

# OPPORTUNITY HOUNSLOW'S BUSINESS CASE FOR GROWTH





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# FOREWORD BY LEADER AND DEPUTY LEADER

# OPPORTUNITY HOUNSLOW'S BUSINESS CASE FOR GROWTH



**Cllr Shantanu  
Rajawat Leader**



**Cllr Tom Bruce  
Deputy Leader**

When we talk about economic growth in Hounslow it is about more than numbers – it creates jobs, attracts investment, and supports the infrastructure that our communities rely on. It and we under my leadership create a better sense of Place. A thriving economy enables us to invest in projects that improve everyday life, making Hounslow a stronger, more vibrant place for residents and the businesses that are based here.

Opportunity Hounslow's Business Case for Growth is our plan for local and national renewal. As a global borough with over 300,000 residents and 15,000 businesses, we are home to a diverse range of industries, from creative startups to logistics giants.

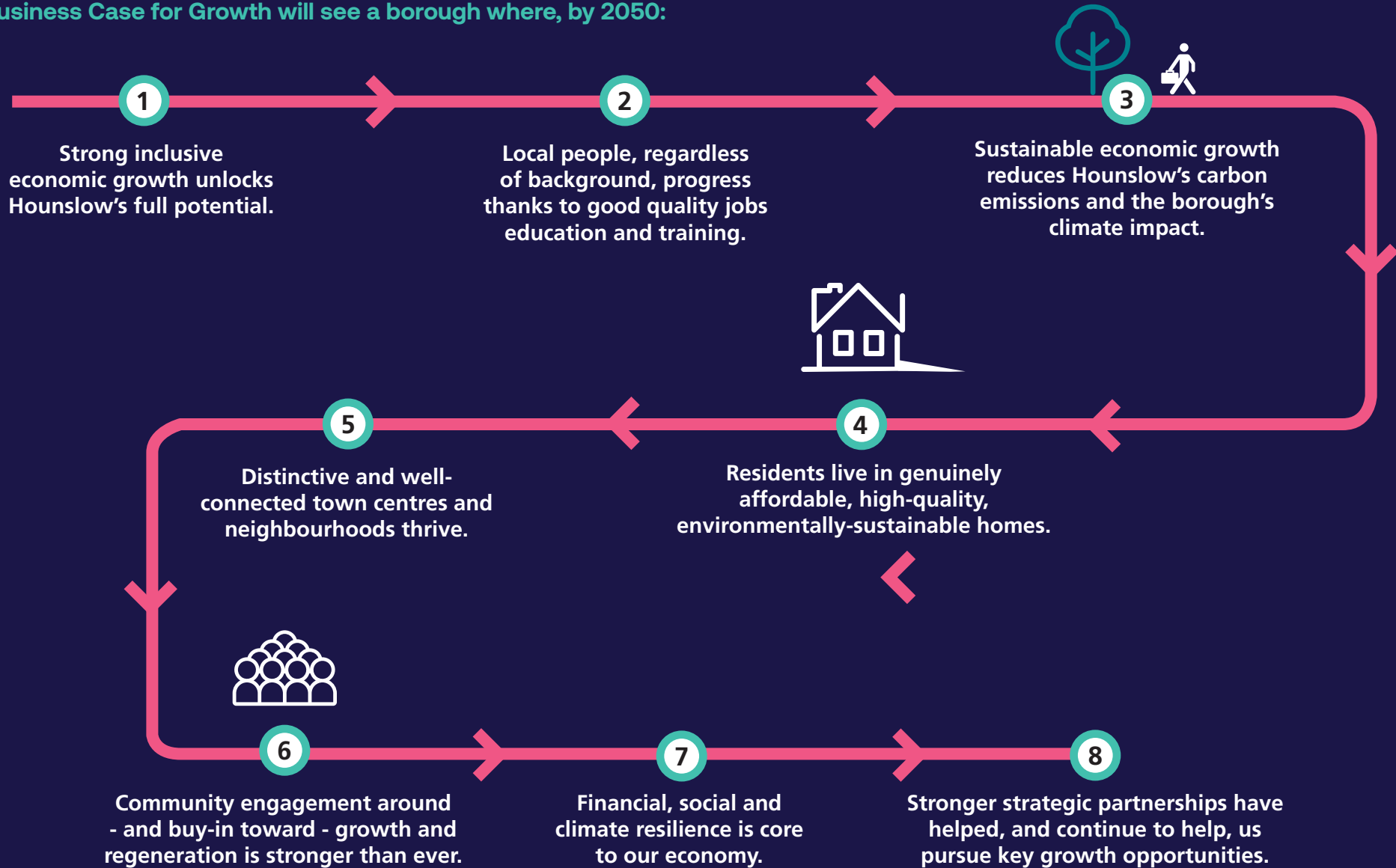
Our recovery journey from the global pandemic continues – we're building a better future. And this means creating a vibrancy and a focus on attracting new businesses, supporting those already here, and securing investment that benefits our residents. This growth is part of our focus on placemaking, ensuring it strengthens our communities.

Hounslow's Business Case for Growth makes both economic and social sense. By fostering inclusive, sustainable growth, we're creating opportunities that benefit everyone across the borough, while continuing to play a vital role in the UK's broader renewal.

**Cllr Shantanu Rajawat, Leader  
Cllr Tom Bruce, Deputy Leader**

# PATHWAY TO GROWTH

Our Business Case for Growth will see a borough where, by 2050:



# HOUNSLOW IN NUMBERS

**£14.9bn GVA**

14th highest of any LA in UK

**10% of firms**

with turnover in excess of £1m

**98%**

of the Borough has superfast broadband capability

**17.26%**

of borough jobs in information and communication (#2 employer)



**15,000**

businesses



**£41,000**

Median household income



**28,800**

new homes by 2041



**1 in 5**

of borough jobs in transport and storage sector (#1 employer)



**£50,000**

per capita GDP



**64%**

of London's media production jobs



**£548M**

green sales



Over **11,000** residents directly employed by Heathrow Airport

**42%**

of working age population with at least degree level qualification



**Growing population**

2011-2021 – increase in population by 13.5% to 290,000



**27%**

of borough in green jobs

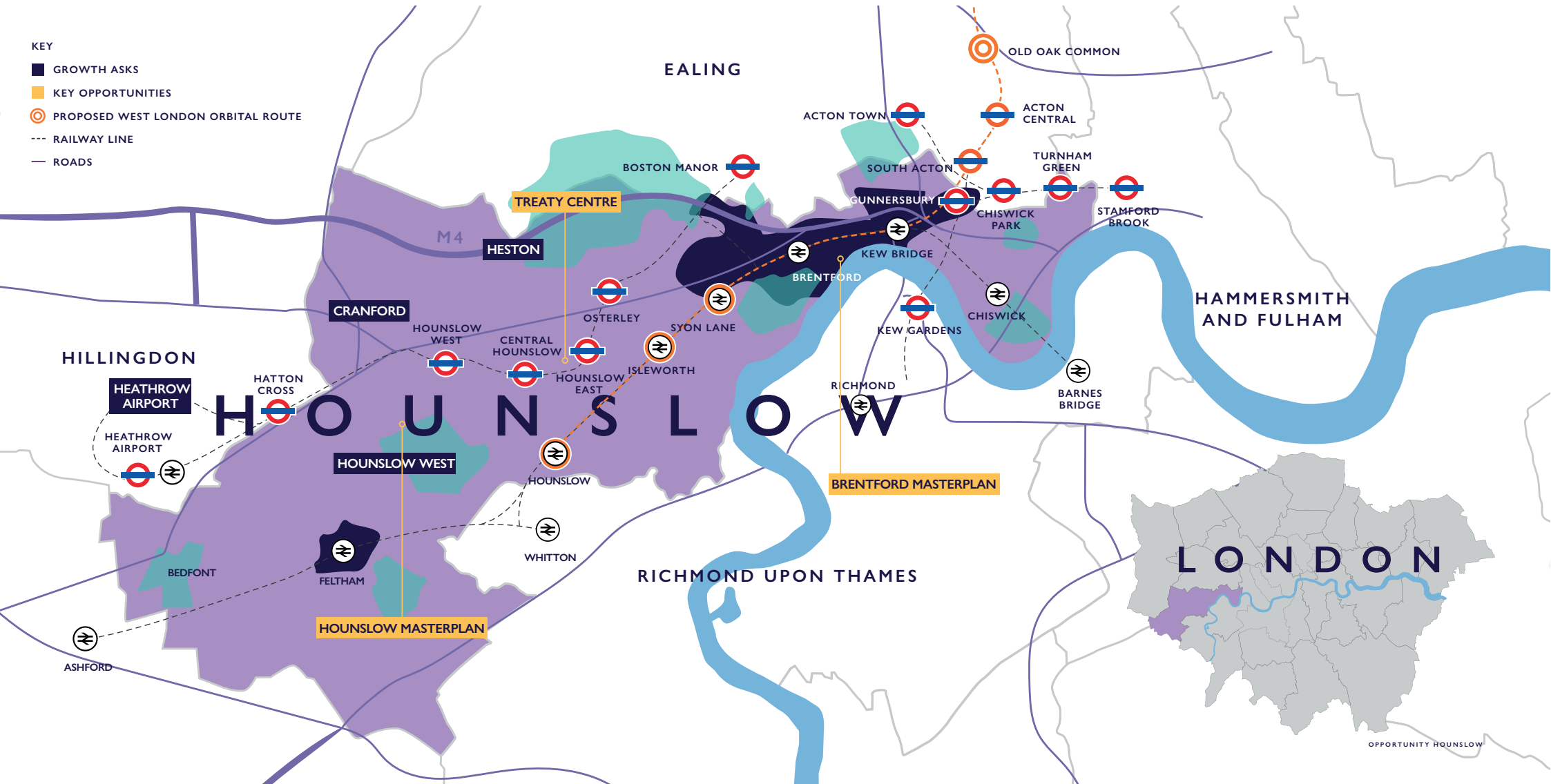
**c.43,000 jobs**

in airport and related industries (e.g. distribution, transport, and accommodation)

# ENTERPRISE ZONES AND KEY OPPORTUNITIES

KEY

- GROWTH ASKS
- KEY OPPORTUNITIES
- PROPOSED WEST LONDON ORBITAL ROUTE
- RAILWAY LINE
- ROADS



# THRIVING



## Why this matters for national and local renewal

We're one of the most productive economies in the UK – an engine for growth in the borough and beyond. That's good, but it could be better.

We want more. We want Hounslow to be a high GVA - high wage economy. Our economic strength won't just help UK plc, it will also act as a catalyst for real life improvements for local people.

That means a borough where we all thrive. A place of good work and good wages where a robust economy sees poverty tackled and people getting ahead. Where growth enables intelligent investment and high-quality public services.

### Across a thriving Hounslow, we will see:

- » Strong inclusive economic growth unlocks Hounslow's full potential.
- » Local people, regardless of background, progress thanks to good quality jobs education and training.
- » Stronger strategic partnerships have helped, and continue to help, us pursue key growth opportunities.

### We will

- » plan for, and invest in, regeneration activities across the borough from individual estates, through town centres, to crucial borough-wide infrastructure
- » create the conditions for business success by securing workplace and industrial sites to support the next generation of businesses and local entrepreneurs
- » invest in education and skills and work with businesses and residents to understand their needs and aspirations
- » bring organisations with a stake in the borough together, partnering where our collective impact is greater than what we could achieve by working alone
- » advocate for the borough at home and abroad, promoting Hounslow as a destination for business and a place where public investment can generate both economic and social returns.

## What we know

Our impressive GVA isn't currently benefitting everyone. We are a powerful local economy where too many local people earn too little. Whilst most Hounslow children succeed at school, and our working-age residents are typically well qualified, in recent years some of us have fallen further behind.

Whilst we have global businesses in the borough, thousands of small businesses are the heart of our local economy. We want to encourage them to grow, creating more good jobs.

## How we will measure it

- » Gross Value Add
- » Median wages
- » Social mobility
- » Skills level

HEALTHIER



## Why this matters for national and local renewal

We're a hardworking borough but the benefits of work are not universally enjoyed. For some, poor work and poor pay leads to poor housing and poor mental and physical health. We know the pernicious effects of poverty - helping people into good work has an impact extending far beyond the financial.

Moving beyond precarious work improves the life chances not only of those who get better work but also their families. The effect of regular work which pays a fair wage can be transformational – improving lives and reducing demands on, and costs associated with, health, welfare and social services.

### Across a healthier Hounslow, we will see:

- » Local people, regardless of background, progress thanks to good quality jobs education and training.
- » Residents live in genuinely affordable, high-quality, environmentally-sustainable homes.
- » Financial, social and climate resilience is core to our economy

### We will

- » Address structural and systemic inequalities in those parts of the borough where need is greatest.
- » Tackle health disparities by ensuring a greater focus on those areas and communities where help and support can make the most difference - a population health management approach to tackling health disparities.
- » Support families through universal and targeted services – helping children develop emotionally and physically and creating the conditions where parents can re-enter the world of work.
- » Promote income maximisation programmes – ensuring residents get what they are entitled to.
- » Encourage local people into relevant skills and employment opportunities, focusing not just on the young, but on all working-age adults.

### What we know

Across Hounslow, too many young people grow up in poverty, too many working-age adults live with conditions that can limit their quality of life, and too many older residents experience a retirement marred by ill health. None of this is inevitable.

Good work contributes to overall health, and – by addressing social, economic, and environmental factors – the wider determinants of wellbeing. Employment can provide structure, purpose, and social connections. A stable job promotes financial security, reduces stress and helps people afford decent food and quality housing.

### How we will measure it

- » The difference in life expectancy between the wealthiest and the poorest communities
- » The percentage of the population living in poverty
- » The number of people who work and claim Universal Credit [suggestion]

# LIVEABLE



## Why this matters for national and local renewal

Whilst left behind places blight lives, Hounslow is a development hot spot. We have a track record of building homes and creating neighbourhoods. Our commitment to growth - almost 29,000 homes between now and 2041 – sits alongside a belief that everyone should have a decent home, grounded in a real community.

Meaningful regeneration and renewal require us to look beyond the short-term. Liveable communities don't just emerge by accident – they require nurturing and protecting. We look to the future and our commitment to Net Zero is designed not only to create good jobs and cut people's bills but also to encourage sustainable travel and clean the air we breathe.

### In a liveable Hounslow, we will see:

- » Residents live in genuinely affordable, high-quality, environmentally-sustainable homes.
- » Distinctive and well-connected town centres and neighbourhoods thrive
- » Community engagement around - and buy-in toward - growth and regeneration is stronger than ever.
- » Financial, social and climate resilience is core to our economy.

### We will

- » Reimagine the borough's High Streets and public realm, creating modern, culturally vibrant, attractive spaces and places in which businesses can flourish and residents can spend quality time
- » Create space for 28,800 new homes - ensuring more high-quality, affordable homes, particularly for those who need social housing.
- » Maintain and improve our own social housing stock, and the estates they are part of, helping tenants and leaseholders live in neighbourhoods they can be proud to call home.
- » Unlock 55 hectares of land that can support the development of existing business sectors and the creation of some 20,000 new jobs

### What we know

The city doesn't stand still - last year, 25,000 people moved into or out of the borough and that doesn't include those people who come from overseas to make Hounslow their home each year.

Our population is changing and so is the way people use our town centres. The borough's high streets have changed over time and will continue to evolve.

Affordable housing matters enormously to local people. Local homes are expensive – the average home costs thirteen times local wages. Most of us rent, the majority in the private rental market and those rents continue to outpace earnings growth.

### How we will measure it

- » Planning applications
- » High Street Footfall
- » Housing numbers
- » Tenure types

# GREENER



## Why this matters for national and local renewal

Whilst the climate crisis is an existential threat, responding to the need for a greener borough and a greener nation brings opportunities.

Green initiatives, such as investing in renewable energy, energy-efficient buildings, and sustainable infrastructure, can significantly boost local economies.

By prioritising environmentally friendly projects, local and national government and businesses can demonstrate economic growth and addressing climate change need not be mutually exclusive. Creating a green economy can deliver good jobs and good growth whilst navigating a socially just transition to a greener future.

### In a greener Hounslow, we will see:

- » Sustainable economic growth reduces Hounslow's carbon emissions and the borough's climate impact.
- » Financial, social and climate resilience is core to our economy

### We will

- » Require new developments to be more sustainable and energy efficient and introduce a carbon offset rate to reduce emissions across Hounslow.
- » Assess the green jobs market as it is now, and as it will be in the future, to help ensure residents can get the right skills to help them flourish in the green economy.
- » Develop robust plans for district heat networks and net zero neighbourhoods
- » Roll out photo-voltaic technology across the Council's estate
- » Work locally, regionally and nationally to ensure the transition to a green economy delivers not only for the environment, but for local residents as well.

## What we know

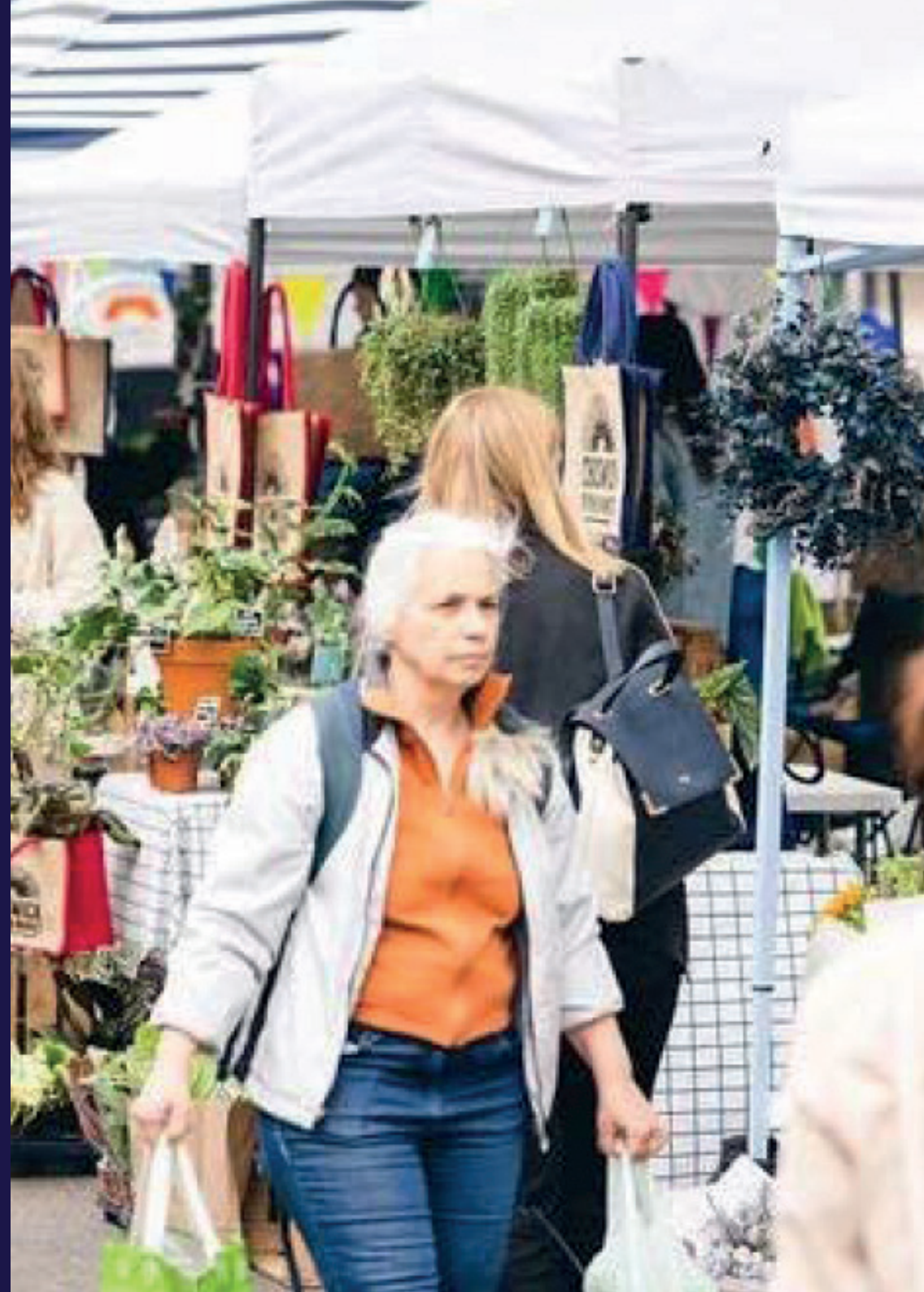
We're a paradox - more than a quarter of Hounslow jobs are green and yet we are also home to some of the UK's most carbon-intensive industries. We are becoming a greener jobs leader, not just by growing emergent green industries but also by greening existing businesses.

The shift to a greener economy happens at work and at home – with half of the properties in the borough not yet energy efficient, there are opportunities for households to reduce costs whilst adopting greener technologies

## How we will measure it

- » Proportion of green jobs
- » Circular economy [indicator tbc]
- » Local supply chain for green work
- » Carbon intensity of jobs
- » Reduced borough wide carbon emissions
- » Green energy generation
- » Air quality
- » Resilience to and impact from extreme weather

# SAFER AND CLEANER



## Why this matters for national and local renewal

Safer and cleaner places create a more stable and attractive environment for citizens, businesses and investors. When streets are well-maintained, and free from litter and graffiti, the area looks better. More attractive places attracting more foot traffic and encourage people to spend time in local shops, cafes, and markets.

When crime rates are low, private firms can invest in growth, hiring workers rather than dealing with the consequences of crime. Safe areas attract more people, and their spending – whether as tourists or locals - can significantly boost local economies. This income supports jobs in the hospitality and service industries, further helping the economy. As businesses thrive and employment rises, consumer spending increases, creating a virtuous cycle of economic growth, community confidence, and financial sustainability.

Firms benefit from doing business in places that are attractive and welcoming. Citizens and consumers prefer to spend time in clean, cared for public spaces. Bustling places help drive out low-level criminality, making cleaner spaces safer as well.

### Across a safer and cleaner Hounslow, we will see:

- » Strong inclusive economic growth unlocks Hounslow's full potential.
- » Distinctive and well-connected town centres and neighbourhoods thrive
- » Community engagement around - and buy-in toward - growth and regeneration is stronger than ever
- » Financial, social and climate resilience is core to our economy

### We will

- » Work with partners across the borough to address anti-social behaviour, including business crime.
- » Address the underlying reasons for crime and work to make our public spaces safer.
- » Tackle fly-tipping and support community groups to make local improvements and encourage community pride and pro-social behaviour

## What we know

We are a low-crime borough and a place where, in the main, people feel safe day or night. Cleanliness is the most visible statement of pride in a place. As local areas change, and economies shift from retail to experiences, we need to ensure that the town centres and local neighbourhoods remain safe and welcoming.

## How we will measure it

- » Crime rate
- » Fear of crime
- » Recycling rate
- » Levels of litter
- » Citizen assessment of street cleanliness

# OUR PLAN

# OUR PLAN

**Growing our economy in way that benefits us all cannot be the work of moments. We are already working - across place and industry, people and promotion - to transform the borough. Below are our initial priorities that together will help unlock our borough's growth potential.**

## SHORT TERM (0-1 YEARS)

Place	Industry	Promotion
<ul style="list-style-type: none"><li>» Build area regeneration function</li><li>» Develop a new placemaking approach (initially Feltham) – potential Feltham accelerator – masterplan and delivery approach</li><li>» Isleworth Neighbourhood Vision Delivery Plan</li><li>» Develop proposals for strategic sites in pipeline and identify new pipeline</li><li>» Support case for West London Orbital</li><li>» Charlton Albany on-site</li><li>» Procure partner for Convent Way</li><li>» The case for investment in the Golden Mile (with GLA)</li><li>» Grey to Green Investment in Hounslow Town Centre</li></ul>	<ul style="list-style-type: none"><li>» Build Sector Partnerships function</li><li>» Initiate Golden Mile 100 programme and develop case for investment</li><li>» Develop sector evidence base for key sectors</li><li>» Develop broad sector partnerships</li></ul>	<ul style="list-style-type: none"><li>» Build inward investment team / function</li><li>» Opportunity Hounslow programme</li></ul>
	People	
	<ul style="list-style-type: none"><li>» Build skills needs assessment approach for target sectors</li><li>» Shift targeted skills support to place-based approach</li><li>» Targeting Apprenticeship Levy to priority sectors</li><li>» Strengthen our focus on earlier intervention</li><li>» Deliver with partners an expanded network of GLA funded green skills Bootcamps</li></ul>	

# OUR PLAN (CONTD.)

## MEDIUM TERM (2-5 YEARS)

Place	Industry	Promotion
<ul style="list-style-type: none"><li>» Develop and deliver 2026-2030 Housing Delivery Programme</li><li>» Brentford Police Station site delivered</li><li>» Regeneration Delivery Strategy for Hounslow Town Centre</li><li>» Secure partners for delivery in Feltham and Hounslow</li><li>» Review additional estate regeneration opportunities</li></ul>	<ul style="list-style-type: none"><li>» Roll out programme of sector development</li><li>» Develop an economic strategy for key clusters (e.g. the, West of Borough)</li></ul>	<ul style="list-style-type: none"><li>» Strategic account management systems and processes (incl CRM)</li><li>» Inward investment desk operational</li><li>» Benefits Realisation Framework</li></ul>
	People	
	<ul style="list-style-type: none"><li>» Develop 'tethered' approach to tailor Social Value/S106 to need</li><li>» Improve access and exposure to opportunity via the 'Youth Skills &amp; Employment Guarantee' and 'Equality by Place'</li><li>» Develop higher skills pathways to good work in key sectors via 'Higher Hounslow' (initially Feltham)</li><li>» Develop a comprehensive network of green skills provision</li></ul>	

# OUR PLAN (CONTD.)

## LONG TERM (5+ YEARS)

Place	Industry	Promotion
<ul style="list-style-type: none"><li>» Secure delivery partners for other major sites and clusters</li><li>» WLO in delivery</li><li>» Other heavy rail improvements – making the case</li></ul>	<ul style="list-style-type: none"><li>» Develop workspace and industrial sites strategy to inform next Local Plan</li></ul>	<ul style="list-style-type: none"><li>» Be known as a borough that is open for business and is innovative in delivery, and which has its residents at the heart of its investments.</li></ul>
	People	
	<ul style="list-style-type: none"><li>» Monitor EDI gap and refine approach</li><li>» Deliver employer led offer</li></ul>	

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