



London Borough
of Hounslow

LONDON BOROUGH OF HOUNSLOW

COMMUNITY WEALTH BUILDING COMMITMENT



08 February 2022

WHAT IS COMMUNITY WEALTH BUILDING?

Community Wealth Building is a people centred approach to economic development. It is about supporting communities to create wealth and retain the benefits of growth locally. The approach strives to produce shared economic prosperity and social equity by recognising the way money circulates in a local economy is important and that growth needs to be shaped and directed with and for the communities where it occurs.

The role of 'Anchor Institutions' is central to the development of Community Wealth Building. These are organisations that are inherently part of the place they serve, such as local authorities, universities and hospitals. Community Wealth Building seeks to use the economic levers available to these anchors to support local economies and the communities in which they are rooted.

HOUNSLOW'S COMMUNITY WEALTH BUILDING APPROACH

Our approach to Community Wealth Building will help tackle inequalities individuals and communities experience with an unrelenting focus on addressing poverty in the borough. We will ensure the investment coming into Hounslow and wealth generated locally benefits all residents.

This inclusive economic approach helps unlock the potential of residents, businesses, and the voluntary sector – sources of wealth and talent that will drive a fairer and more prosperous borough.

Through initiatives including the KeepItLocal campaign, which is focused on increasing the percentage of Hounslow Council spending which goes to local businesses, and a commitment to the London Living Wage both for staff and those who work for companies we commission, we have already introduced a number of Community Wealth Building approaches.

Our ambition

In Hounslow we want to go beyond just encouraging companies to invest in the local area, we want to marshal the wealth that already exists through public sector / anchor institution spend; the talent and skills of our residents; the variety of small businesses; and the power of big businesses in the borough for the benefit of the whole community.

Our Community Solutions approach, community development work suite of enterprise support, and new approach to business engagement will be at the heart of this.

We want to establish a FAIR AND INCLUSIVE, RESILIENT and genuinely SUSTAINABLE local economy, reducing inequalities and ensuring everyone benefits from growth.

WHY NOW?

Hounslow has been hard-hit by the social and economic impacts of the COVID-19 pandemic. The ongoing impacts on aviation and the downturn at Heathrow is particularly affecting Hounslow's communities. The reduction in activity at Heathrow could lead to a £1 billion loss to Hounslow's economy over three years (Oxford Economics, 2020).

Employment impacts for Hounslow residents

- **More than 50,000 residents furloughed at the scheme's peak** – two fifths of the working age population
- **Furlough rates were double** the national average
- **More than 10,000 workplace-based jobs lost**
- **Unemployment rate peaked in March 2021 at 10%** of the working age population
- **Job losses** most impacted lower skilled, lower paid, young and 50+ residents
- **Disproportionate impact** on Black, Asian & Minority Ethnic communities

Our residents and businesses are facing tough months and years ahead.

We also know that although pre-COVID the borough was seeing significant economic growth (the second fastest growing economy in London with Gross Value Added of over £13 billion annually), this was not benefitting residents equally. Not everyone was included, with many residents having low qualifications and insecure, low paid employment. For some hardship had been part of life for a long time even before the pandemic struck.

Hounslow has the second widest gap between workplace wages and resident earnings and ranks the lowest for resident earnings in all London boroughs.

To address these challenges the Council needs to inform, support and empower our communities as never before.

HOUNSLOW'S COMMUNITY WEALTH BUILDING OBJECTIVES:

Resilient Local Economy

Residents, communities and businesses are able to withstand economic shocks, and recover quickly from events that have the potential to cause financial difficulty.

Sustainable Local Economy

An economy that benefits residents, businesses and our environment, led by responsible production and consumption choices.

Fair and Inclusive Local Economy

One where decision making power is widely held, community ownership exists in a variety of forms, and there are strong workplace and employment rights.



HOUNSLOW'S COMMUNITY WEALTH BUILDING TACTICS:

Multipliers Matter

Purchases made locally ensure that money stays in the local economy and can circulate to the benefit of local people.

Local Ownership Matters

Hounslow has a wealth of micro, small and medium enterprises including Community Interest Companies (CIC), social enterprises and cooperatives, and fostering these is how we build on the dynamism of the borough and ensure an inclusive economy.

Partnerships Matter

Partnership working, with anchor institutions, organisations and communities across the borough is key to increasing community wealth.

People Matter

Investing in residents (e.g. skills development), supporting community development and taking a preventative approach by addressing the root causes of long-term challenges, will strengthen our communities.

ANCHOR INSTITUTIONS

Anchor institutions are organisations which have an important presence in a place. The scale of the local economy and geography of the local place determine the nature of its anchor institutions. They include public sector organisations such as local authorities, universities and hospitals but can also be small and medium-sized enterprises (SMEs), community and cultural organisations and charities – any organisations rooted in the place.

Hounslow is home to several large public bodies (including the University of West London, West Middlesex University Hospital and West Thames College). The borough’s anchor institutions also include larger private sector partners, such as Brentford Football Club and big businesses (including Segro, Sky and just over the borough boundary Heathrow).

We want to expand the Hounslow approach to Community Wealth Building to include work with a larger range of corporations and enterprises, to ensure that they evaluate their role as anchors in communities.

This commitment is about how we work as an organisation and with our partners, from the goods that we buy, the people that we employ, the assets that we own and the powers that we have that can bring about change to maximise local economic opportunities for all of Hounslow’s residents.

By working with other local anchor institutions, our business base and communities, we will deliver a Community Wealth Building approach that supports local businesses, new businesses and entrepreneurship, create opportunity and the space to explore new democratic models of ownership as part of an inclusive and vibrant local economy.

OUR COMMITMENT WILL BE DELIVERED THROUGH FIVE THEMES

- 1. PROGRESSIVE PROCUREMENT – we will use our spend to actively encourage and support a growing, diverse and resilient local business base (developing dense local supply chains of micro, small and medium enterprises, social enterprises etc.), maximising the social value extracted through procurement to support residents and meet net zero commitments.**
- 2. SKILLS AND EMPLOYMENT – we will encourage the creation of, and support equality of access to good work, ensuring all residents and communities can benefit from growth sectors and the transition to a green economy.**
- 3. DIVERSE OWNERSHIP OF THE ECONOMY – we will support the creation and sustainability of a range of business models including micro, small and medium enterprises, social enterprises, employee ownership, cooperatives, and municipal activity.**
- 4. CONNECTED COMMUNITIES – we will empower Hounslow’s communities to connect with the support, help and advice that is available locally (both in person and online).**
- 5. UTILISATION OF LAND AND ASSETS – we will support our wider regeneration and placemaking ambitions by working with communities to maximise our land and assets, including through alternative uses for community and business benefit.**

Community Wealth Building will drive everything we do, specifically our approach to regeneration and investment, commissioning, procurement and management of our assets to build the wealth of our local communities.

Our approach to Community Wealth Building will help us achieve the wider priority outcomes within our Corporate Plan. Moving forward, it will be a key lens applied to how we work as a Council and alongside wider partners, including our local communities and businesses.

Our Community Wealth Building approach will also support our ambitions around climate change. We will consider how we can maximise environmental benefits through our Community Wealth Building approach and ensure a green recovery and fair and just transition for Hounslow’s residents. We will also harness the opportunities of new green economic sectors to embed the principles of Community Wealth Building from the outset and avoid replicating the demographic and social exclusion seen in some existing sectors.

Ongoing engagement with communities and businesses will be a key to our Community Wealth Building journey. Our communications and engagement approach must be as accessible as possible and reach residents who may be digitally excluded as well as lesser heard community groups. This will require us to take a place-based approach, going into communities and making use of networks, peers, and insight to reach out and include, ensuring we develop our Community Wealth Building approach in conjunction with communities.

PROGRESSIVE PROCUREMENT

We will use our spend to actively encourage and support a growing, diverse and resilient local business base (developing dense local supply chains of micro, small and medium enterprises, social enterprises etc), maximising the social value extracted through procurement to support residents and meet net zero commitments.

Hounslow Council’s annual spend provides huge potential for delivering economic benefits for the borough (the Council’s 2022/23 Annual Procurement Plan exceeds £900 million). 89% of the Council’s procurement opportunities are now open to local businesses. We will continue to increase what we spend locally, whilst seeking to provide the best possible service to residents, at the best value. Progressive procurement enables us to achieve wider social value outcomes through our procurement processes. We are also encouraging other anchor institutions (including our Council owned companies) to follow our procurement lead, harnessing millions more for our communities.

34 contracts awarded to local firms worth:

- >£25 million to the local economy
- >400 new local suppliers registered on the Council’s procurement portal
- 80%** of materials purchased by Lampton Development & Investment sourced from local suppliers.

Since 2020 £1.78 million of social value secured through contracts, such as:

- **£34,000** in donations, including local foodbanks, charities and community clubs
- **32 FTE** employment opportunities for residents
- **272** weeks of meaningful work experience
- **309** hours of school and college visits, and
- **251** hours committed to getting young people into work.

	What we’ve done	What we will do
Procuring from local businesses	<p>Keep it Local - changed our procurement processes to support the Council and Lampton Group companies to commission locally. Keeping as much of the Council’s spend within the borough as possible.</p> <p>The Keep it Local campaign also encouraged local businesses to register on the Council’s procurement portal.</p> <p>Working with local suppliers - we have made our procurement processes more accessible, creating a set of informational videos and an offer of 1-2-1 support, to explain purchasing processes.</p>	<ul style="list-style-type: none">▪ Continue to increase the amount of goods and services procured from local businesses.▪ Support local enterprises – including social businesses and voluntary organisations – to enhance their capacity to bid for public sector contracts.
Supply chain opportunities	Updated the Council’s Tender pack to require contractors to disaggregate work, confirming trades, services and supply chain opportunities . Main contractors are then required to use local businesses to fulfil sub-contracts.	<ul style="list-style-type: none">▪ Continue to encourage existing and new contract providers to use local companies within their supply chains and create employment and training opportunities for local residents.
Securing Social Value	Updated the Council’s Contract Procedure Rules to require all Quotations / Tenders with a value above £30,000 and / or a length of 6 months to include Social Value criteria with an evaluation weighting of 10% as a minimum.	<ul style="list-style-type: none">▪ Adopt the Low Carbon Procurement Charter developed across West London.▪ Refresh Social Value criteria and outcomes sought and embed in procurement processes.
Anchor institutions	<p>The Council is working with the NHS Procurement & Supply Working Group sharing best practice and supporting an initial spend analysis across the NHS’s top 20 suppliers.</p> <p>Collaborative working with other anchor institutions and the West London Alliance to maximise the Social Value achieved through a joined-up approach.</p>	<ul style="list-style-type: none">▪ Continue to share learning and best practice, to explore opportunities for more local spend and greater community benefit.

CASE STUDY: A contract with Glenman Corporation Ltd, which stemmed from the Keep it Local campaign, resulted in a variety of local Hounslow residents being employed, including four plasterers, three electricians and 19 bricklayers, as well as 19 other residents across a variety of trades.

SKILLS AND EMPLOYMENT

We will encourage the creation of, and support equality of access to good work, ensuring all residents and communities can benefit from growth sectors and the transition to a green economy.

Hounslow Council is committed to supporting residents into good work (secure, well paid jobs with progression opportunities). We want to unlock the potential of our residents with more benefitting from life-long learning, moving into employment and progressing their careers, addressing the gap between workplace wages and resident earnings in the borough.

Since 2018 the Council has enabled **>4,000 apprenticeships** (305 delivered internally). The Council has also created 44 Kickstart placements, with a further 176 placements in local schools.

Working alongside the London Progression Collaboration we provided **£100,000 of apprenticeship** levy funding to support local small and medium-sized enterprises (SMEs), creating apprenticeship opportunities for residents (focussing on priority sectors - construction, health and hospitality).

73% of Work Hounslow candidates (that interviewed) offered employment with the NHS.

	What we've done	What we will do
Supporting Residents Into Good Work	<p>Extended Work Hounslow - the Council's job brokerage service. Appointing additional Employment Advisors to support 450-500 more residents annually into work. Assisting them to develop new skills and navigate the changing labour market.</p> <p>Extended Skills Escalator programme - the programme annually supports 225 working residents on low incomes and those recently unemployed to gain better paid and more stable employment through personalised advise and training, reducing or ending dependency on in work benefits and increasing financial resilience.</p> <p>Skills training to enable residents to access new / growing labour markets:</p> <ul style="list-style-type: none">▪ Employability and self-employment / microbusiness support, digital and priority sector skills courses delivered through Learn Hounslow and Innovate & Grow enterprise support.▪ Construction Training Academy - supporting 100 residents into work from September 2021.▪ Green Skills Academy - upskilling residents for the green jobs of the future. Phase one, an adaptation of the Skills Escalator model, is offering domestic energy assessor training. The initial focus is on reskilling residents who have lost their jobs due to COVID-19.▪ Creative Enterprise Zone - skills programme helping residents access support, training and find employment in the creative industries. <p>Reinforcing and remarketing pathways to work for all ages:</p> <ul style="list-style-type: none">▪ Future Pathways - provides individually tailored support to help Hounslow Care Leavers who are Not in Education, Employment or Training (NEET) to achieve sustained employment and / or training.▪ Careers Clusters - creating sustainable relationships between schools / college and employers.	<ul style="list-style-type: none">▪ Continue to deliver employability programmes - employer engagement; multi-agency integrated job brokerage; information; advice and guidance; skills training - supporting residents into good work.▪ Build on our Community Solutions model to undertake more community outreach, signposting residents to employability programmes and tackling barriers to good work.▪ Advance social inclusion through apprenticeship funding and in work progression.▪ Maximise links with key local anchors to realise all opportunities for residents.▪ Work with industry networks to create sector pathways into good jobs, including apprenticeships; supporting employers to deliver these at at-least London Living Wage.▪ Expand Green Skills Academy to include courses in new green sectors; and consolidate links with Hounslow businesses and Coalo (part of the Lampton Group).▪ Create strong networks between local employers and training and education providers.▪ Deliver Employability Pathway for Hounslow Care Experienced Young People.▪ Support residents into volunteering as a route to develop skills, experience and confidence to be work ready.

Model Employer	<p>The Council is a Living Wage Employer, both for staff and those who work for companies we commission. The Council acknowledges accredited Living Wage Employers with a £1,000 discount on business rates following their first year of accreditation.</p>	<ul style="list-style-type: none">▪ Launch Local Potential Programme. This will seek to develop local talent and convert those enrolled in the programme into permanent London Borough of Hounslow staff.▪ Continue to lead by example on the payment of London Living Wage (LLW) and encourage others to follow our leadership role, supporting businesses to move towards LLW.▪ Develop an HR advice and consultancy service offer for small businesses and VCSE sector partners.▪ Share our values and our Organisational Wellness Strategy with partners.
Working With Local Employers	<p>Working with the NHS - Work Hounslow and North West London NHS Trust worked in partnership (through West London Alliance and the Shaw Trust) to find and recruit suitable candidates into vaccination site operative roles. Half of the candidates put forward for this mass recruitment had either lost their job or been furloughed due to COVID-19. NWL NHS Trust now using Work Hounslow as a single point of contact for all entry level roles, providing good quality work for residents.</p> <p>Work with West London Business and the West London Alliance to harness the economic power of large-scale enterprises to invest in the communities they are located in.</p>	<ul style="list-style-type: none">▪ Partner with anchor institutions on work placements for participants on the Skills Escalator programme.▪ Deliver a cohesive, quality employment and skills Youth Offer in conjunction with key anchor institutions.▪ Advocate socially and environmentally responsible business practice through a new approach to engagement with businesses.

DIVERSE OWNERSHIP OF THE LOCAL ECONOMY

We will support the creation and sustainability of a range of business models including micro, small and medium enterprises, social enterprises, employee ownership, cooperatives, and municipal activity.

Micro, small and medium enterprises play a vital role in driving growth, innovation and keeping money in the local economy. Our work is focused on supporting residents to both set up and grow their businesses, benefiting from the significant opportunities regeneration in the borough brings.

Hounslow has a high proportion of micro, small, medium and independently owned businesses, but plural ownership of the economy can happen in other ways as well, such as through social enterprises, cooperatives and public-commons partnerships, and municipal ownership.

Hounslow Council has a number of businesses that it wholly owns through the Lampton Group – Lampton Community Services, Lampton Development & Investment and Lampton Leisure. The Lampton Group is a commercial organisation with a public service ethos, driven by making a difference to the communities it serves. The Group is building wealth in Hounslow’s communities by investing, employing and sourcing locally. It aims to grow, within Hounslow and beyond, to provide great services and return surpluses to the Council.

A £20 ShopLocal Voucher was posted to every household in the borough last year and just under half were used. The voucher scheme reinvested over **£1 million** into the **436 independent Hounslow businesses** who signed up and took part.

Through Innovate and Grow 2021 **>260 businesses were supported to create growth plans and adapt their business models to the ongoing impacts of changing customer behaviour.**

The Creative Enterprise Zone hosts **46.25%** of all of London’s jobs in television programming and broadcasting activities.

	What we’ve done	What we will do
Resilient Businesses	<p>Innovate and Grow business support - supports the development of sustainable new businesses and addresses barriers to growth faced by existing SMEs through the provision of targeted business support, including mentoring. The latest round of support also includes two Innovate and Grow small-grant schemes, investing in micro, small, and green enterprises to promote growth within the local economy.</p> <p>ShopLocal Campaigns - showcasing the huge variety of local independent businesses, encouraging residents to shop locally.</p> <p>InHounslow - supporting Hounslow’s cultural, leisure and hospitality businesses to survive and thrive. Established a Tourism Network and developed a new brand and marketing plan, including a microsite to promote Hounslow’s visitor economy.</p>	<ul style="list-style-type: none">▪ Enhance and extend enterprise support, including an offer to wider forms of business ownership.▪ Continue resident Shop Local campaigns and work with businesses on supporting Shop Local supply chains..▪ Build the Hounslow brand and collaboration within the visitor economy sector.▪ Advocate socially and environmentally responsible business practices through new approach to engagement with businesses.

Enterprise Zones	<p>Great West Creatives (Creative Enterprise Zone, CEZ) - the CEZ spans the Great West Road corridor and features a mix of corporate headquarters and micro businesses in broadcasting, media and IT. The Zone offers skills programmes, brand identity, inward investment and workspace projects such as Creative Studios at Boston Manor House, Creatives Arts Market at Boston Manor Park and Digital Dock (see below - under Utilisation of Land and Assets for more detail).</p>	<ul style="list-style-type: none">▪ Maximise opportunities for collaboration and innovation through the new two-year Great West Creatives programme.▪ Explore community enterprises, actively managed meanwhile spaces and other collaboration initiatives that might lead to cooperatives and mutually supportive regeneration and collaboration within the CEZ.▪ Work in partnership to establish the London West Innovation District.▪ Green Enterprise Hub acting as a centre of excellence for green innovation and enterprise, supporting SMEs and green entrepreneurialism.
Socially Responsible Businesses	<p>Established the Lampton Group of companies, wholly owned by the London Borough of Hounslow – a London Living Wage employer, with success measured through the positive outcomes achieved for the people of Hounslow, as well as a commercial business. The Group provides high-quality services, returns to the Council and additional social value and benefit to the local economy.</p> <p>In 2020/21 the Council moved Hounslow’s six leisure centres into its wholly owned trading companies, forming the not-for-profit company Lampton Leisure, with all staff transferring and receiving at least the London Living Wage.</p>	<ul style="list-style-type: none">▪ Develop a new business engagement strategy to secure contribution from our high-profile anchor businesses in place and communities.▪ Develop the social business sector:<ul style="list-style-type: none">▪ Explore how a social business network could support new and existing democratic businesses and increase awareness of other types of ownership.▪ Investment in social enterprise development to improve wages and conditions and facilitate innovation.▪ Proactive action to support the circular economy, in particular via social enterprises.

CONNECTED COMMUNITIES

We will empower Hounslow’s communities to connect with the support, help and advice that is available locally (both in person and online).

Communities across the borough came together in response to COVID-19. The Council will continue to do all it can to support local people to carry on playing an active role in their neighbourhood. Working better with residents and helping create connected voluntary organisations and community groups because, as the pandemic has shown, great things happen when people come together. This demonstrable social capital, encompassing links between neighbours, friends, our One Hounslow community, is something we want to build on.

Thriving Communities: Hounslow Response Fund

In response to COVID-19 awarded **£950,000** (2020/21) to voluntary and community organisations, with approximately **37,000 people** expected to benefit across **67 projects**.

An additional **£200,000 awarded to six organisations** through the MINT model for community mental health services benefitting a further **800 residents**.

>100 local community groups supported with volunteer recruitment and retention.

Network of **>80 Community Digital Champions** working with / through local community and voluntary groups and businesses.

Working with Hounslow Education Partnership (HEP) delivered **750 devices to local schools**, including 150 4G internet devices. Working with local businesses and VCSE organisations to distribute **500 refurbished laptops and 250 tablets** to identified areas of need.

	What we’ve done	What we will do
Community Solutions	<p>Community Solutions - an approach developed from the success of the Community Hub to offer preventative community-based capacity to support residents early, locally and through the VCSE sector before issues become complex problems (mental health, financial insecurity, digital exclusion, isolation) building resilience within our communities.</p> <p>The digital arm of Community Solutions Hounslow Connect, a brand-new digital platform accessible via web and mobile where residents can search for and access a range of local activities, support and advice, launched in August 2021.</p>	<ul style="list-style-type: none">With partners extend the Community Solutions offer - a whole system response to residents’ needs.Work alongside and support local advice providers through the Hounslow Advice Providers Network.Continue to develop Hounslow Connect.
Grant Funding	<p>Thriving Communities Fund - grant funding for small, revenue and capital projects by voluntary and community organisations including groups of residents. The funding available this financial year totals £2.3 million.</p> <p>Your Neighbourhood Fund - Member-led grant to support small local community projects (£3,000 per ward, £60,000 in total).</p> <p>In 2020/21 Hounslow groups secured over £3.1 million in external funding.</p>	<ul style="list-style-type: none">Continue to empower our communities to shape the places they live and the services they receive through the Thriving Communities Fund (TCF).With partners, Ealing and Hounslow CVS, support community groups to access more external funding and support.Support public sector partners, including West London Trust, to invest in voluntary services through the TCF.Continue to work with London Funders and regional trusts and funders to secure more investment into the borough.

Volunteering	In partnership with the Hounslow Volunteer Centre the Council supported and additional 630 people to volunteer across the Borough in 2020/21.	<ul style="list-style-type: none">Provide opportunities for Council staff to volunteer within Hounslow.Continue to commission Volunteering Support through Ealing and Hounslow CVS, supporting voluntary groups to offer a wider range of good quality volunteering opportunities and supporting residents to access roles.
Digital Inclusion	Though the Council's new Digital Inclusion Commitment work is underway to provide devices, improve connectivity and develop digital skills. Hounslow's libraries are Online Centres providing free access to the internet, help using it and training.	<ul style="list-style-type: none">Drive digital inclusion through using Council assets and housing stock to stimulate the superfast fibre market; providing digital hardware and champions to deliver training and support; and promoting free WI-FI spots.Work with anchor institutions to deliver Digital Inclusion Commitment and Delivery Plan.
Tackling Inequality	Member Taskforce driven Tackling Racial Inequality Action Plan in 2020 and 2021. Including establishment of two consortiums, Disability & Age, and Black, Asian & Minority Ethnic. With membership open to relevant organisations across the borough these consortiums will have an integral role to play in building social capital and tackling inequality.	<ul style="list-style-type: none">Ambitious and innovative new Equality Diversity and Inclusion (EDI) Strategy. Working with a broad network of partner organisations, other anchor institutions and major employers to ensure the impact is broad, reaching into all communities.

CASE STUDY: A collaboration between London Borough of Hounslow Community Solutions and Ealing and Hounslow CVS, **Re-Klaim IT** refurbishes and distributes donated devices to those who are digitally excluded and in need of a computer, printer, or pre-loaded SIM card. Since the project launched in November 2021, there have been more than **170 referrals** from 12 services across the borough. **Five volunteers** are working on refurbishing the devices, and so far, **107 devices** have been delivered to residents.

UTILISATION OF LAND AND ASSETS

we will support our wider regeneration and placemaking ambitions by working with communities to maximise our land and assets, including through alternative uses for community and business benefit.

Council assets, our buildings, parks and other open spaces, play a socially beneficial role in the local community and will be used as a base to build community wealth. As described in our Prosperity & Place Strategy we are developing and utilising our placemaking tools to realise aspirations for good growth and sustainable places. Through Council investment in key catalytic sites, we will unlock and drive further growth, secure additional community benefit and enable re-investment.

Unlocking Meanwhile Use - supporting Hounslow Arts Centre to work in partnership with the Treaty Centre to create a pilot pop-up community garden, leisure space and arts and dance creation space for young people.	Feltham Green Cabin - will deliver a new flexible, sustainable, community space, managed by the Friends of Feltham Green. Bookable by community groups in and around Feltham and providing a space for the local school and other partners, such as the Police, to engage with community activities. The eco cabin will be net carbon zero and has an estimated completion date of July 2022.	Hounslow's open space is estimated to provide value of £577 per person annually.
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	What we've done	What we will do
Community Assets	Community Assets Review - virtual ward walks with elected members have improved our understanding of how open spaces and community assets (including, but not exclusively Council owned) are used, and engagement with community groups is highlighting priorities and concerns.	<ul style="list-style-type: none">▪ Develop Future Asset Strategy (including Lettings Policy) - creating and repurposing our current assets, reducing the number of underused spaces, increasing accessibility, and delivering greater value to the community (including exploring alternative community uses and ownership models, and commercial opportunities to grow local wealth).▪ Develop Meanwhile Use Strategy – unlocking Council, partner and private space, maximising access to assets by the VCSE sector and business to provide access to the market for start-ups.
World of Work	World of Work Programme - ensuring Hounslow House is more than just a corporate HQ and represents greater value to the community, using other locations and assets across the borough to deliver services in a way that makes sense to residents.	<ul style="list-style-type: none">▪ Develop co-location service models between the Council, Integrated Care Partnership and wider partners.▪ Unlock Hounslow House as a space for VCSE organisations and businesses.▪ Roll out of super-fast broadband fibre across the borough using Council assets and housing stock to stimulate the market.
Town Centres	Reimagining Hounslow's Town Centres - prepared vision documents for the borough's four town centres, Hounslow, Brentford, Feltham and Chiswick. These set out the direction of travel for each area and how the assets can be enhanced to benefit residents and the economy.	<ul style="list-style-type: none">▪ Deliver Town Centre Visions and Masterplans in partnership with communities.▪ Develop a proposition for neighbourhood parades and local shopping centres.▪ Nurture business led traders' groups across the borough.

Affordable Workspaces	Digital Dock - opened a new affordable workspace in Brentford for local entrepreneurs, freelancers and micro businesses, providing a co-working space, micro-offices, meeting rooms, a break-out area for networking and collaboration and a digital studio for professional content creation (photography, video and streaming).	<ul style="list-style-type: none">▪ Develop an affordable workspace and wraparound incubator programme to support start-ups and SMEs (building on the Digital Dock).▪ Develop a Green Enterprise Hub acting as a centre of excellence for green innovation and enterprise, supporting SMEs and green entrepreneurialism.▪ A commercial property portfolio that supports the growth of local businesses and entrepreneurial activity.
Green Infrastructure	Developed a Green & Blue Infrastructure Strategy an essential component of resilient, healthy and sustainable communities.	<ul style="list-style-type: none">▪ Expand and improve green infrastructure, exploring opportunities for greater usage of our green spaces for the purposes of engagement, sports and community events, whilst ensuring spaces support nature recovery.▪ Hounslow's Food Action Plan - working with voluntary partners and across Council services identify opportunities to increase access to food growing spaces, helping to address food insecurity and increase access to healthy and affordable food.

HOW WILL WE MEASURE SUCCESS?

Our ambitious Community Wealth Building approach is responding to the need to build a more equitable, inclusive economy that increases the wellbeing of all, it directly connects to our abilities to fulfil the commitments made in the Corporate Plan.

Key to monitoring the impact of our Community Wealth Building interventions will be to measure our progress through three lenses – first through population level indicators, second through council performance data, and third, with outcome and output metrics for each of the projects identified as being priorities for Community Wealth Building. The indicators and performance metrics below are examples of metrics from the first two lenses, further work is required to identify and agree a consistent monitoring approach for projects currently underway as well as those in the pipeline.

THEME	INDICATOR / PERFORMANCE METRIC	DATA SOURCE
Progressive Procurement	Amount and percentage of LBH spend spent with local firms; Number of local firms providing services to LBH; Percentage of contracts open to local firms	Council performance data
Skills and Employment	Gap between workplace wages and resident earnings in Hounslow	Nomis
Skills and Employment	Percentage of working age population in employment claiming Universal Credit	DWP
Skills and Employment	Number of accredited London Living Wage (LLW) employers in Hounslow	Living Wage Foundation
Skills and Employment	Number and percentage of post-16 Looked After Children and Care Leavers who are Not in Education, Employment or Training (NEET)	Council performance data
Diverse ownership of the economy	Percentage business births as a percentage of all active enterprises; Number active businesses – activity, size and location	IDBR, ONS, Nomis Beauchurst
Diverse ownership of the economy	Percentage of business reporting positive impact of London Borough of Hounslow enterprise support programme(s) on growth	Council performance data
Connected Communities	Number of people registered as volunteers; Ratio of volunteers to volunteer opportunities; Percentage of volunteers successfully placed into roles	Council performance data
Connected Communities	Funding allocated through TCF; Number VCSE groups supported; External funding secured by Hounslow's VCSE groups	Council performance data
Connected Communities	Number of digital champions (ambassadors and leaders); Percentage of Council flats connected for full fibre	Council performance data
Lands and Assets	<i>In line with the proposed Future Assets Strategy further work will design localities and networked facilities, reflecting local community need. This will inform the development of delivery plans and identify measures of success</i>	TBC

We are at the start of our Community Wealth Building journey and view Community Wealth Building as a long-term transformational agenda for the Council and our partners.

We will track our progress on the activities outlined above and will ensure our approach evolves as required, learning from what works and building on best practice from elsewhere.