, families, and children** – supporting groups who are more at risk and have experienced multiple challenges, such as worklessness, bereavement, housing, poverty, domestic violence or social isolation. We will provide help for young people and their families to address poor mental wellbeing.

### Supporting a return to learning, work, or training

– ensuring the long-term effects on young people's development and future opportunities are reduced by helping children back into education, providing advice and guidance to those who need it, and offering bespoke support to those who would benefit from it the most.

### Helping those who need help the most –

COVID-19 has not affected residents equally. We will focus on helping those who are at greatest risk. That means we will work to control future COVID outbreaks. That also means we will run targeted diabetes programmes and vaccination campaigns because these are the best ways to reduce the impact of coronavirus on local people.



In these unprecedented times, it's more important than ever that we collaborate with our partners to plan, implement and execute a co-ordinated economic strategy that will support our students, our residents and our businesses. We have a real opportunity now to work together and I am confident that collectively we can respond positively to the challenges ahead and make a real difference.

**Tracy Aust, Principal, West Thames College**





# Tackling local inequalities – making it happen

## → Better work

- Kick-start upskilling and retraining opportunities
- Launch a Green Skills Academy
- Examine the future of logistics and the changes to work required to thrive in modern logistics
- Further strengthen connections between schools, training providers, and local businesses
- Help businesses take up quality apprenticeships and other progression programmes
- Developing a Community Solutions model which includes skills and employment support
- Help people move out of low-paid or low-skilled work
- Work with the Mayor of London to expand our successful Skills Escalator programme
- Focus re-skilling initiatives in growth areas such as green economy and construction skills
- Support specialist learning centres and programmes for film and TV production, digital and green industries

## → Combat job losses

- Helping as many people as possible who have lost jobs or are at risk of redundancy to find work
- Extend our 'Work Hounslow' job brokerage service
- Intervene early to help those at risk of redundancy
- Work with employers to keep people employed
- Increase job brokerage staff to raise awareness of opportunities, and focus in areas of unemployment
- Tackle existing and COVID-19 barriers to jobs and training

## → Support a successful return to education

- Return to School campaign to increase parent and student confidence, and effective intervention for students at risk of not going back
- Ensuring early education sufficiency and participation
- Monitoring of Elective Home Education numbers

## → Help those who need help the most

- Targeted support to those most affected by the pandemic to reduce disparities in risk and outcomes
- Outcome-focused lifestyle services
- Primary care prioritisation of people with diabetes and at risk of avoidable ill-health during winter
- Targeting people most at risk of adverse health impacts of COVID-19
- Identify and support those people with Type 2 diabetes
- Work with diverse partners to address inequalities across the borough
- Help prevent residents becoming homeless



During this crisis we have seen the community pulling together in ways that might have been unimaginable previously. The willingness of people to support others and make things work better has been admirable. Working together will ensure that good things will come out of these difficult times. We can make it happen in Hounslow.

**Victoria Eadie, Chair, Hounslow Education Partnership**

## → Help parents, children and families

- New Parenting Strategy with a better offer to parents
- Expanded Mental Health Offer for young people
- Review of the summer youth programme 2020 to plan more effective future holiday provision
- Better access to early intervention family therapies
- New Triage & Navigation Service Model in Children and Adolescent Mental Health Service
- Commissioning of an online therapy offer for 11-25 year olds
- Launch of open access family talking therapy pilot
- A new Youth information, advice and guidance offer
- Identify pupils requiring support to access digital learning ordination, and coordinate the response
- Assessment of impact caused by COVID-19 on participation and placement in Early Years education
- Development better connections between young people and the Council
- Consider practical support from the Council and partners for vulnerable children



Working together with employers, unions, education providers, the Council and others is crucial to protecting jobs in the borough, creating new good quality jobs and providing the support and training that Hounslow residents need to access new opportunities. The borough recovery plan shows that there is a real will to do this.

**Sam Gurney, Regional Secretary, East and South East England, Trades Union Congress**





## Empowering local residents

Communities across the borough came together in response to COVID-19. We will do all we can to support local people to carry on playing an active role in their neighbourhood. We will act earlier, recognising that prevention is better than cure. We will help keep people healthy. We will help create connected voluntary organisations and community groups, because great things happen when people come together. We will work with local charities, building on the good work they do and the networks they have. We will work better with local people not only because the borough can better thrive when we are pulling in the same direction but also because the pandemic has shown that we are all better off for being part of a caring community.

### That's why we are:

**Acting early** – ensuring, whether in health, education, home, or other aspects of life, that we look to deal with issues before they become problems. Investing in prevention and early intervention, we will work with residents, doing all that we can to educate and support people to do the right thing for themselves and their communities.

**Adopting Community Solutions** – developing a specific targeted, preventative model, delivered by all partners across the borough, that uses localised support offers to meet community needs. This model will focus on supporting vulnerable residents who need extra help, were previously shielding, or the elderly whilst also building upon assets within communities to help neighbourhoods increase their resilience, social capital, and sense of connection.

**Working better with local people** – strengthening the Council's awareness of community voices, increasing residents' ability to influence what goes on in their neighbourhood and supporting them to take action in shaping their communities. A greater understanding of our community has to be central to the Council's future decision making and improving the way the Council engages with, works alongside, or supports local people is crucial.

**Changing the relationship with the voluntary and community sector** – reshaping our strategic relations with a key local sector. We want to build on the tangible energy that saw charities, local groups, and neighbours come together to support each other at the height of the pandemic. We want to understand the scale, reach and capacity of the sector in order to develop its role in community resilience.

**Developing an anti-poverty strategy** – recognising that poverty is at the heart of many challenges residents face, we want to put in place a range of long-term responses that will help people move beyond the daily struggle that affects health and wellbeing.



The fantastic achievement since coronavirus of enabling meaningful partnerships between statutory services, local businesses, residents and voluntary services to collaborate together to work towards the same goal, is truly remarkable. Strengthening these partnerships will be essential to supporting communities over the coming months.

**Barbara Tilley, Chief Executive, Ealing and Hounslow Community Voluntary Service**





# Empowering local residents – making it happen

## → Act early

- Embrace early, local support rather than expensive crisis provision and intervention
- A new Anti-Poverty Strategy
- Share local, up-to-date intelligence on needs in order to co-design and deliver Community Solutions model
- Quickly direct residents to the right offer
- Use data, intelligence and resident to design targeted interventions based on who needs it, where and when
- Design a whole systems solutions approach – recognising no organisation can do it all
- Ask contracted service providers to integrate ‘single point of access/one front door model’
- Pilot different approaches based on needs and wants
- Move away from crisis and threshold driven provision to prevention and early intervention
- Recognise and build on success of Community Hub
- Rethink respective roles of community connectors

## → Work better with local residents

- Work with communities to develop a different community-led engagement model
- Consider a mix of channels to discover new ways of reaching people the Council doesn’t usually hear from
- Facilitate solution-focussed ‘big local’ conversations to remove barriers to engagement
- Allow for a greater diversity of voice to emerge
- Improve translation to better support specific communities
- Help people to make decisive action about issues that matter to them in their area
- Widen access to community buildings and open spaces
- Maximising use of buildings and reinvent vacant shops
- Share and disseminate our new values across wider Hounslow community to ‘build back better’



## → Keep people healthy

- System-wide coordination of Covid-19 Outbreak Control plans
- Reduce risk of avoidable ill-health during winter
- Increase uptake of REWIND Diabetes programmes, and other diabetes support offers
- Implement Population Health flatpack toolkit
- Administer flu immunisations and target appropriately
- Deliver diabetes support
- Targeted NHS Health Checks
- Plan and deliver support for ‘catch-up’ of routine preventative health programmes
- Review the Health and Wellbeing Board Strategy
- Identify areas with deaths from COVID 19 to target work and primary care resources



All at Brentford FC are very proud of our place within the borough. We will do all we can to help the borough and its residents through the coming months and years. Togetherness and community are key values for us and it is by working together as a borough that we can get through this.

**Jon Varney, Chief Executive, Brentford FC**



I am grateful to all the partners on the Recovery Board for coming together. This shows how seriously we all take the quality of life of our residents. Now more than ever, the importance of a coordinated system of health and care is vital. By bringing together local partners we will help Hounslow to recover from coronavirus and support our residents to live healthier, happier lives.

**Dr Annabel Crowe, Chair, Hounslow Clinical Commissioning Group**

## → Work with voluntary organisations and community groups

- Develop our strategic relationship with the VSCE sector
- Use social value instruments to leverage investment in VCSE
- Co-produce a practical guide to social value benefits for commissioners and contractors
- Support co-located working
- Accelerate roll out of Council’s employer-supported volunteering programme
- Pilot reciprocal middle/senior management short term staff secondments
- Develop a live directory of VCSE service providers and work as a better joined up system
- Put in place processes to help evidence the value and role of the voluntary sector
- Create a One Hounslow Grants Strategy
- Ensure the VCSE sector is central to the Community Solutions Model
- Enhance the local volunteering infrastructure and sector support to benefit from residents’ resources
- Review Council Apprenticeship offer to reflect the need for community-based champions/leaders

## → Help build connected communities

- Encourage community wealth building
- Make more of the Council’s role as an ‘anchor institution’ at the heart of the borough
- Create shared outcomes framework using community-level intelligence
- Develop deeper relationships with faith leaders
- Develop a better asset management strategy
- Work with a wider range of partners
- Use Summer of Culture 2022 to connect communities
- Help the culture sector engage new audiences and help tackle inequalities





## Reimagining local places

**The pandemic has changed the way we live and work. We need to ensure the borough recognises these changes and adapts accordingly. That means our recovery plan needs to think differently about our towns and local neighbourhoods. We will create places to work that make sense in a post-COVID world. We will help places to thrive, recognising that we have a once in a lifetime opportunity to redefine the borough. We will ensure places to play by thinking differently about how people want to travel, to socialise, and to spend time in their neighbourhoods. Above all, we will develop places to live because we care passionately about Hounslow continuing to be a place people are proud to call home.**

### That's why we are:

**Reshaping the borough** – securing growth and investment in key locations. Investment in new public transport, public spaces, squares and parks can help create frameworks for growth. We will pursue large-scale growth and development, alongside ambitious plans to increase the quality of jobs in borough, ensuring no resident is left behind.

**Creating low-carbon neighbourhoods** – using the concept of a 15-minute city to make the borough more livable locally. We want to use excellent urban design and planning so that people can access the key elements of a city within their own neighbourhoods - and eliminate unnecessary journeys, particularly car journeys, reduce pollution and stress levels, and enhance feelings of community belonging at the same time. Our prototype – a low carbon estate demonstrator - is an opportunity to tackle economic, environmental issues, and social issues that are compounded by COVID-19, improving life for local people whilst also allowing other parts of the country to learn from us.

**Campaigning for an Aviation Communities Fund** – recognising Heathrow's significant impact on local people and the local economy. We are working with businesses, the West London Alliance and councils outside the capital to make the case to Government for a fund to support those communities most

affected by aviation. Our modelling shows a £2 levy on an airline tickets could raise £100 million to kick start job, upskilling, and retraining opportunities for local residents whilst also promoting a range of green economic recovery schemes that would benefit both the airport and the communities who live alongside Heathrow.

**Redefining town centres and High Streets** – how shoppers and businesses were using High Streets was changing well before COVID-19, but a post-pandemic world of less income and falls in spending, combined with retailers' financial fragility and increased levels of online shopping, means we will reimagine networks of distinctive and multi-functional town centres; well connected, accessible and welcoming which support regeneration, wellbeing and social cohesion, enhanced by high quality green and digital infrastructure.

**Embracing 21st Century Mobility** – examining the potential to transform travel habits, promoting active travel and exploring practical ways of supporting long-term active travel. Low traffic neighbourhoods, with plentiful cycle parking and clean streets, can help residents of all backgrounds embrace active travel. We're already on this journey through our Streetspace programme, but this is only the start. 21st Century Mobility means creating a borough, focused on walking, cycling and public transport, with improved

air quality and plentiful green spaces for play and reflection.

**Backing active travel** – Heathrow employs many local people. Those who live within a bike-able five or six mile radius of Heathrow airport don't cycle into work. There are many barriers for people to cycle to the airport and it's generally acknowledged that cycling around the Heathrow ring road is a daunting prospect. We will establish a project to address the barriers: improving infrastructure, improving journeys and links into Heathrow, and creating a real-life example of new, active travel that saves residents money and improves health and wellbeing.



Coronavirus has had a huge impact on the construction industry, but what we have discovered is the importance of a strong local high street and working with partners to achieve this. We believe Hounslow can recover stronger and are committed to building hundreds of new homes and new space for entertainment, shops, restaurants and cafes.

**Nick Moore, Managing Director, Barratt London**





# Reimagining local places – making it happen

## → Help places to thrive

- Deliver a low carbon, 15-Minute Neighbourhood model for Hounslow
- Work with residents to create a net-zero estate in the borough
- Long-term strategies for attracting large-scale growth and development
- Invest in new public transport investment
- Activate disused spaces and vacant properties
- Improve digital infrastructure to boost connectivity
- Continue to rollout fibre broadband and 5G to ensure all residents are digitally connected

## → Develop places to live

- Borough-wide growth and investment
- Work with the GLA to unlock funding for development and growth, creating housing and jobs
- Agree creative neighbourhoods within the Local Plan
- Secure an Aviation Communities Fund
- Decarbonise council housing stock
- Invest in neighbourhoods and green expansion



London’s recovery from Covid-19 presents a significant challenge to its communities, but we are confident that the London Borough of Hounslow can bounce back from this and remain a brilliant place to live, work and enjoy. We are demonstrating our confidence in the borough through our plans to build more than 2,000 new homes, which will safeguard and create 650 permanent jobs.

**Tom Pocock, Managing Director – Land and Planning, Berkeley St Edward**

## → Create places to work

- Deliver an ambitious plan to increase quality of jobs in borough
- Agree masterplans for Hounslow and Brentford Town Centres
- Develop an active town centre management model
- Support businesses to adapt their models to changing needs
- Pilot the Digital Dock, an affordable co-work space on Brentford High Street
- Kick-start upskilling and retraining opportunities for local residents
- Launch a Heathrow Active Travel Demonstrator



## → Ensure places to play

- Ensure high-quality public realm and local spaces, squares and park improvements
- Co-create vision plans to shape the future development of our town centres
- Rethink our evening economies
- Encourage active travel
- Develop low traffic neighbourhoods, with plentiful cycle parking and clean streets
- Invest in new leisure and community hubs and green spaces
- Help communities to shape their local areas
- Continue to implement healthy neighbourhoods and streets
- Reevaluate town centre offerings to match visitor needs and expectations



Sky are proud residents of the Borough of Hounslow. We have always worked closely with the local community, from the young to the old alike, and it has never been more important for us to continue to collaborate together and support each other.

**Diana Foxlee, Director of Sky Spaces, Sky**



# RESOURCING RECOVERY

We can’t achieve the ambitions of this plan, and unleash Hounslow’s amazing potential, on the cheap. Recovery and response need to be properly funded, and the answer isn’t swingeing cuts to some services that local people use and value.

There are plenty of things we can do as a Council to spend and invest wisely to maximise our own resources, to generate income and to work smarter, both inhouse and with our partners. By taking a preventative approach we’ll also yield savings through the reduction of future demand. However, like all local authorities, we are challenged financially and do not have enough resources to provide all the required investment on our own.

We need the Government to play its part, both in committing to fund public services properly, for the long term in a sustainable way we can plan for, and supporting recovery specific approaches for areas disproportionately impacted like Hounslow.

Recovery also needs all of us to think more broadly. Whether council or company, voluntary organisation or citizen, we can all contribute to community wealth building – deliberately spending locally, consciously using local businesses, actively making the most of the local supply chain. The collective impact of many small actions adds up. When it can be complemented by anchor institutions investing locally, the impact is greater still. Keeping the Hounslow pound in Hounslow will be an important part of a broad-based recovery.

Given the importance of working across organisations, our approach to resourcing recovery will also help us understand how an activity by one partner can help the work of another. Our recovery plan will support Hounslow partners develop new ways of investing public money, resourcing activity, and sharing the social and economic benefits.

## Can do ourselves

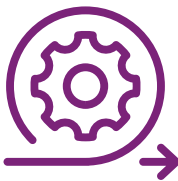
- Direct Council’s current resources
- Cost reduction of future demand by intervention at an earlier stage
- Savings from working smarter – inhouse and with partners
- Enterprising approaches to income generation
- Being creative and effective in attracting grant funding

## Need from others

- Campaigning for an Aviation Communities Fund to help minimise job losses, support training to help people into new roles, enable investment in infrastructure and ensure a sustainable and green airport recovery.
- Calling for wider government funding to support our recovery ambitions
- Community wealth building – spending locally, consciously using local businesses, actively making the most of the local supply chain
- New green funding opportunities to support our climate emergency response
- Investment in digital infrastructure through the London-wide Strategic Investment Pot
- City financing for large infrastructure projects to support housing and workers in the east of the borough

# MEASURING SUCCESS

Our Recovery Index will help us understand if our shared ambitions for Hounslow are being realised. We will look at a range of measures and indicators that, taken together, paint a picture of the borough’s recovery and help us answer key questions.



## Renewing local economies

How is the borough’s economy faring – are businesses growing and are local people in stable jobs earning a fair wage?



## Tackling local inequalities

Is there real progress in tackling the enduring problems that affect people’s health, wealth and wellbeing?



## Empowering local residents

Can people look to a diverse support network capable of providing help, assistance, and social connections?



## Reimagining local places

Are neighbourhoods changing for the better, with a focus on being the best possible places to live?



## A FAIRER, GREENER, STRONGER BOROUGH

We want Hounslow to be a borough where residents live well. A borough where people earn a good wage. A borough where organisations and individuals spend locally and support each other by doing so. A place where businesses flourish and where new industries and new sectors can emerge. A collection of towns and urban villages that look and feel different from one another, where good design and high standards mean people are happy and proud to call the borough of Hounslow home.

We want people to be able to shape their neighbourhoods, influence their environment, and play the role they want to play in their communities. We want to see a vibrant civil society and a robust range of voluntary organisations and community groups making a difference locally. Everyone has a voice, everyone has a stake, regardless of culture or background.

Put simply, we want the borough to be an outstanding place, supported by an outstanding Council. A Council which collaborates with communities, businesses and partners to provide excellent services and create amazing opportunities. A borough where great things happen, businesses succeed and people look out for each other.

We know that for this to happen we need, collectively, to renew local economies; to tackle local inequalities; to empower local residents; and to reimagine local places. If we can do all four of these things, Hounslow will emerge from COVID-19 pandemic a fairer, greener, stronger borough.

# One Hounslow, Forward Together

Find out more about our work

**[www.hounslow.gov.uk/recovery](http://www.hounslow.gov.uk/recovery)**

The Hounslow Recovery Board brought together the following organisations:



**One Hounslow, Forward Together**