

Leisure and Culture Strategy 2016-2020 Consultation Report

London Borough of Hounslow

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1. EXECUTIVE SUMMARY

Executive Summary

The draft leisure and culture strategy set out the Council's high level priorities for leisure and culture within the context of making at least £2.3 million of savings.

Hounslow Council consulted for 54 days from, 5th October 2015, on its draft Leisure and Culture Strategy 2016-2020. The consultation methods used were an online survey on the Council's website, paper copies of surveys available in libraries, leisure centres and Boston Manor House, presentations at all five of Hounslow's Area Forums, focus groups – 2 in Chiswick, 2 in Isleworth, 2 in Hounslow and Heston and 3 in Feltham, attendance at user groups such as the parks forum and events in libraries.

The consultation was promoted widely via a link to the online survey that was sent to 148 stakeholder groups and organisations including those that represent Hounslow's equalities groups. Posters promoting the consultation were displayed in libraries, leisure centres, public halls, historic houses and children's centres. The consultation was advertised via social media and press releases which were picked up by the local media. The consultation produced 187 survey responses (145 online and 42 on paper). 87 attendees who were selected at random attended 11 focus groups held across the Borough. The consultation responses and equalities issues that were raised were carefully considered and used to further develop the strategy.

Cross-cutting themes

Both the focus groups and the survey demonstrated that local residents appreciate the value of leisure and culture services and the positive impact they have on improving physical, social and mental wellbeing. Respondents were particularly concerned about the potential adverse impact of service cuts on the elderly, children and people who have a disability. There was a varied range of responses, some favourable and others opposed to the principles laid out in the strategy. Overall, residents stressed the need for the Council to be clear and honest on the final changes that it wants to make and there was some scepticism that it might not be possible to actually improve services in the context of a savings programme.

There was strong concern that some facilities were under-used because of either a lack of maintenance or just simply because there was not enough promotion of the activities available. This was linked to fears that closure or disposal of such facilities would disproportionately impact on deprived sections of the community.

In general, residents preferred options that did not impact on service provision and there was a lot of support for the introduction of schemes to generate income and also a strong belief that services could be more efficiently managed. People also liked the concept of multi-use centres as a method to rationalise costs. Many responses indicated a desire to see better partnership working with both national funding bodies and neighbouring boroughs but also with the local voluntary and community sector to consider alternative management models. Some respondents indicated that the Council generally needs to improve on its engagement with the third sector.

Key messages from service areas:

- The consultation demonstrated that access to physical books was residents' most important priority for the library service, followed by access to reference material and then the use of computers. Residents welcomed the expansion of the e-book offer but did not want this to come about through a reduction in the quality and range of physical books available.
- People were concerned about the state of repair of a number of library buildings and wanted libraries to be better quality spaces that are better designed, attractive and accessible for all sections of the community.
- There was considerable support for the idea of libraries acting as community hubs providing traditional library services like books, study areas and computers alongside a range of events, advice and services that the local community needs. This was linked with a need for better publicity and promotion of services available in our libraries.
- From the consultation it was clear that parks are valued by the community; particularly natural landscapes, children's play and the sporting and other facilities. However there was concern around inconsistencies with regards to basic parks maintenance and some of the focus groups suggested the need to review service provision.
- Safety in our parks was an important priority and people would like to see an improvement with a better presence in parks to tackle vandalism and provide reassurance.
- People were clear that their top three priorities around physical activity were gym facilities, swimming and outdoor parks and spaces.
- Council leisure centres are considered to provide good facilities but some respondents felt that they could be expensive, particularly for certain disadvantaged groups. There were also concerns around the need to make them more accessible for older people or those with a disability.
- Compared to other boroughs most people felt that our outdoor facilities were generally of a poor quality. Residents wanted a better use of outdoor space to encourage walking and cycling and also more sport and exercise facilities in parks and open spaces such as outdoor gyms, courts and pitches.
- Residents said that they valued heritage, local history and opportunities for community cultural participation highly, but wanted a wider engagement with all the borough's communities. There was real concern around the imbalance in the offer between the West and East of the borough and also about the scope variety and diversity of events and activities across the borough.
- There was specific concern expressed about the maintenance, condition and standards of the heritage sites and history resource facilities.

2. CONSULTATION PROCESS

A six week consultation began on 5th October 2015 with an intention to conclude on 16th November 2015. In response to requests from residents and Councillors, the consultation was extended and remained open until the 27th November 2015.

The consultation methods used were:

- Online survey on the Council's website
- Paper copies of surveys available in libraries, leisure centres and Boston Manor House
- Presentations at all five of Hounslow's Area Forums
- Focus groups – 2 in Chiswick, 2 in Isleworth, 2 in Hounslow and Heston and 3 in Feltham.
- Attendance at user groups such as the parks forum and events in libraries.

The consultation was promoted widely using the following methods:

- A link to the online survey was sent to 148 stakeholder groups and organisations that were identified via a stakeholder matrix.
- Posters promoting the consultation in libraries, leisure centres, public halls, historic houses and children's centres.
- The consultation was advertised via social media.
- Press releases which were picked up by the local media.

The number of responses received were as follows:

- 187 survey responses (145 online and 42 on paper)
- Of the 93 online survey respondents who provided their age, approximately 70% were aged 35-64, just under 20% were over 65 and just over 10% were under 35 years.
- Of the 94 online survey respondents who indicated whether they have a disability, just under 14% stated they had a disability.
- Of the 86 online survey respondents who provided their gender, 60% were female.
- Of the 75 online survey respondents who provided their ethnicity, 85% were White British or a variation thereof (White English, White Scottish, White Welsh)
- 11 focus groups were held with 87 attendees in total who were selected at random.
- Of the 87 focus group attendees, the majority were over 55years, 66% were female and 58% were White British.

The responses were carefully considered and constitute a valuable part of feedback to the strategy and the Equality Analysis.

3. SUMMARY OF CONSULTATION RESPONSES- ONLINE SURVEY

VISION AND CHALLENGES

A summary of the responses received to each question in the online survey is provided below with, where applicable, the Council's response.

The strategy introduces Hounslow's leisure and culture services and highlights what we think are the main challenges for delivering these services in Hounslow. Please indicate the extent to which you agree or disagree with these main challenges and explain why.	
Reducing the budget for leisure and culture by at £2.3 million over the next four years.	
Responses from survey:	
Strongly agree	11%
Agree	15%
Neither agree or disagree	21%
Disagree	23%
Strongly disagree	30%
Please explain why	
Responses from survey:	Council response:
Over half of the respondents disagree that reducing the budget is a challenge	In considering the comments in 'please explain why' most people that disagreed that this was a challenge, believed we should not reduce the budget for leisure however we have no choice but to do this.
Cynicism about the idea of improving services whilst making cuts.	There are ways of improving services while making them more affordable to run. Putting two services together in the same building reduces costs to the Council and increases convenience for residents, for example the Adult Education classrooms have been well-received in libraries.
Leisure and culture services have health and wellbeing benefits including preventing ill health.	The revised strategy has more emphasis on the physical and mental health and wellbeing benefit of leisure and culture services.
Concern about the impact on the young, old and areas of deprivation. Also some concern about the impact on residents with disabilities.	The revised strategy makes explicit reference to target groups in the objectives. The action plan that will be developed from the revised strategy will

Leisure and culture services are central to the life of the community.	take inequalities in to consideration, both in terms of giving due regard to emerging equalities issues and addressing inequality. The actions that will be developed from the revised strategy will be accompanied by an impact assessment that looks at the community as a whole and target communities. The Council will also consult on the action plan that will be developed from the revised strategy.
What proportion of the total budget is £2.3m?	£2.3m is 13.4% of the total budget. This has now been referenced in the strategy.
The strategy is not specific enough about what is being proposed.	The strategy is designed as a set of guidelines that will enable the Council to come up with more specific proposals. These will be consulted on in the spring of 2016.

To improve the quality and accessibility of leisure and culture services in the context of reducing budgets.

Responses from survey :	
Strongly agree	32%
Agree	20%
Neither agree or disagree	27%
Disagree	11%
Strongly disagree	11%

Please explain why

Responses from survey:	Council response:
Not possible to improve whilst reducing budgets.	There are ways of improving services while making them more affordable to run. Putting two services together in the same building reduces costs to the Council and increases convenience for residents, for example the Adult Education classrooms have been well-received in libraries.
Strategy provides no detail as to how leisure and culture services could be improved whilst reducing budgets.	The strategy is designed as a set of guidelines that will enable the Council to come up with more specific proposals. These will be consulted on in the spring of 2016.

Concern about the impact of savings on the old, young and deprived communities.	The revised strategy makes explicit reference to target groups in the objectives. The action plan that will be developed from the revised strategy will take inequalities in to consideration, both in terms of giving due regard to emerging equalities issues and addressing inequality.
Suggestion to use community organisations and volunteers to run services.	The revised strategy has more emphasis on engaging volunteers and community organisations.
Small investments in facilities could increase usage and allow the Council to charge or increase existing charges.	The revised strategy has an emphasis on attracting funding and investment.
A multi-service / multi-cultural approach was suggested where services join up to save money and increase cohesion.	The revised strategy has an emphasis on a multi-service approach.

To improve public health and wellbeing and reduce health inequalities.

Responses from survey:

Strongly agree	50%
Agree	24%
Neither agree or disagree	11%
Disagree	6%
Strongly disagree	9%

Please explain why

Responses from survey:

Council response:

This is stating the obvious and people are not going to disagree.

To reflect the high level of support for improving health and wellbeing, the revised strategy has more emphasis on the physical and mental health and wellbeing benefit of leisure and culture services.

The strategy does not say how this will be done; there is concern that it is not possible to improve health whilst reducing budgets.

The strategy is designed as a set of guidelines that will enable the Council to come up with more specific proposals. These will be consulted on in the spring of 2016.

Leisure and culture play an important role in preventing ill health, both mental and physical.

To reflect the high level of support for improving health and wellbeing, the revised strategy has more emphasis on the physical and mental health and

Public health is not the responsibility of local government.	wellbeing benefit of leisure and culture services. Since April 2012, local Councils have been responsible for public health.
Do you think any challenges are missing from the strategy?	
Responses from survey:	
Yes	52%
No	48%
If yes, please explain what and why you consider this to be a challenge?	
Responses from survey:	Council response:
<p>Stronger focus on community sport</p> <p>Youth provision</p> <p>Digital and business development</p> <p>Details of existing external contracts</p> <p>Emphasis on integration</p> <p>Expansion of Heathrow</p> <p>More joined up approach to parks / street scene.</p> <p>More community based initiatives.</p> <p>Lack of how.</p> <p>Lack of commitment to open spaces.</p> <p>Lack of support for voluntary arts groups.</p> <p>The strategy does not appear to be aligned with the Council's strategic priorities and Local Development Plan.</p> <p>Council needs to speak to and listen to local community groups and residents better.</p>	<p>Community sport and youth provision are both areas that are key to our work and is identified as a theme throughout each of our objectives. Youth provision in particular as children and young people have been identified as a priority group within our sport and physical activity needs assessment which will be used to inform our work. The forthcoming action plan that will accompany the strategy will explicitly identify what we will be doing with regard to community sport in the next four years.</p> <p>We are committed to enhancing and animating our parks and open spaces in order to provide more opportunity for residents.</p> <p>We will benchmark level of support compared to neighboring boroughs; We will publicise work with arts groups which is being done by different parts of the Council (e.g. Community Partnerships, Leisure).</p> <p>All other comments have been now been incorporated into the strategy.</p>

We want to maintain or improve our leisure and culture services. But given that we require to make at least £2.3 million of savings, do you think there are any other approaches that we could use to make the required savings?	
Responses from survey:	
Yes	70%
No	30%
If yes, please explain:	
Responses from survey:	Council response:
Increase charges for certain activities and provide more activities that can be charged for.	We benchmark our fees and charges with other boroughs and similar leisure facilities in order to ensure the price we charge our residents for services is comparable. Increase of charging will be considered and is referenced in the strategy.
Learn from and work with neighbouring boroughs.	We currently have good working relationships with our neighbouring boroughs but agree we can do more. As a result of your comments we will ensure that we share good practice and where possible capacity with our neighbours to ensure that we can deliver the best possible service to our residents.
Make more use of volunteers and local groups.	The revised strategy has more emphasis on engaging volunteers and community organisations.
Better use of space and rent out surplus space.	We will look at co-location of organisations or services, utilising facilities that are empty at different days/ times in order to provide an enhanced offer with existing facilities.
Use derelict shops as digital libraries and wi-fi centres.	Different buildings will be considered for the provision of leisure and culture services.
Stop competing with the private sector where provision is better and cheaper.	The council will continue to review its role in leisure and culture services and will consider whether it delivers, commissions, facilitates or does not provide a service or part of a service
Seek private sector investment and sponsorship.	Seeking external funding is included in the strategy

Bring all services back in-house.	Seeking alternative management is included within the strategy
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LIBRARIES

95 of 145 people responded to the section of the survey on libraries.

Please indicate which library services you use and how often	
Responses from survey:	
<p>The top three library services that are used on a daily basis are :</p> <ul style="list-style-type: none"> - online resources - computers - hard copy books <p>The top three library services that are used on a weekly basis are:</p> <ul style="list-style-type: none"> - free wi-fi - hard copy books - a space for reading, work and private study. <p>Most services were used monthly or occasionally.</p>	
Please tell us about your experience of using library services.	
Responses from survey:	Council response:
Feeling that many libraries are in need of investment.	One of the Council's objectives for libraries in the revised strategy is to find ways of funding, investing in and getting an income from libraries to support the service in the long-term.
Children's books, activities and facilities are valued.	One of the Council's objectives for libraries in the revised strategy is to ensure that library service provides for all stages in people's lives including toddlers, children, young people, adults and older people.
Poor IT systems.	The Council's library service provider has recently invested in the IT systems across all libraries and 'the virtual library' is a key objective.
Longer opening times are needed.	One of the Council's objectives for libraries in the revised strategy is to develop libraries as community hubs; this will involve reviewing opening hours.
E-books are popular but a larger range is needed.	One of the Council's objectives for libraries in the revised strategy is to develop Hounslow's virtual library. Some e-books

	are currently subject to public lending restrictions.
Please provide any suggestions for improvements	
Responses from survey:	Council response:
Increase quantity and quality of computers and wifi access.	One of the Council's objectives for libraries in the revised strategy is to grow the digital services available in Hounslow.
Move more material such as newspapers online.	
Improve IT functions such as overdue book reminders and online ordering.	
Monthly email newsletter on what's happening.	One of the Council's objectives for libraries in the revised strategy is to promote the library service amongst the local community, other organisations and local businesses. The Hounslow libraries webpage http://www.hounslow.info/libraries/ includes links at the bottom left hand side to sign up for regular newsletters.
More events relevant to the local community.	One of the Council's objectives for libraries in the revised strategy is to encourage people to get involved in libraries by sharing their views and suggestions.
More staff / use of volunteers.	One of the Council's objectives for libraries in the revised strategy is to encourage people to get involved in libraries by volunteering.
Refurbishment.	One of the Council's objectives for libraries in the revised strategy is to find ways of funding, investing in and getting an income from libraries to support the service in the long-term.
What are your priorities for a library service?	
Responses from survey:	
The top three priorities are: <ul style="list-style-type: none"> - hard copy books - reference materials - a space for reading, work and private study. Other priorities are:	

- online resources
- computers
- free wi-fi
- adult education classes
- e-books
- children's activities

We have drafted what we think are the main objectives for improving library services whilst finding ways to reduce the amount we spend:

- A better online library offer – wider choice of e-books and online resources, better facilities for remote working
- A more relevant and tailored service designed to meet the needs of our different localities through the provision of a number of services in the same building – e.g. better designed children's library, computer literacy, Adult Education .
- A better library standard – Better library spaces which are more accessible, affordable and provide flexible space which supports the provision of an attractive multi-use offer; including opportunities to generate income e.g. addition of coffee shops.

Do you think any changes should be made to these objectives?

Responses from survey:

Yes	51%
No	49%

If yes, please explain:

Responses from survey:	Council response:
Concerns about moving to online at the expense of hard copy books.	One of the Council's objectives for libraries in the revised strategy is to provide a balance of physical library and virtual library.
Range of responses which suggest the council should be working with other organisations to provide information, support and use of library building for range of other services	Considered within current objectives
Commitment to not close any libraries	There are no plans to close any community facilities at the moment. But we may need to change how we manage and fund our facilities in the future. So no options are being ruled out. And we will develop detailed proposals using the feedback from this consultation. This will be looked at in more detail in early 2016.

What do you think a modern library service looks like?	
Responses from survey:	Council response:
<p>Bright, inviting and accessible.</p> <p>Community hub.</p> <p>Access to all council services.</p> <p>Better IT system.</p> <p>Strong IT offer with e-books and online facilities for study.</p>	<p>The Council's vision for a modern library service is well designed comfortable spaces that are accessible and attractive.</p> <p>One of the Council's objectives for libraries in the revised strategy is to develop libraries as community hubs.</p> <p>The Council's vision for a modern library service is community hubs with a range of services for local residents.</p> <p>One of the Council's objectives for libraries in the revised strategy is to grow the digital services available in Hounslow.</p>
The leisure budget which includes library services must be reduced by at least £2.3m. With this in mind, where do you think we could make cuts or efficiency measures across the library service?	
Responses from survey:	Council response:
<p>Introduce a small fee to use some aspects of the library service such as car parking.</p>	<p>One of the Council's objectives for libraries in the revised strategy is to find ways of funding, investing in and getting an income from libraries to support the service in the long-term.</p>

PARKS AND OPEN SPACES

115 of 145 people responded to the section of the survey on parks and open spaces.

Please indicate which types of green spaces in Hounslow you visit and how often
Responses from survey:
<p>The three most frequently used types of green spaces are small parks and green spaces, larger parks and allotments.</p> <p>37% of respondents use small parks or green spaces every day and 44% use them weekly.</p> <p>16% of respondents use larger parks every day and 31% use them weekly.</p> <p>9% of respondents use allotments every day and 4% use them weekly.</p>

People also use Chiswick House, Syon Park, riverside area and playgrounds.	
Please tell us about your experience of using these spaces or services.	
Responses from survey:	Council response:
<p>Some respondents think these services are well-maintained and other think maintenance has deteriorated in recent years.</p> <p>Safety concerns in relation to:</p> <ul style="list-style-type: none"> - Lighting - Holes in fencing - Unauthorised vehicles - Drunks - Drug taking <p>Parks and open spaces benefit health and wellbeing.</p>	<p>The reviewed strategy acknowledges that the feedback from the consultation wants to see consistently well maintained and well managed parks.</p> <p>Safety in parks and enforcement has been identified as a priority in the consultation and this has been acknowledged in the text of the reviewed strategy. Amended the objective of providing the right spaces with a commitment to review, re-design and manage parks and open spaces to make them more accessible and safe.</p> <p>The importance of cycling and generally physical activities in parks has been acknowledged and this has been reflected in the revised strategy in the objective "Provide the right spaces".</p>
Please provide any suggestions for improvements.	
Responses from survey:	Council response:
<p>More rubbish collection and better maintenance</p> <p>Refurbish and rent / hire Chiswick Boathouse. Replace annual bedding with hardy perennials. More events in parks.</p> <p>More use of Friends of Parks</p>	<p>The reviewed strategy acknowledges that the feedback from the consultation wants to see well maintained and well managed parks.</p> <p>Savings and income generation suggestions will be taken into consideration during the detailed proposals for the implementation of the strategy. We are already working on assessing the grounds maintenance costs to replace beddings with hardy perennials.</p> <p>This will be part of the objective of getting communities more involved and also target funding strategically. The strategy already mentions working together with community groups and Friends of Parks, developing the skill base of residents and enhancing opportunities to access funding.</p>

<p>Improve security lighting and introduce CCTV. Fenced off dog areas.</p>	<p>This is part of the objective to provide the right spaces with improvements and changes if and where needed. We will be working with Environment Enforcement, police and other partners to improve enforcement in parks and assess the use of CCTVs.</p>
<p>Make parks and open spaces more cycle friendly. More sport and exercise facilities in parks</p>	<p>The importance of cycling and generally physical activities in parks has been acknowledged and this has been reflected in the revised strategy by including the commitment to look at sporting and recreational activities including walking and cycling as part of the objective of creating the right spaces. A refurbishment scheme in parks will look at introducing outdoor gyms to encourage more sport and exercise.</p>

What are your priorities for our parks and open spaces?

Responses from survey:

The top three priorities for parks and open spaces are:

Basic infrastructure	First priority for 47% of respondents
Natural landscape – flowerbeds, meadows, woodland areas, lakes	First priority for 24% of respondents
Children’s play / adventure areas	First priority for 19% of respondents

Other priorities are sporting activities, growing and environmental projects, safety and security and park keepers.

We want to continue to improve our parks service but we also need to reduce the overall amount that we spend. The draft strategy puts forward the main objectives which we believe will enable us to achieve this:

- We will review and re-design our network of parks and open spaces. This will value sites that are well-used, good quality and valued by the public. And through consultation with residents we will also explore changing the use of sites which are not well-used.
- Re-thinking the delivery and management of our parks and open spaces to ensure that grounds maintenance is efficient and as cost effective as possible. We will also consider transferring management for some of our services and work with partners to regenerate or find alternative uses for under-utilised assets.

- We will get communities more involved by exploring opportunities to share resources or devolve management, and promote volunteering and engagement programmes.
- We are also proposing a more strategic approach to funding by setting up a framework for how money is spent (particularly on low value capital items such as bins, benches etc.). We will also seek external funding and promote income generation through concessions, rents and fees and charges to support a sustainable management model.

Do you think any changes should be made to these objectives?

Responses from survey:

Yes	49%
No	51%

If yes, please explain

Responses from survey:	Council response:
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Generate income through charges for bootcamps, classes	This is already reflected in the strategy promoting income generation through concessions, rents and fees and charges as and when appropriate.
Build on 'Friends of' groups and other partnerships	These responses are already reflected in the strategy committing to explore opportunities for sharing resources with other partners and community groups such friends of park.
Provide more detail and evidence	Detail and evidence will be provided in consultations and there will be more opportunities to get involved in shaping the service.

The leisure budget which includes parks and open spaces must be reduced by at least £2.3m. With this in mind, where do you think we could make cuts or efficiency measures across the parks service?

Responses from survey:	Council response:
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Generate income through events, sponsorship and fees	Savings and income generation suggestions will be taken into consideration during the detailed proposals for the implementation of the strategy. The importance of staff presence in parks will be acknowledged and this is part of the objective of "rethinking delivery". Parks keepers can only be considered as part of a presence in parks that can be done in a more creative way and linked to sites that have income
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<p>More involvement of local clubs, community groups, volunteers and schools e.g. 'adopt an area'</p> <p>Less grass cutting and instead allow some areas to become 'wild' and introduce plants that need less maintenance.</p> <p>Reintroduce park keepers</p> <p>Reduce management</p>	<p>generation opportunities that can subsidise such presence.</p>
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SPORT AND PHYSICAL ACTIVITY

104 of 145 people responded to the section of the survey on sport and physical activity.

<p>Please indicate in what settings you take part in physical activity or sport and how often</p>	
<p>The three most frequently used settings for physical activity and sport are walking / cycling to work, walking / running in parks and open spaces and Hounslow Council's Leisure facilities.</p> <p>38% of respondents walk or cycle to work every day and 17% do so on a weekly basis.</p> <p>25% of respondents walk or run in parks and open spaces every day and 39% do so on a weekly basis.</p> <p>11% of respondents use Hounslow Council's leisure facilities on a daily basis.</p>	
<p>Please tell us about your experiences of using Hounslow's sport or physical activity facilities or venues.</p>	
<p>Responses from survey:</p>	<p>Council response:</p>
<p>Council gyms are too expensive.</p> <p>Council gyms are good.</p> <p>Need for more promotion.</p>	<p>We will work more strategically to ensure we provide the right facilities in the right places that are high quality, fit for purpose and there are affordable opportunities for all.</p> <p>We will continue to ensure that the leisure centre providers Fusion continue to maintain and run the facilities to the expected standard.</p> <p>We are working with Fusion and other partners to develop a more considered and effective marketing and communications plan of existing services for residents</p>

<p>Need for a better evening offer.</p> <p>Private gyms are better or more affordable.</p> <p>Poor facilities in Hounslow drive people outside the borough.</p>	<p>We recognise that there is an array of private gyms available for the public to choose from. However these gyms vary in their offer to residents and quite often do not cater for an individual in the same way as the Fusion run centres. For example, many don't have free car parks or 25m swimming pools. Our leisure centres provide for a certain section of the community that budget gyms and other providers cannot. However, we will continue to work with our leisure providers to refine our offer to ensure we provide for our audience and meet their needs.</p> <p>We will work more strategically to ensure we provide the right facilities in the right places that are high quality and fit for purpose</p>
<p>Please provide suggestions for improvements.</p>	
<p>Responses from survey:</p>	<p>Council response:</p>
<p>New events</p> <p>More outdoor equipment, courts and pitches.</p> <p>Walking and cycle paths.</p> <p>Regular customer experience testing.</p> <p>Reduce prices, better rates for the unemployed.</p>	<p>We will work with a multitude of partners to provide a more coordinated offer for sport & physical activity that will result in more community events and activities.</p> <p>We have undertaken a review of existing facilities and pitches and recognise enhancing outdoor space as a key feature to achieving our vision of halving the numbers of inactive in the next ten years.</p> <p>We will ensure we work closely with the active travel team at LBH to enhance and improve existing cycle and walking paths throughout our parks and open spaces. We have reflected this within the sport & physical activity objectives.</p> <p>We recognise that many parts of the community cannot afford to access leisure centres. This is why we will look at implementing other free, accessible ways to be active whilst also ensuring that our leisure centres have options that are</p>

Behaviour change is needed, especially for the elderly and young people, children.	affordable to more. (Objective 2. Think strategically and prioritise page 33) We have recognised this within our objective, 'create a movement'.
<p>We have drafted what we think are the main objectives for supporting residents to get and stay active whilst finding ways to reduce the amount we spend:</p> <ul style="list-style-type: none"> - Create a movement – engage with all sectors to make all interactions with residents a potential opportunity to promote sport and physical activity (e.g. make every contact count campaign and events which support behavior change) - Hounslow Council will provide more strategic leadership in facilitating partnerships and targeting external resources for the borough. - The strategy proposes we provide the right locations by identifying capital investment for new sports facilities and improving the accessibility of others. - The strategy also highlights the importance of creating active environments by shaping services such as parks and open spaces and providing targeted services for those who are least active. 	
Do you think any changes should be made to these objectives?	
Responses from survey:	
Yes	36%
No	64%
If yes, please explain what.	
Responses from survey:	Council response:
Focus on specific group's e.g. disabled, inactive people, community and faith centres.	We have undertaken a needs assessment which has provided us with our target groups and priority areas for sport and physical activity. We will use this evidence base to allow us to prioritise investment and opportunity in the areas that need it most.
Central directory / website of all exercise opportunities.	We currently have the Get Active Hounslow central directory which provides information on activities and events related to sports and physical activity. However we appreciate that not all have access to this and that not all activities are provided. The action plan for sport and physical activity will focus heavily on how we communicate the existing offer effectively through the use of the voluntary sector,

<p>Close loss making leisure centres and focus on outdoor spaces.</p>	<p>health professionals, websites, social media and leaflets etc.</p> <p>The leisure centres within our Fusion portfolio are sustainable and cost neutral enabling us to provide a fantastic service to local residents. However we are aware that not all residents want to access leisure centres which is why we will work to ensure that we think creatively about the use of our parks and open spaces for physical activity.</p>
<p>What do you propose we do to support residents to be more active?</p>	
<p>Responses from survey:</p>	<p>Council response:</p>
<p>More promotion and information.</p>	<p>We have recognised this within our objective, 'create a movement'.</p>
<p>Organise / encourage events such as “The Big Push” (parents with pushchairs) and races (running and cycling).</p>	<p>We will work with our partners and providers to enhance the range of events offered in the Borough. We will build on previous successes in securing external funding to support this.</p>
<p>Improve the quality and safety of parks / spaces.</p>	<p>We will ensure that we work closely with the parks team to address concerns of quality and safety in our parks. Particularly those parks we are looking to make improvements in to encourage them for the use of physical activity and sport.</p>
<p>More sponsorship and partnerships.</p>	<p>We will work closer with the funding manager at LBH in order to recognize sponsorship and funding opportunities when they are available. We will continue to draw on the good work of the team and our key partners at attracting external funding to the borough for the implementation of projects and programmes.</p>
<p>Reduce prices.</p>	<p>We will ensure that our prices for our facilities are benchmarked so that they are comparable to national facility prices. We will also work with the leisure operator to provide more subsidized sessions for sections of the community that require support whilst enhancing the offer of other free accessible ways to be active.</p>

Reduce pollution.	We will work closely with the traffic and transport team on projects that address air quality. Where possible we will work to encourage people to use active travel as means of transport reducing the number of cars on the road.(Objective 2 page 33)
Exercise on prescription.	We have an existing exercise on referral programme for residents that meet a certain criteria. We will continue to offer this and also increase the promotion of this amongst health professionals in a bid to raise awareness and uptake.
The leisure budget which includes sport and physical activity must be reduced by at least £2.3m. With this in mind, where do you think we should be making cuts or make efficiency measures across sport and physical activity services?	
Responses from survey:	Council response:
Partnerships with trainers / instructors who can do the promotion / delivery / management.	We work in close partnership with several commercial and community, voluntary organisations to deliver services as we see this as integral to the service. We will continue to do this particularly when targeting resources to achieve objectives.
Close pools	A recent Sports facility review undertaken by independent consultants showed we have an unmet demand for pool spaces in the borough. Closing pools will not provide us with a saving but will present a more significant unmet demand in future years with the projected population growth for Hounslow.
Review contracts	We will continue to review our contracts and make changes that will enable us to make a saving without impacting on the service that is provided to the public.
More use of school facilities.	We will ensure we work with schools that have suitable facilities to meet the demands of the local community to open them for community use in evenings and weekends. Brokering relationships with schools and clubs to increase the accessibility and use of facilities. (objective 3 page 34)
Reduce management, no consultants, more use of Friends groups	We only use consultants to undertake large pieces of work that provide us with

Do not make cuts in this area	<p>the strategic direction required to ensure we work more efficiently and effectively to benefit the end user, the resident. Our delivery team, is, in comparison to other boroughs across London very small therefore we intend to make the most of Friends groups and other volunteers that are best placed to provide certain services to residents.</p> <p>We are working to ensure we can enhance our offer by improving and working more strategically with existing assets in terms of both people and places to ensure we keep any cuts that will impact on residents to a minimum.</p>
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HERITAGE AND CULTURE

100 of 145 people responded to the section of the survey on heritage and culture.

Please indicate which museum, heritage building or historic collection you visit or use and how often.	
Responses from survey:	
<p>The heritage and culture sites that were visited most frequently on a daily basis were:</p> <ul style="list-style-type: none"> - Chiswick House and Gardens - War Memorials <p>The heritage and culture sites that were most likely to be visited on a weekly basis are:</p> <ul style="list-style-type: none"> - Chiswick House and Gardens - Boston Manor House and Park - Gunnersbury Museum and Park - Local studies and archives <p>Watermans and Osterley Park and House are also well used by online survey respondents.</p>	
Please tell about your experiences of using heritage and cultural services	
Responses from survey:	Council response:
Varying degree of knowledge and awareness of heritage and cultural facilities in Hounslow.	An objective has been added to the revised strategy to publicise delivery better as part of our Communications, including badging our heritage partnerships.
Please provide any suggestions for improvements	
Responses from survey:	Council response:

<p>More events to get more visitors and make more money.</p> <p>Use of volunteers can save money.</p> <p>More promotion of heritage and cultural services in the borough to create more awareness and increase usage and appreciation.</p> <p>Better standard of maintenance across the different areas of the borough.</p> <p>Heritage and cultural facilities throughout the borough.</p> <p>Make it real by including heritage on a personal level through activities like collecting oral histories.</p>	<p>In the revised strategy, this is included in the objective Target Funding Strategically - Seek opportunities for increased income generation at managed sites.</p> <p>In the revised strategy, this is included in objective Rethink Delivery - developing a culture of volunteering /develop service delivery models.</p> <p>An objective has been added to the revised strategy to publicise delivery better as part of our Communications, including badging our heritage partnerships.</p>
<p>What are your priorities for our heritage services?</p>	
<p>Responses from survey:</p>	
<p>The top three priorities for our heritage services are:</p> <ul style="list-style-type: none"> - Historic houses and grounds - Museums, exhibitions and collections - Access to local history and archives 	
<p>We have drafted what we think are the main objectives for celebrating Hounslow's heritage and culture, whilst finding ways to reduce the amount we spend:</p> <ul style="list-style-type: none"> - The strategy suggests we preserve our heritage by considering new models of delivery, working with partners - And securing external funding - Increase engagement and participation of our communities to raise the profile of arts and heritage with a focus on new and under-represented audiences. 	
<p>Do you think any changes should be made to these objectives?</p>	
<p>Responses from survey:</p>	
<p>Yes</p>	<p>35%</p>
<p>No</p>	<p>65%</p>

How do you think Hounslow should better celebrate its people, place, heritage and culture?	
Responses from survey:	Council response:
<p>More involvement of the local community through volunteering, fundraising, and providing more activities and celebrations.</p> <p>Cater for all, provide for audiences of different ages and cultures.</p>	<p>We expanded our objective Maximise Involvement to include - Create better and sustainable events which engage or are led by the community</p> <p>We expanded our objective Maximise Involvement to include all of these points -</p> <ul style="list-style-type: none"> • Better understand our audiences (and potential audiences) to inform programmes of activity • Create better and sustainable events which engage or are led by the community • Work with partner organisations to deliver an attractive, accessible and engaging programme of arts and events at key sites across the borough including town centres, providing existing and new audiences with an awareness and enjoyment of the arts, culture, local history and heritage of Hounslow • Prioritise activities and offer for young people and families, while offering participation for all age groups
<p>More promotion of heritage sites and activities in the borough to make people more aware of what is being offered across the borough.</p>	<p>An objective has been added to the revised strategy to publicise delivery better as part of our Communications, including badging our heritage partnerships.</p>
<p>Make children more involved in and aware of heritage and culture.</p>	<p>We expanded our objective Maximise Involvement to include – Prioritise activities and offer for young people and families, while offering participation for all age groups</p>
<p>Integration is needed to provide a consistent culture and heritage offer across the borough.</p>	<p>We changed the Strategy to emphasise this important aspect : In objective Maximise Involvement - "• Ensure services are provided across the borough"</p> <p>This is also included in the objective Target Funding Strategically under - "• Maximise investment in arts and heritage including local and cultural history and archives, natural heritage, public realm, squares and historical buildings "</p>

The leisure budget which includes heritage and arts services must be reduced by at least £2.3m. With this in mind, where do you think we should be making cuts or make efficiency measures across heritage and culture?

Responses from survey:	Council response:
<p>Suggestion to generate an income.</p> <p>Partnerships to lever in sponsorship and funding.</p> <p>Spend money more efficiently.</p> <p>Increase accessibility through having more local activities distributed across the borough.</p> <p>Encourage tourism.</p>	<p>We changed the Strategy to emphasise this important aspect : In objective Maximise Involvement - "• Ensure services are provided across the borough"</p> <p>This is also included in the objective Target Funding Strategically under - "• Maximise investment in arts and heritage including local and cultural history and archives, natural heritage, public realm, squares and historical buildings "</p> <p>This is included in objective Make Hounslow a Destination for Heritage - " Increase awareness and enjoyment of the arts, culture, local history and heritage of Hounslow by residents, workers and visitors"</p> <p>And we grouped parts of the strategy together under a new objective Publicise & Promote, and included a new item - "• Work with neighbouring boroughs and other cultural agencies to promote Hounslow's heritage and cultural offer as part of strategic marketing and tourism promotion"</p>

SURVEY CONCLUSIONS AND EQUALITIES ANALYSIS

The responses to the online survey generated common themes around increasing the use of volunteers and community organisations, concerns about the impact of any changes on the young and old and areas of deprivation, the need for more communication and promotion of Hounslow's leisure and culture services and increasing income as an alternative to savings. The table below summarises the responses to the online survey that raised equalities issues and the Council's response:

Equalities issue	Council's response
Disproportionate impact of any changes to leisure and cultural services on children, young people, older people, people with disabilities and deprived communities.	Specific objectives for each service area around work with target groups to address inequalities.
Prioritisation of digital library services at the expense of physical books.	Dual focus of strategy on physical books and digital library services to address digital exclusion.
Benefits of leisure sites for physical and mental health.	The revised strategy has more emphasis on the physical and mental health and wellbeing benefit of leisure and culture services.

The action plan that will be developed using the revised leisure and culture strategy as a guide will take into due consideration the equalities issues raised during the consultation on the draft strategy.

4. SUMMARY OF CONSULTATION RESPONSES- FOCUS GROUPS

OVERALL – STRATEGY / LEISURE & CULTURE SERVICE OFFERING IN HOUNSLOW

Feedback from focus groups:	Council response:
<p>The vision in the strategy is too vague.</p> <p>Sceptical about the idea of improving services whilst making cuts.</p> <p>Hounslow centre lacks facilities which means residents go to other parts of the borough or outside the borough.</p> <p>Lack of clarity about the leisure and culture services on offer in the borough.</p> <p>Liked the idea of multi-use centres and flexible opening hours.</p> <p>General support for partnerships such as English Heritage, National Trust and voluntary groups. However, the Council's role is not always clear in these partnerships.</p> <p>Council is not good at engaging with voluntary groups.</p> <p>Local, person-centred services will be lost if these are moved further away or put online.</p> <p>Concerned about the impact of the savings on children and older people.</p>	<p>The strategy is designed as a set of guidelines that will enable the Council to come up with more specific proposals. These will be consulted on in the spring of 2016.</p> <p>There are ways of improving services while making them more affordable to run. Putting two services together in the same building reduces costs to the Council and increases convenience for residents, for example the Adult Education classrooms have been well-received in libraries.</p>

<p>Concern that closing 'under-used' facilities would impact disproportionately on deprived areas.</p> <p>Belief that facilities are under-used due to a lack of maintenance, perceived safety issues and insufficient promotion and engagement activities.</p> <p>Prefer to focus on generating income rather than cutting spending.</p>	
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LIBRARIES

Feedback from focus groups:	Council response:
<p>Libraries are used by different groups for different reasons; library offer needs to be relevant to students, jobseekers, children, elderly etc.</p>	<p>One of the Council's objectives for libraries in the revised strategy is to ensure that library service provides for all stages in people's lives including toddlers, children, young people, adults and older people.</p>
<p>In favour of there being more online services provided that these are offered as well as rather than instead of physical books.</p>	<p>One of the Council's objectives for libraries in the revised strategy is to provide a physical library and virtual library.</p>
<p>Needs to be more support and training to enable people to use online services.</p>	<p>One of the Council's objectives for libraries in the revised strategy is to encourage people to get involved in libraries by volunteering.</p>
<p>Role of libraries needs to change to knowledge hubs with greater involvement of schools, especially in civic education and local history.</p>	<p>The Council's vision for a modern library service is community hubs with a range of services for local residents.</p>
<p>Libraries need to be social centres that are used in the evening and at the weekend; this may involve re-locating them to where people go such as shopping centres.</p>	
<p>Evening and weekend activities in libraries could generate an income.</p>	<p>One of the Council's objectives for libraries in the revised strategy is to find ways of funding, investing in and getting an income from libraries to support the service in the long-term.</p>
<p>Welcome facilities like coffee shops, but these may not work in areas where there are already a lot of coffee shops.</p>	

Income generation ideas from focus groups:	Council response:
<p>Use of volunteers, especially young people</p> <p>Improve the e-offer and charge for IT training, services and resources</p> <p>Hire out facilities and buildings for meetings, training venues and conferences.</p> <p>Ask people to donate books that can be lent or sold.</p> <p>Movie nights</p> <p>Partnerships e.g. Friends groups and sponsorship e.g. Amazon</p> <p>Ensure books and DVDs are not stolen</p>	<p>The Council will take into consideration residents' suggestions for generating income when developing a savings and development action plan in early 2016.</p>

PARKS AND OPEN SPACES

Feedback from focus groups:	Council response:
<p>Parks and open spaces are important community spaces that bring people together</p> <p>Perception that neighbouring boroughs such as Ealing and Richmond are better at maintaining and utilizing their parks and open spaces. This affects usage.</p> <p>View that Hounslow is poor at securing external funding from sources like TFL, DEFRA</p> <p>Against closing or selling off less used spaces. Feeling that this would</p>	<p>This message has been acknowledged in the revised strategy by adding a paragraph in the objectives for parks and open spaces, advocating a commitment from the Council to maintain parks, improved partnership working and improved communication</p> <p>This is a perception that links to inconsistent quality of Hounslow's park and open spaces. The strategy reflects this by committing to well maintained and well managed parks.</p> <p>This will be implemented through the objective "target funding more strategically" by committing to identify and secure grant and external funding opportunities.</p> <p>This view has been acknowledged. The strategy commits to protect open spaces</p>

<p>disproportionately affect more deprived areas.</p>	<p>where it is considered essential in terms of access, function and designation. The strategy also recognises that there is a need of an up to date and evidence based review of provision before any decisions can be made.</p>
<p>Improving security, e.g. CCTV and lighting would increase usage.</p>	<p>Safety in parks and enforcement has been identified as a priority in the consultation and this has been acknowledged in the text of the reviewed strategy. Amended the objective of Providing the right spaces with a commitment to review, re-design and manage parks and open spaces to make them more accessible and safe.</p>
<p>Older children and teens need somewhere to play; they are often prevented from doing so by 'No ball games' signs.</p>	<p>The revised strategy reflects this point acknowledging a strong desire to achieve a wider usage for all age groups particularly young people and older people.</p>
<p>Need for more and better publicity about what is available. Confusion over who runs what, for example the focus groups were not sure whether the Council manages Chiswick House.</p>	<p>This will be part of the implementation of the objective "get communities more involved". The revised strategy commits to develop engagement programs that attracts more users to events, health or educational activities. A more structure communication should also avoid confusion about roles and responsibilities.</p>
<p>Greater use of parks and open spaces for physical activity:</p> <ul style="list-style-type: none"> - More and better courts and facilities - Cycle paths - GP prescriptions <p>Support for Ramblers Association to attract more members</p>	<p>The importance of cycling and generally physical activities in parks has been acknowledged and this has been reflected in the revised strategy by including the commitment to look at sporting and recreational activities including walking and cycling as part of the objective of creating the right spaces. A refurbishment scheme in parks will look at introducing outdoor gyms to encourage more sport and exercise</p>
<p>View that voluntary groups do a better job at maintaining open spaces than the Council. Feeling that the Council should engage and support voluntary groups more.</p>	<p>This has been acknowledged in the reviewed strategy as part of the objective "rethink delivery" by supporting delivery through third sector and community groups.</p>
<p>Income generation ideas from focus groups:</p>	<p>Council response:</p>

<p>More festivals, concerts and other chargeable activities e.g. BBQs</p> <p>Apply for external funding such as 'Boris bikes' from TFL and DEFRA funding to maintain open spaces</p> <p>Use more clubs and community groups to maintain parks and open spaces and to provide facilities e.g. play groups</p> <p>Always charge for facilities like tennis courts; however, the focus groups were concerned that the private sector puts profit over people.</p> <p>Use under-used spaces for allotments.</p> <p>Sponsorship for things like litter bins</p> <p>Farmer's markets on open spaces, especially need allotments</p> <p>More cafes run by local companies</p> <p>Bootcamps run by veterans that people have to pay for.</p>	<p>Savings and income generation suggestions will be taken into consideration during the detailed proposals for the implementation of the strategy.</p> <p>All other comments have been incorporated into the strategy or will be used for future and more detailed proposals for the services</p>
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SPORT AND PHYSICAL ACTIVITY

Feedback from focus groups:	Council response:
<p>Design parks and open spaces to encourage physical activity e.g. outdoor gyms</p> <p>Perception that private gyms are better and cheaper than Fusion.</p> <p>Need more events and facilities to attract inactive people, especially children and older people.</p> <p>Hounslow town has poor facilities which drives people to other areas resulting in a loss of income and social cohesion.</p>	<p>We recognise that there is an array of private gyms available for the public to choose from. However these gyms vary in their offer to residents and quite often do not cater for an individual in the same way as the Fusion run centers. For example, many don't have free car parks, do not have 25m swimming pools. Our leisure centres provide for a certain section of the community that budget gyms and other providers cannot. However, we will continue to work with our leisure providers to refine our offer to ensure we provide for our audience and meet their needs.</p>

<p>Needs to be an engagement and behavior change strategy with different approaches for different population groups.</p> <p>Need more facilities and better use of space (including the river) to encourage cycling and provide opportunities for people to learn how to cycle.</p> <p>Flexible memberships and online booking are needed.</p> <p>Extension of 'Boris Bikes' in to Hounslow with TFL funding.</p> <p>More partnership working with neighbouring authorities.</p> <p>Better information about and promotion of what is available.</p>	<p>We will be working smarter and targeting our resources to ensure we engage the most inactive in our borough.</p> <p>We are limited in terms of space within central Hounslow. However, in the plan we identify the requirements to work with schools to open their facilities for community use at evening and weekends to provide the much needed facilities to keep clubs and organisations in the Borough.</p> <p>Behaviour change and our approach to engaging with public is identified in our first objective within the strategy. We have identified the active travel team as a key partner. Enhancing and supporting the co-ordination of cycling opportunities with them and British Cycling will be integral to our work.</p> <p>Fusion offer an array of membership options for the leisure centres and online booking is available.</p> <p>We already work closely with Ealing and other boroughs but agree that we can share ideas and good practice more effectively.</p> <p>Within the strategy we identify that our methods of communication about existing projects, programmes and facilities needs to be improved.</p>
<p>Income generation ideas from focus groups:</p>	<p>Council response:</p>
<p>'Tango Teatimes' to encourage the elderly to be more active.</p> <p>Private tennis courts</p> <p>More golf facilities e.g. driving ranges</p>	<p>We will work with the Lawn Tennis Association to review our current stock of tennis courts and how we can improve their use.</p> <p>Within the strategy we identify that our methods of communication about existing</p>

<p>Temporary ice rinks in Hounslow Centre</p> <p>Leisure centres should be more widely publicized, especially to clubs and organisations</p> <p>More private / public partnerships</p> <p>Partnerships with professional clubs</p> <p>Seek external funding e.g. Big Lottery to improve facilities</p>	<p>projects, programmes and facilities needs to be improved.</p> <p>We will develop the Community Sports and Physical Activity Network to engage more voluntary sector groups. We already have an existing relationship with Brentford FC Community Sports Trust and a developing relationship with Harlequins and London Wels.</p> <p>We have in recent year's secured substantial amount of funding from Sport England and other funders to provide activity and improve our facilities and will continue to do so.</p>
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HERITAGE AND CULTURE

Feedback from focus groups:	Council response:
<p>What has happened to the 'History of Hounslow'?</p> <p>More celebrations of Hounslow people</p> <p>More partnerships e.g. English Heritage, Duke of Northumberland</p> <p>Clarity about management arrangements and the role of the Council is needed</p> <p>An bigger online presence such as access to historical records would increase engagement</p>	<p>We will review the programme across the Borough and facilitate a wider programme of activities, participation and celebration opportunities relevant for all communities.</p> <p>We are reviewing all management arrangements and partnership opportunities.</p> <p>We will consider digitization and other forms of access to historical resources.</p>
Income generation ideas from focus groups:	Council response:
<p>More festival and events especially where they mix cultures</p> <p>Open days and walks for residents</p> <p>Art classes within historic venues</p> <p>Encourage tourism from outside the borough</p>	<p>This is included in objective Make Hounslow a Destination for Heritage - " Increase awareness and enjoyment of the</p>

<p>Hire sites out for filming</p>	<p>arts, culture, local history and heritage of Hounslow by residents, workers and visitors"</p> <p>And we grouped parts of the strategy together under a new objective Publicise & Promote, and included a new item - "• Work with neighbouring boroughs and other cultural agencies to promote Hounslow's heritage and cultural offer as part of strategic marketing and tourism promotion"</p>
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FOCUS GROUP CONCLUSIONS AND EQUALITIES ANALYSIS

The equalities issues raised by the focus groups are the same as those raised in the responses to the survey. The action plan that will be developed using the revised leisure and culture strategy as a guide will take into due consideration the equalities issues raised during the consultation on the draft strategy.

FEEDBACK FROM MEETINGS WITH LIBRARY USERS

Themes	Council response
Popularity of physical books	One of the Council's objectives for libraries in the revised strategy is to provide a physical library and virtual library.
Libraries as places for social interaction and a hub within the community	One of the Council's objectives for libraries in the revised strategy is to develop libraries as community hubs.
Importance of libraries for study and for developing children's interest in reading	One of the Council's objectives for libraries in the revised strategy is to ensure that library service provides for all stages in people's lives including toddlers, children, young people, adults and older people.
Adjustments are needed to help residents with disabilities use libraries	The Council's vision for a modern library service is well designed comfortable spaces that are accessible and attractive.
Children's activities are highly valued by parents	One of the Council's objectives for libraries in the revised strategy is to

	ensure that library service provides for all stages in people's lives including toddlers, children, young people, adults and older people.
Internet and computers are an important resource	One of the Council's objectives for libraries in the revised strategy is to grow the digital services available in Hounslow.
More promotion of libraries and library services is needed	One of the Council's objectives for libraries in the revised strategy is to promote the library service amongst the local community, other organisations and local businesses.
Using parts of the library for coffee shops could generate an income.	One of the Council's objectives for libraries in the revised strategy is to find ways of funding, investing in and getting an income from libraries to support the service in the long-term.

FEEDBACK FROM MEETINGS WITH PARKS FORUM

Themes	Council response
Aspirations	The Forum identified the following aspirations: communication, health and well-being, partnerships, quality management, resources and infrastructure. These are being included in the strategy as part as a new paragraph of key themes included in the introduction for parks and open spaces.
Improvement of parks and infrastructure	This is part of the implementation of the objective "Provide the right spaces" which means prioritizing spending to improve low quality open space and review furniture and structure in consultation with residents.
Quality management	The reviewed strategy acknowledges that the feedback from the consultation wants to see consistently well maintained and well managed parks.
Importance of park keepers	The importance of staff presence in park will be acknowledged and this is part of the objective of "rethinking delivery". Parks keepers can only be considered as

	part of a presence in parks that can be done in a more creative way and linked to sites that have income generation opportunities that can subsidise such presence.
Against closing or selling off less used spaces.	This view has been acknowledged. The strategy commits to protect open spaces where it is considered essential in terms of access, function and designation. The strategy also recognizes that there is a need of an up to date and evidence based review of provision before any decisions can be made.
Partnership working between Friends and Carillion. Sharing resources with schools, working with the police, involving apprentices, youth offenders and NHS.	Importance of partnership working already included in the strategy as part of the delivery of objectives of getting communities more involved.
Greater community involvement in parks	See above
Review of grounds maintenance	This is already part of the “rethinking delivery” objective within the strategy where the strategy commits to investigate changes to maintenance regimes which will reduce costs and improve diversity but have minimal negative impact.
Efficient use of S106 and income generation	This is already part of the strategy as part of the implementation of the objective “Target funding more strategically”
River corridor and Thames need to appear in the strategy	This is been included in the revised strategy