

SAFER HILLINGDON PARTNERSHIP COMMUNITY SAFETY STRATEGY

Cabinet Member & Portfolio	Cllr Wayne Bridges, Cabinet Member for Community and Environment
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Papers with report	Appendix 1 –Community Safety Strategy

HEADLINES

Summary	<p>The Council facilitates the Safer Hillingdon Partnership, the Community Safety Partnership for Hillingdon. Community Safety Partnerships have a statutory duty to produce a Community Safety Strategy which formulates and implements a plan to reduce crime and disorder, combat substance misuse, and reduce re-offending in the local area.</p> <p>A draft Community Safety Strategy has been agreed by the Safer Hillingdon Partnership. This report provides information on the proposed strategy, which forms part of the Council's Policy Framework, to cover the period from 2026 to 2029. As a policy document within the Council's Policy framework, the Council needs to consult on this strategy before it can be adopted. A public consultation on the draft strategy has taken place and this paper provides Cabinet with the draft strategy and consultation outcomes and seeks Cabinet agreement to present the strategy to Full Council for adoption.</p>
Putting our Residents First Delivering on the Council Strategy 2022-2026	<p>This report supports our ambition for residents / the Council of: Be / feel safe from harm</p> <p>This report supports our commitments to residents of: Safe and Strong Communities</p>
Financial Cost	Adoption of the draft strategy has no direct financial cost to the Council. The delivery of the Council elements of the strategy and supporting plans will be managed within existing Council resources.
Select Committee	Residents' Services Select Committee
Ward(s)	N/A

RECOMMENDATIONS

That the Cabinet:

- 1) Consider the outcome of the consultation and select committee comments;
- 2) Endorse and recommend that the Hillingdon Community Safety Strategy 2026-2029 in Appendix 1 be presented to full Council for adoption.

Reasons for recommendation(s)

The adoption of a Community Safety Strategy for the borough discharges the Council's statutory duty under the Crime and Disorder Act 1998. The Council shares this duty with other responsible authorities, as defined by the Act, and therefore needs to work with those other authorities to adopt a shared strategy. The Council fulfils this function through the Safer Hillingdon Partnership and therefore adopting the Safer Hillingdon Partnership strategy is the most appropriate way to ensure there is a single, shared strategy for the area.

Alternative options considered / risk management

- 1) Do nothing. Failing to develop and adopt a Community Safety Strategy for the area would mean the Council would not meet its legal duties under the Crime and Disorder Act 1998. It would also mean that partnership activity seeking to prevent and reduce crime and disorder may be less effective than it could be due to a lack of agreed priorities and focus. Therefore, this option is not recommended.
- 2) Adopting a different strategy to the Safer Hillingdon Partnership strategy. This would risk the Council needing to support two different strategies, with the potential that available resources may be insufficient to effectively support the plans that need to support the strategy. Therefore, this option is not recommended.

Democratic compliance / previous authority

The Community Safety Strategy is a policy framework document – one of the Council's key strategies – thereby its adoption follows a specified process as set out in the Council's Constitution. Policy framework documents agreed by Full Council set out the overall strategic framework in which the Cabinet then operates and makes decisions consistent with it.

Cabinet agreed to initiate a public consultation on the draft Community Safety Strategy at its meeting on 23rd October 2025. Subject to Cabinet's decision, this will be considered for adoption at the full Council meeting on 26 February 2026.

Select Committee comments

The Residents Services Select Committee reviewed the draft community safety strategy at its meeting on 6th November 2025 and commented as follows:

“The Committee welcomes the ambition and collaborative approach reflected in the draft Community Safety Strategy and commends officers for developing a framework that responds to emerging challenges while maintaining a strong focus on partnership working. Members particularly support the establishment of the Hillingdon Enforcement Safety Panel, which represents a positive step towards addressing local safety concerns in a structured and transparent way.

The Committee encourages Cabinet to ensure that this group operates with clear targets and reporting mechanisms to demonstrate impact. While recognising the progress made, the Committee notes that performance measures within the strategy would benefit from greater clarity. Linking outputs to measurable indicators—such as resolution times for anti-social behaviour cases, reduction in repeat victimisation, and reoffending rates—will strengthen accountability and help showcase the Council’s achievements.

Members also welcome the inclusion of environmental design considerations and recommend that improvements such as enhanced lighting and safer alleyways be incorporated into the delivery plan where feasible.

The Committee is pleased to see tower blocks and communal areas identified as priority locations and supports the development of processes for back-to-back closure orders to prevent recurrence of anti-social behaviour.

Finally, the Committee acknowledges the proactive engagement with the Safer Hillingdon Partnership and urges Cabinet to continue monitoring the potential impact of police resource reductions to ensure that community safety standards remain high. Overall, the Committee considers the draft strategy to be a strong foundation for improving safety across the Borough and looks forward to reviewing the detailed performance framework at future meetings”.

SUPPORTING INFORMATION

1. Community Safety Partnerships (CSPs) were established under Sections 5 to 7 of the Crime and Disorder Act 1998 and comprise representatives from the specified ‘responsible authorities. For London, the responsible authorities are the local authority, Metropolitan Police Service, London Fire Brigade, the Integrated Care Board and National Probation Service. CSPs can work in partnership with any other agencies or bodies that they may feel would contribute to community safety in the area.
2. In Hillingdon, the Community Safety Partnership is the Safer Hillingdon Partnership, chaired by the Cabinet Member for Community and Environment.
3. Regulation 5 of the Crime and Disorder (Formulation and Implementation of Strategy) Regulations 2007 requires the CSP to carry out an annual strategic assessment of crime and disorder. This strategic assessment should include an analysis of the levels and patterns of crime and disorder and substance misuse in the area and how and why those levels and patterns are changing. It should enable the partnership to determine its’ priorities for the year.

4. Regulation 10 requires CSPs to prepare a partnership plan and to revise it annually in consideration of the strategic assessment. This plan should set out a strategy for the reduction of crime and disorder and for combating substance misuse in the area. Legislation outlines what the partnership plan should contain including the priorities agreed by the partnership and the steps the partnership considers necessary for the responsible authorities to take to implement that strategy and meet those priorities.
5. Whilst the Safer Hillingdon Partnership carries out an annual strategic assessment and agrees its priorities each year, the last formal partnership plan was agreed in 2019.
6. Legislation also states that in developing the partnership plan, the partnership should consider “the matters which the persons living and working in the area consider the responsible authorities should prioritise when each are exercising their functions to reduce crime and disorder and to combat substance misuse in the area.” On behalf of the Safer Hillingdon Partnership, the Council facilitated a public survey during April 2025 to seek views on the matters which residents and businesses in the borough believe should be prioritised by the partnership. There were 779 responses to this survey.
7. At its meeting in July 2025 the Safer Hillingdon Partnership considered a draft Community Safety Strategy for the borough. This strategy had been prepared following consideration of the responses to the community safety survey undertaken in April, the outcomes of the annual strategic community safety assessment, and the partnership’s statutory duties. The Safer Hillingdon Partnership agreed its priorities to be:
 - a. Safer Neighbourhoods and Perceptions of Crime
 - b. Violence Against Women and Girls (including domestic abuse and sexual offending)
 - c. Reducing the Number of Violent Incidents in the Borough
 - d. Preventing Harm and Safeguarding Communities
8. The Safer Hillingdon Partnership adopted the draft strategy. This draft strategy is a separate document as Appendix 2 of this report. The strategy will be formatted for publication once public consultation on it has been concluded.
9. The Community Safety Strategy for the borough forms part of the Council’s Policy Framework under the Council’s constitution. As such, Full Council is required to approve and adopt this strategy. The constitution states that public consultation for a 6-week period is normally undertaken before the strategy can be finalised for presentation to Full Council. Consulting on the draft strategy enables the final strategy to reflect the matters which residents and businesses in the borough would like the partnership to prioritise.
10. The draft strategy was presented to Cabinet on 23 October 2025, where approval was granted to proceed to public consultation. The strategy then went to the Select Committee on 6 November 2025.
11. The public consultation commenced on 14 November and ended on 29 December 2025 allowing for the 6-week consultation process.

Financial Implications

There are no direct financial impacts arising from this recommendation. The Council already works in partnership with other local organisations through the Safer Hillingdon Partnership to seek to reduce crime and disorder in the borough. The strategy provides a clear statement of the partnership's priorities and enables the partnership to develop a plan and set of performance indicators which ensure the partnership is focused on actions which will contribute to the priorities for residents. Therefore, adopting a community safety strategy does not in itself add costs to the Council but will enable existing resources to be allocated to agreed priorities.

RESIDENT BENEFIT & CONSULTATION

The benefit or impact upon Hillingdon residents, service users and communities

Community Safety Strategies are intended to deliver wide-ranging benefits that support safer, stronger, and more resilient communities. Adopting a community safety strategy for Hillingdon will improve coordination between organisations with a role in preventing and reducing crime and anti-social behaviour. It also provides greater transparency and accountability through a published statement of priorities and enables the partnership to agree a set of performance measures relating to those priorities which can be used to track progress and outcomes.

The Council is also able to access external funding for initiatives to prevent and reduce crime and disorder, and it is often necessary to show how the funding will contribute to agreed priorities. Adopting a community safety strategy enables the Council to demonstrate how funding will contribute to local priorities.

Consultation & engagement carried out (or required)

A public consultation was undertaken in April 2025 to gather information on the matters which should be reflected as priorities in this draft community safety strategy.

A further public consultation on the draft strategy has been carried out and was formally launched on the 14 November 2026 and remained open until 29 December 2026, providing a six-week period for public feedback

The consultation on the draft Hillingdon Community Safety Strategy revealed several recurring themes where residents expressed a strong desire for change. While many respondents felt the strategy broadly addressed key issues such as anti-social behaviour, violence reduction, and support for vulnerable groups, there was widespread concern about its practical implementation and effectiveness.

Following the conclusion of the consultation, the draft strategy was reviewed and amended to reflect comments received from residents, the Select Committee, and partner organisations. These amendments have ensured that the final strategy is comprehensive, robust, evidence-led, and responsive to local concerns. The findings of the consultation are as follows:

Key Areas for Improvement Identified by Residents

Police Visibility and Enforcement

A theme throughout the consultation was concern about the lack of visible policing. Many residents reported feeling unsafe due to the perceived absence of officers on the streets, particularly in town centres, transport hubs, and residential areas. Concerns were raised about reduced foot patrols, police station closures, and the impact this has had on public confidence and perceptions of safety.

Anti-Social Behaviour and Low-Level Crime

Residents highlighted persistent issues including fly-tipping, begging, drug use, shoplifting, and intimidation in public spaces. Many respondents felt that these issues were increasing, particularly in known hotspot locations, and that enforcement action was not sufficiently visible or consistent.

Safety for Women and Girls

Several respondents, particularly women, reported feeling unsafe in town centres, parks, and poorly lit areas. Concerns included harassment, intimidation, insufficient street lighting, and gaps in CCTV coverage.

Confidence in Delivery

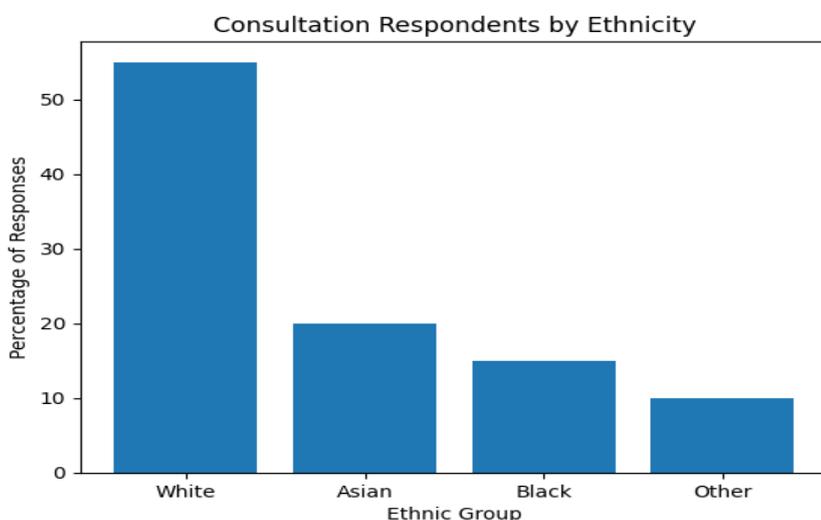
A significant proportion of respondents expressed scepticism about whether the strategy would result in tangible improvements, citing concerns around resources and the gap between strategic commitments and delivery.

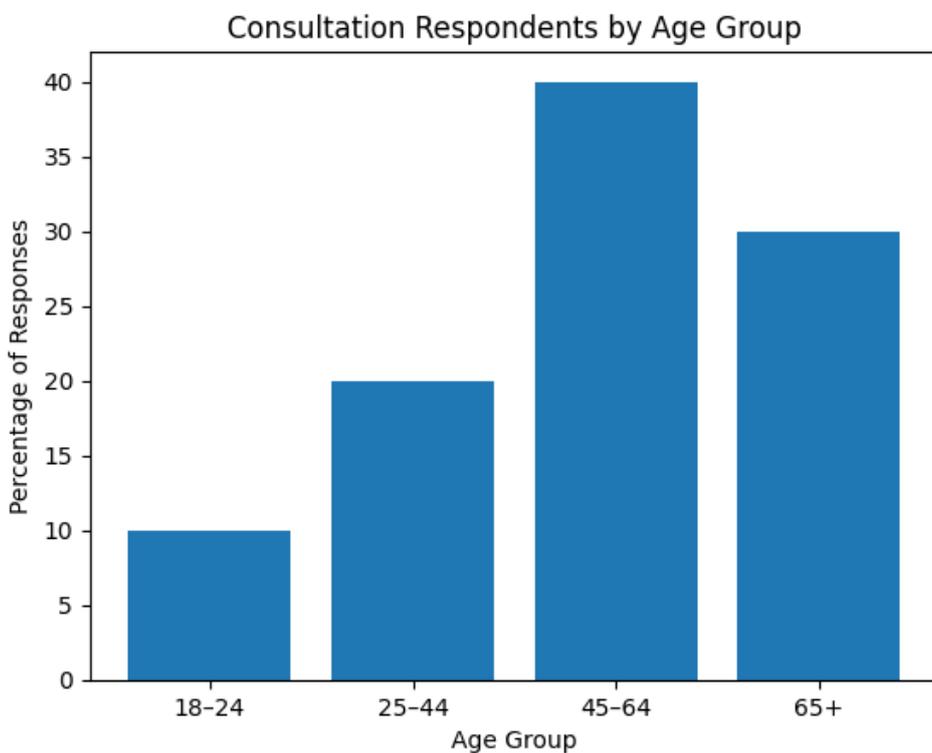
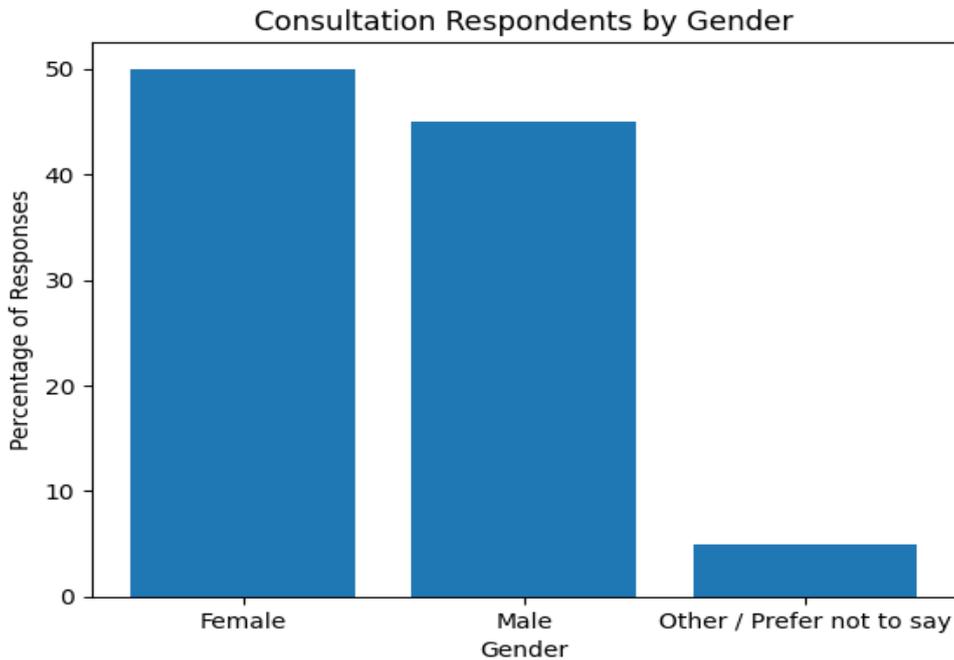
CCTV and Environmental Design

Residents called for improved street lighting and a review of the CCTV network, including timely maintenance, repairs, and clarity regarding camera coverage and locations.

Demographic Insights

The charts below illustrate the demographic profile of respondents to the Community Safety Strategy consultation and demonstrates engagement across a broad range of age groups, genders, and ethnic communities. This diversity of responses has directly informed the development of an inclusive and proportionate strategy





Responses were received from a broad cross-section of the borough's population: Strong engagement from residents aged 45–64 and 65+, with heightened concern around personal safety and visible policing.

The survey responses provided a balanced gender representation, with women more frequently raising issues around harassment and feeling unsafe in public spaces. The survey also provided for engagement from residents across the borough's ethnic communities, including White, Asian, Black, and other minority ethnic groups.

There was also participation from residents with and without disabilities, with feedback emphasising accessibility, inclusive communication, and service design.

Response to Consultation and Key Recommendations within Strategy

The consultation findings have directly informed the final Community Safety Strategy and delivery plan:

Visible Policing: While police resourcing and station provision sit outside the direct control of the Council, the strategy commits to continued partnership engagement with the Metropolitan Police to influence local deployment and prioritisation.

Anti-Social Behaviour Enforcement: Targeted joint council-police operations focusing on hotspot locations and repeat issues are embedded within the strategy and delivery plan.

Safety for Women and Girls: Improvements to street lighting, targeted CCTV coverage, and prevention and awareness activity will be supported through the Violence Against Women and Girls (VAWG) coordinator role.

CCTV Service Review: A review of the CCTV network is already underway to ensure functionality, coverage, and timely maintenance.

Transparency and Communication: The strategy has been simplified and supported by a glossary and clear performance measures to improve public understanding and accountability.

Community Engagement: The strategy commits to sustained engagement through schools, community centres, neighbourhood-based initiatives, and digital platforms.

Equality, Inclusion and Ethnicity Considerations

The Community Safety Strategy has been developed with a strong and explicit commitment to equality, inclusion, and fairness, with full consideration of Hillingdon's diverse demographic and ethnic makeup. The strategy is not expected to result in any adverse or disproportionate impact on any protected group; rather, it aims to improve safety, confidence, and access to services for all residents. The consultation responses reflected the borough's ethnic diversity, including engagement from White, Asian, Black, and other minority ethnic communities. The strategy recognises that experiences of crime, anti-social behaviour, fear of crime, and trust in statutory services can differ across communities, particularly in relation to issues such as hate crime, harassment, under-reporting, and confidence in police enforcement.

The strategy also acknowledges that crime and vulnerability are not experienced uniformly. Groups such as women and girls, young people, older adults, disabled residents, and minority ethnic communities may face distinct risks or barriers.

As such, the strategy incorporates targeted and proportionate actions to address these differences rather than adopting a one-size-fits-all approach.

Key equality-led commitments include:

- Partnership working with community, faith, and voluntary sector organisations to strengthen engagement with minority and under-represented communities.
- Accessible and inclusive reporting pathways to encourage reporting of crime and anti-social behaviour, including hate crime.
- Prevention and early-intervention initiatives that are culturally informed and responsive to local need.
- Fair and consistent access to services, enforcement, and support regardless of race, gender, disability, age, religion, sexual orientation, or any other protected characteristic.

Equality considerations, including those relating to ethnicity, have been assessed throughout the development of the strategy, and no evidence of adverse or disproportionate impacts has been identified requiring an Impact Assessment. Where differing experiences or risks are highlighted, these will be addressed through targeted mitigation and tailored delivery models.

Benefits of Adopting the Community Safety Strategy 2026 -2029

Adopting the Community Safety Strategy will deliver wide-ranging benefits by supporting safer, stronger, and more resilient communities. It will improve coordination across organisations responsible for preventing and reducing crime and anti-social behaviour, provide greater transparency and accountability through agreed priorities and performance measures, and strengthen the Council's ability to secure external funding by clearly aligning initiatives to agreed priorities.

The strategy will be reviewed on an annual basis to ensure it remains relevant, responsive, and informed by emerging issues. Monitoring arrangements will ensure that the lived experiences of diverse communities continue to shape delivery, and any unintended consequences will be addressed through appropriate mitigation and adaptation.

CORPORATE CONSIDERATIONS

Corporate Finance

Corporate Finance have reviewed this report and concur with the Financial Implications set out above, noting there are no direct financial implications associated with the recommendation within this report, if the Community Safety Strategy is adopted it will be met from existing resources.

Legal

Legal Services confirm that the legal framework underpinning Community Safety Partnerships (CSPs) and their associated strategic planning duties is accurately set out within the body of the report. For completeness, Cabinet should note the following key statutory requirements and legal considerations:

Sections 5 and 6 of the Crime and Disorder Act 1998

The Council is a “responsible authority” and therefore has a joint statutory duty to work in partnership with other responsible authorities to prevent and reduce crime and disorder, anti-social behaviour, substance misuse, and re-offending within the borough. This duty must be discharged through a formally constituted Community Safety Partnership, which in Hillingdon operates as the Safer Hillingdon Partnership.

Crime and Disorder (Formulation and Implementation of Strategy) Regulations 2007

The Community Safety Partnership must formulate and implement a strategy as referenced as ‘Community Safety Strategy’ in this report.

The strategy must:

- Undertake an annual Strategic Assessment, identifying crime and disorder patterns, emerging risks, and causation factors; and
- Prepare, implement, and keep under review a Partnership Plan/Community Safety Strategy, setting out the partnership’s priorities and the actions required to address them.

Chapter 4 of the Council’s Constitution

The Strategy forms part of the Council’s Budget and Policy Framework within the Council’s Constitution. As a result, its adoption is reserved to Full Council, following the required consultation process and after Cabinet has considered consultation feedback and recommended approval.

The consultation undertaken must meet established public law principles of fairness, commonly known as the *Gunning principles*, which require that:

1. Consultation takes place at a formative stage;
2. Sufficient information is provided to allow consultees to give the proposals intelligent consideration;
3. Consultees are given adequate time to respond; and
4. Decision makers give conscientious consideration to the results of the consultation before final decisions are made.-makers

The report explains the consultation process undertaken and how the findings have informed the development of the final Strategy. On that basis, the consultation appears to meet the above requirements.

In addition, the Council must have due regard to the Public Sector Equality Duty under section 149 of the Equality Act 2010. This requires the Council, when exercising its functions, to consider how its decisions affect people with protected characteristics.

The report confirms that equality considerations have been assessed and that no disproportionate impacts have been identified. Cabinet should remain satisfied that equality implications have been fully taken into account before recommending the Strategy to Full Council.

BACKGROUND PAPERS

[Cabinet report / decision – 23 October 2025](#)