Welcome to the Hillingdon sustainable community strategy for 2008-2018, which sets out our aims and ambitions for Hillingdon over the next 10 years.

It seeks to address the biggest challenges and opportunities facing us and identifies the actions that, together, we need to take to improve the quality of life for everyone in Hillingdon.

As the Local Strategic Partnership, Hillingdon Partners has overall responsibility for ensuring that the commitments made in this strategy are delivered. The LSP brings together all the major public service organisations in the borough, including the council, the Primary Care Trust, the police, as well as representatives from local businesses, community and voluntary groups.

By working together, we can create a sustainable community – a place of choice for people to want to live, work, study and visit now and in the future. We want Hillingdon to be a place where people of all ages and of all backgrounds have a chance to fulfill their potential.

To achieve our aims, we have taken a “place shaping” approach, focusing on three key components: people, place and prosperity. Improvements across each of these areas will help shape Hillingdon in the future, making it the place we want it to be.

Hugh Dunnachie
Chairman, Local Strategic Partnership
Targets agreed with central government to benefit Hillingdon’s residents
The Local Strategic Partnership (LSP)

Hillingdon’s Local Strategic Partnership works to deliver services across Hillingdon, helping to improve the borough. The council, the Primary Care Trust, the police, local businesses, voluntary groups and community representatives all ensure that services are delivered to make the best use of resources and to ensure the best outcomes for our residents.

Who is the sustainable community strategy for?

Hillingdon’s partners and stakeholders that have a specific responsibility for delivering the strategy’s aims will primarily use this document but the vision should be shared by everyone living and working in Hillingdon.
Progress to date

Hillingdon Partners was established as the LSP for Hillingdon in 2001. It has already done much, both collectively and through its individual organisations, to offer excellent quality services to both residents and those who come here to work, study, or visit.

Hillingdon Partners developed annual community plans in 2002 and 2003. These were followed by the community strategy 2005-2015, which set out a long-term vision for the borough. These plans have focused the partnership’s activity on tackling the challenges facing Hillingdon, resulting in better education results, improving health, reducing crime, and creating a cleaner, greener and more pleasant borough.

The sustainable community strategy 2008-2018 builds on these notable successes. The key vehicle for its delivery is the Local Area Agreement, agreed by Hillingdon Partners with Central Government. It sets out the outcomes and targets that, over the coming three years, will be achieved for the borough through working in partnership.

How the strategy was developed

The sustainable community strategy is an ambitious vision for Hillingdon and its people, which the partnership believes is both realistic and achievable. It will provide the framework for Hillingdon Partners’ future activity and focus. Its priorities will be achieved through existing and future local, sub-regional and regional plans, produced by the council and its partners.

Hillingdon Partners has used a wide range of information sources for the strategy. It is based on the latest intelligence available about the borough and its people, which has been used to establish trends and projections for the future directly addressing the needs of communities in the borough.

Public consultation has been at the heart of the process. The development of the strategy began in 2007, with the “Council Question Time” events, where residents told us their priorities for the borough and of the key issues affecting their daily lives. Using this as our foundation, we drew on the extensive consultation activity undertaken across the partnership, developing a substantial evidence base. We then tested our analysis across residents, statutory partners, and voluntary sector, community and business representatives. A further public consultation was held this year, which has been important in guiding the content of the strategy.

What is a Local Area Agreement?

A Local Area Agreement (LAA) is a three-year agreement between a local area and central government. The LAA sets out what local priorities will be met by applying local solutions and also contributes to national priorities. The LAA is negotiated between the LSP and the regional Government Office (GO).

Hillingdon’s LAA 2008 – 2011 includes 39 of the 198 national indicators. In the instances where local priorities have not been covered by the national indicator set, we have included the 13 local indicators which made up the performance reward section of Hillingdon’s LAA 2007.

If the Hillingdon partners achieve the targets agreed with central Government, Hillingdon will receive additional money that can be spent on local priorities.
The evidence base for the sustainable community strategy 2008-2018

The strategy has been developed on the basis of thorough statistical research and analysis. Alongside the results of the consultation for the strategy, a very wide range of data sources have been reviewed and drawn on, in order to identify and unpick the key priorities that will affect the borough over the next ten years.

The evidence for the strategy was collated through a “place shaping framework”, cutting across social, human, economic, environmental, economic and cultural themes.

The consultation indicated widespread support for the strategy’s key proposals including those covering crime and community safety, the environment, education and learning, civic engagement and health, social care and housing.

Other specific suggestions were also put forward.

These included:

- The need for a steady supply of good quality affordable housing, built with sympathy to the surrounding area and respect to the environment
- More facilities for young people to meet and engage in positive activities, helping to reduce anti-social behaviour
- Maintaining and increasing the provision of health services
- Promoting cycling and walking, to support healthy lifestyles, protect the environment and reduce pressure on the transport infrastructure

We reflected the feedback from the consultation in the strategy, and specific initiatives suggested will form part of its delivery. We will continue to engage with residents, businesses and other partners in identifying the right solutions to achieve the aims of the sustainable community strategy.

This evidence and information is available for reference at www.hillingdon.gov.uk
Moving into affordable accommodation
The challenges facing Hillingdon in the next ten years

A green borough, with a strong economy and excellent transport links to London, the west of England and the world, Hillingdon is a place of many contrasts. Over the next ten years, the borough faces a number of key challenges, which this sustainable community strategy sets out to address.

Hillingdon is the second largest local authority area in London in size. It has approximately 250,000 residents, and is 24th of 32 London boroughs in terms of deprivation. It is more prosperous than neighbouring Ealing and Hounslow, but less so than Harrow.

The borough to the north of the A40 is semi-rural, with Ruislip as its district centre. The south of the borough is more densely populated, urban in character, and contains the metropolitan centre of Uxbridge and towns of Hayes and West Drayton. Most of the area finds itself in the top 40% nationally in terms of deprivation. Parts of West Drayton, Yeading, and Townfield fall into the 20% most deprived category.

A rapidly changing demography

Hillingdon is a vibrant, diverse borough, with a large young population and an increasing proportion of older people. 25% of the population is under 18 years of age, while the proportion of those over 85 is set to rise by 22% by 2020. In addition, the proportion of the population from a non-white background has risen to 28% of the total, and is projected to rise to 37% by 2020.

The borough’s rapidly changing demography is likely to put a significant strain on its health and social care economy in the future. These changes must be planned for, to ensure that services are attuned and responsive, meeting the wants and needs of a changing population.

Health and wellbeing

Hillingdon is in general a healthy place to live, though there are significant variations between different wards. Mortality rates from both cancer and circulatory disease are below London averages. Estimates also suggest a lower proportion of adult “binge drinkers” than the national average.

Nevertheless, health inequalities persist. Life expectancy in the most health-deprived wards for men and women is on average 5.1 and 3.9 years less, respectively, than in the most prosperous areas.

Increases in the obesity rate of children and adults – both in Hillingdon and at a national level - are increasingly generating demand for healthcare. Obese adults are at a much higher risk of disabling and fatal illness, dying nine years younger on average and requiring more healthcare interventions. Obesity is associated with many other diseases, including diabetes, blood pressure, heart attacks, cancer of the breast, uterus and colon, gout and gall bladder disease. Reducing its prevalence is key to public health in Hillingdon.
Housing

A significant challenge for the future will be to improve access to affordable housing for all local people. Socio-economic and demographic changes are leading to significant increases in the numbers of households in the borough. Combined with an insufficient supply of affordable housing, meeting the housing needs of residents will remain a challenge in the future.

In 2007, the median house price for Hillingdon was £245,000 while the median annual gross pay was £24,976. Although Hillingdon’s prices are cheaper than many in London, getting onto the housing ladder remains out of reach for most first time buyers.

Protecting and enhancing the environment

Adapting to climate change and mitigating its future impact on the unique and different environments in Hillingdon will continue to be crucial. Both flood risk and carbon emissions are big issues for the borough. In 2008, the Strategic Flood Risk Assessment (SFRA) identified areas including Uxbridge, Hayes, Yiewsley and West Drayton as having a significant risk of floods. Meanwhile, Department for Environment, Food and Rural Affairs (DEFRA) figures indicate that Hillingdon emits the 2nd largest amount of CO2 emissions of any London borough, behind Westminster. Hillingdon has the 3rd longest road network in London, and the highest average domestic car ownership.

Sustainable development will also be paramount. Central to this is sustainable design and construction, and retrofitting existing homes to maximise their energy efficiency. The promotion of sustainable transport modes will support improved air quality and healthier lifestyles, as well as reducing congestion. Recycling and reducing waste are also key considerations in the short term. From April 2008, the Landfill Tax for active waste going to landfill will rise by £8 a tonne each year until 2010/2011 – equating to a 100% increase over three years. Reducing landfill therefore not only poses a strong environmental imperative, but also offers clear financial incentives.

Protecting the Green Belt and resisting inappropriate development will continue to be of importance over the coming years. This will ensure that the character and heritage of the borough continue to be safeguarded and enhanced.

Residents told us:
“Hillingdon is a great place to live. We need to make sure we keep it that way, giving our kids the opportunity to achieve”

Community safety

The crime rate in Hillingdon has been reduced by more than 15% since 2004, with the actual number of crimes reported falling by more than 2800. The 2007 crime and disorder survey shows that although 75% of respondents felt safe in their local neighbourhood, 69% remained worried about crime in general. The challenge for the coming years will be to sustain the reduction in the crime rate and the fear of crime, while maintaining the ability and responsiveness of public service providers to address specific issues and needs as they arise.

Between 2004 and 2007, the cost of fire in the borough exceeded £15 million. This was the 4th highest in London. Over the same period, the number of primary fires averaged 591 a year, placing Hillingdon 11th in London. In 2007/08, clear progress was achieved, with a reduction of 24% in the number of deliberate primary and secondary fires. Continuing the reduction in the occurrence of business and domestic fires will remain a significant challenge.
Education and attainment

Attainment in Hillingdon’s secondary schools has improved significantly in recent years, and the gap between the Hillingdon and national average in the achievement of 5 A*-C GCSE’s has narrowed considerably. Hillingdon now includes 5 secondary schools judged as “outstanding” by Ofsted and no schools in special measures in either the primary or secondary sectors. Standards in primary schools are generally at, or above the national average, with achievements in the Foundation Stage among the best in London.

Diversity is increasing in Hillingdon’s schools with 43% of pupils on the primary school roll in January 2008 being from a non-white background. The challenge will be in meeting the diverse needs of the changing school population, whilst also targeting specific underachieving groups.

The economy and employment

In 2006, there were approximately 196,000 jobs in Hillingdon, a number which considerably exceeded the working age population of approximately 160,000. The local labour market is relatively buoyant, as a result. However, about two thirds of jobs are filled by people commuting into Hillingdon, rather than by residents themselves.

The number of people claiming out of work benefits in the borough is 16,780, or approximately 10.5% of the working age population. Although this is below the London and national average, reducing the number of benefits claimants continues to pose a significant challenge in tackling deprivation.

Much of Hillingdon’s successful economy is based on knowledge industries, which make up 41.5% of the total. Indeed, Hillingdon’s knowledge economy is the 6th largest in England. Entry level jobs into this sector require qualifications at NVQ level 4 or higher. However, a significant proportion of our resident workforce is not sufficiently qualified to access them. 33.9% of residents have qualifications below NVQ Level 2. Improving the skills of Hillingdon’s residents will be central to ensuring they can prosper from new jobs being created.

Crossrail

The Crossrail scheme aims to deliver a high speed, high frequency train service across London from 2017. In Hillingdon, access to the rest of the capital will significantly improve, with interchanges located at West Drayton, Heathrow, and Hayes and Harlington. This will provide important support to economic development in these sections of the borough by linking them to areas of high jobs growth, including the finance and business service centres of the City and the Docklands. It will be important to make the most of the opportunities that Crossrail will offer.
London Heathrow

Heathrow Airport has a considerable and positive effect on the local, regional and national economies in the United Kingdom.

In Hillingdon, the positive effects of Heathrow are matched by several negative effects, such as congestion and air quality.

The members of Hillingdon Partners have opinions on the proposed expansion of Heathrow which differ considerably. However, all agree that the partnership should maximise the benefits of Heathrow and work to mitigate its negative impact.

Key facts include:

- Heathrow handles approximately 68 million passengers a year
- It offers direct flights to 180 different destinations across the world
- 56% of all air freight for the UK passes through the airport
- Approximately 320 companies are based at London Heathrow, mostly directly supporting airport-related business
- Heathrow employs around 170,000 people – some 70,000 directly and the remaining 100,000 by indirect or induced expenditure
- Of these employees, 8,250 live in Hillingdon. This represents 1 in 15 of all those employed in the borough.
RAF Uxbridge and Town Centre

RAF Uxbridge is a 44.6 ha site next to Uxbridge town centre, intended for redevelopment. Its size and location, in the vicinity of Uxbridge College, Hillingdon House Farm, Brunel University, Hillingdon Hospital, other employment and residential suburban areas and the Green Belt means it is of very high strategic importance for the future of the area.

The site’s development creates a unique opportunity to make provision for a mix of town centre, residential, employment, open space and recreational uses, catering for the local and wider population. It is proposed the site will also encompass an arts and cultural facility including a venue for a theatre, music or museum.

As a partnership, we are committed to making the most of the Uxbridge development for the borough. The challenge will be to ensure that we maximise these benefits whilst protecting the area’s general character, community and environment as well as the site’s special environmental and historical attributes.

The planning process began in 2007 and it is anticipated that the site will be vacated by 2010.
Committed to improving all of our town centres throughout the borough
To tackle the challenges we face over the next ten years and achieve our overall vision for Hillingdon, we are focusing our approach on the three key components that together make up Hillingdon now and in the future: people, place and prosperity.

Emerging from these three key components are the six priority themes reflecting the aims for Hillingdon in 2018. The priorities will provide the focus for the partnership to target its resources and activities and make a real impact on the lives of local people.

### People

“Planning, understanding and responding to the changing needs of our communities”

Priority one: Improving health and wellbeing

Priority two: Strong and active communities

### Place

“Making Hillingdon a safe, attractive and sustainable place to live, work and learn”

Priority three: Protecting and enhancing the environment

Priority four: Making Hillingdon safer

### Prosperity

“Prosperous individuals and prosperous communities”

Priority five: A thriving economy

Priority six: Improving aspiration through education and learning
Treatment finished, ready to play!
**Priority One:**
**Improving Health and Wellbeing**

“Making Hillingdon a borough with excellent health, social care and housing, where all residents can enjoy fulfilling and happy lives”

**What we will do:**

- Deliver the best possible health and wellbeing outcomes including promoting equality and tackling inequalities
- Deliver the best possible health, social care, support and housing services, ensuring they are safe, personalised and accessible, offering choice and best value within allocated resources
- Focus on health promotion, disease prevention and early intervention, addressing key risk factors such as smoking and obesity
- Support people with long-term needs, promoting self-care and independence
- Support joint commissioning to achieve integrated solutions across the whole health and care system
- Maximise opportunities to help people live in settled and affordable homes, both in the social housing sector and the private rented sector
- Prevent homelessness by offering advice and assistance to people to identify housing solutions
- Reduce levels of fuel poverty in the borough, ensuring all residents can afford to heat their homes adequately

**Why this is important to Hillingdon:**

Hillingdon Partners are committed to delivering the best possible health and wellbeing outcomes for all sectors of the community.

With the challenge to public services of a high number of young people, as well as an increasingly diverse and ageing population, it will be crucial to plan and adapt to demographic changes and the needs of our communities as they evolve.

We must ensure we rise to the public health challenges of the future. Our strategic aim is to shift health services and resources from hospitals into community settings, to improve access and convenience for patients. At the same time, residents will also be enabled to have access to efficient and up-to-date hospital care when it is needed.

Nonetheless, health inequalities still persist across different wards of the borough. This is not acceptable in a modern society. We are committed to improving the life expectancy of all residents.

Health promotion, including empowering people to take greater responsibility over their own health, is central to increasing wellbeing. It can also reduce the strain on public services by reducing the number of necessary interventions. Hillingdon already has a higher than average number of...
diabetics and a significant prospective increase in diabetics is projected for the future. This will have potentially serious implications for the health and social care economy in the borough.

We will focus on preventive interventions, both long-term and short-term, and at the same time improve the uptake of immunisation and screening programmes. This will promote healthier and longer lives, lived to the full.

We are also committed to improving the care of those with long term conditions in ways that respect and promote their independence. Supporting self-care is a key component of this philosophy. This means working in partnership with both individuals and care professionals, recognising that patients are best placed to understand their own needs and how to meet them.

Residents told us: “Health provision in the borough must match the increase in population”

The proportion of looked after children in Hillingdon is significantly higher than the average for Outer London and is especially high compared to authorities in West London. Unaccompanied Asylum Seeking Children (UASC) who arrive at Heathrow currently make up 38% of the looked after children in the borough.

Living in a decent home is fundamental to everyone’s wellbeing. We are improving and modernising housing in the borough across all tenures so that decent homes are available to all.

The supply of affordable housing in Hillingdon is not currently enough to meet demand. The number of affordable homes available each year has been falling, while the number of homes required each year has increased. We are committed to finding alternative and new methods of meeting the housing needs in the borough, building new affordable housing and maximising the use of the private rented sector. These will maximise the options for Hillingdon’s residents to live in a home they can afford. We will also provide an excellent landlord service to council tenants and leaseholders.

We will tackle fuel poverty by ensuring people have access to home improvements and that they receive help to maximise their income. This will help improve the health and welfare of those who are particularly vulnerable. We want to “future proof” existing social housing to meet the needs of people as they become more frail, and help to ensure they can remain independent in their own home for as long as they wish.
PRIORITY TWO:
STRONG AND ACTIVE COMMUNITIES

“A borough where communities are strong and cohesive, and local people have a real opportunity to take an active part in local life, leisure and culture”

What we will do:

• Build strong, cohesive and integrated communities

• Develop active citizenship by increasing the opportunities for residents to get involved in local decision making and promoting civic pride

• Ensure that Hillingdon has a thriving local voluntary and community sector

• Continue enhancing the borough’s cultural offer – across the arts, leisure and libraries

• Further improve sports provision and increase the participation of residents in active recreation

• Use the 2012 Olympics as a springboard to encourage the uptake of healthy lifestyles, exercise and sport, especially for children

• Engage with residents, including hard-to-reach groups, to ensure services are based on their needs and are accessible to all

• Design services based on customer insight, providing high levels of choice and access

Why this is important to Hillingdon:

Strong communities are those in which people have a sense of belonging and identity, are confident that others will look out for them, and have control over their lives. They are those in which people from different backgrounds, of different ages, ethnicities, faiths and cultures are valued and live side-by-side, contributing together to their shared futures.

Hillingdon is a borough proud to have strong communities. We are committed to strengthening them even further. As an increasingly diverse borough, it is important that we build a common sense of identity and values to underpin the shared futures of our communities.

Strong communities also have active citizens. Volunteering is very important to the life of the borough. Many residents are active members of local organisations, associations, networks and partnerships.

However, the Residents’ Survey 2006 indicated that only a third of people feel they can influence local decisions affecting their local area. Since then, we have increased the opportunities available for residents to get involved. The promotion of sport is tightly linked to the health and wellbeing of our communities.
Focus on: Manor Farm – a unique site with over 1,000 years of history

Manor Farm stands on Bury Street in Ruislip and contains a unique collection of historic farm buildings, archaeological remains and landscape features set in approximately 22 acres of grounds.

On this site of great historical value stands the distinctive Manor House and a 13th century Grade II Great Barn, one of the earliest of its kind in the country. Across the west courtyard is the 16th century Small Barn and the remains of a Norman Motte and Bailey, a scheduled ancient monument.

Hillingdon Council and the Heritage Lottery Foundation have invested almost £2.65 million into the site and have now completed restoration and conservation works revealing the original features of the Manor House.
Our aim is to increase numbers taking part in regular sport and active recreation.

The heritage hotspots of the borough, both natural and built, are now enjoying considerable attention and investment. We are working with residents to ensure that the right opportunities are offered in the right areas, with the right facilities.

Residents told us:
“Residents should be involved in local decisions. This would encourage a greater sense of community and pride in the area”

The success and efficiency of services provided by the public, private and voluntary sector is increasingly founded on the level of personalisation and choice they can deliver. True “customer insight” – a deep understanding of residents and service users - allows us to achieve this. It is crucial that services are tailored to the customer, and designed on the basis of true insight and engagement.

Public expectations are rising, and our residents are better informed than ever before. We are committed to developing services that are accessible to all parts of the community, and which empower residents to choose the options that suit them best.

Focus on: The future of sports and leisure facilities in the borough

Hillingdon Council is investing over £45 million into developing state of the art leisure facilities for the borough.

This includes the £22 million Uxbridge project, which will bring the 1930’s Lido back to life and provide the first Olympic-sized swimming pool to be built in London for more than 40 years. These will be sited alongside high other quality leisure facilities.

In the south of the borough, the £15 million Botwell Green Community Sports and Leisure Centre will be a horse-shoe shaped building containing a multi-use leisure complex and community centre located in an urban park environment, replacing the current Hayes Pool.

Both sites are due to open at the end of 2009, and will provide 21st Century sports and leisure facilities for all residents now and a legacy for generations of the future.
Hillingdon, where town and country meet
What we will do:

- Ensure Hillingdon remains a clean, green and attractive borough
- Act as community leaders on green issues
- Mitigate and adapt to climate change, reducing carbon emissions across the borough
- Continue to increase recycling rates and reduce the amount of waste being sent to landfill
- Preserve and enhance Hillingdon’s rich natural assets, including its parks, woodlands, waterways and its biodiversity
- Balance new development against protecting the green belt
- Achieve a high quality built environment
- Continue to promote sustainable modes of transport

Why is this important to Hillingdon

Hillingdon is a borough with a unique combination of environments, being both rural and urban, with a mix of traditional and modern, industrial and residential settings. It is the second largest London borough and one of the greenest, with 42sq miles of countryside made up of a network of canals, rivers, parks, open spaces and woodland. We feel this uniqueness should be protected and enhanced as a vital contributor to the quality of life of the whole borough.

Residents told us:
“I look out of my window and enjoy seeing a clean, green and pleasant environment. This is what Hillingdon offers – it should be protected”

Recycling performance in the borough has been particularly high, at 33.9% for 2007-8. In recent years, progress has also consistently been made in reducing the amount of waste sent to landfill. However, there is still some way to go, and we want to make further improvements. Work is being undertaken across the partnership on a range of green initiatives. We are developing sustainable ways of working and innovative sustainable power projects so that we can act as community leaders on green issues.
In 2001, an air quality management area was designated over the part of the borough below the A40, because annual average concentrations of nitrogen dioxide (NO2) in several areas exceed the national target. Reducing air pollution is a priority. Promoting sustainable transport, developing travel plans and reducing traffic congestion will contribute to this objective.

Climate change will have an impact on all of us, and urgent and committed action needs to be taken to reduce carbon emissions.

While commercial enterprise and road traffic are the main causes of emissions in the borough, domestic activity nonetheless accounts for 19% of the total. Local action is therefore important to tackling climate change. Finding greener ways of living and working, reducing our carbon footprint and improving air quality will be crucial for the borough. We can all make a difference, be it in the home, at work or when travelling.

Focus on: Street Champions

Street Champions are residents who volunteer to act as the ‘eyes and ears’ of the local community. This can include reporting any street scene concerns such as graffiti, abandoned cars, noise, damaged pavements and anti social behaviour to the council, helping to identify problem areas and to resolve issues.

By the end of 2008, close to 5,000 residents will have become Street Champions.

We believe the scheme supports our residents to play an active role and take pride in their local area, while also enabling them to have greater influence over local decision making.

‘Being a street champion makes you feel included in how things get done ... when you see work done that you’ve requested, it makes you feel you’re achieving something worthwhile’

Denise, Street Champion in Hayes
What we will do:

• Continue to substantially reduce crime, so Hillingdon is recognised by all as a safe borough

• Significantly reduce the fear of crime in the borough, especially amongst our most vulnerable residents

• Boost the trust of residents in their local public service providers, building stronger, united communities

• Involve local people in keeping the community safe, building civic pride and respect

• Reduce young people’s involvement in offending and disorder, resulting in a reduction in anti-social behaviour

• Reduce the incidence and cost of fire to the borough

Why this is important to Hillingdon:

Residents tell us that crime is the top priority for improving the quality of life in our borough. We are responding, and pursuing further reductions across the board to make Hillingdon one of the safest boroughs in London.

Fighting crime is not just about tough policing and detection, but also preventing crime by tackling its causes. This involves minimising the impact of contributing factors such as drug and alcohol abuse, which also have a severe health impact. It is also paramount to focus on crime inequalities, as incidences of crime vary across the borough.

The fear of crime can affect all residents, whether individuals, families or communities. Feeling safe, however, is not just directly related to becoming a victim of crime. It is connected to wider and more visible determinants, including anti-social behaviour, disorder and environmental crimes like graffiti and littering.

Anti-social behaviour has been identified as a significant factor in the fear of crime. In recent years, clear progress has been achieved and recent surveys have shown that the number of residents concerned about anti-social behaviour has fallen since 2005. Nonetheless, further improvement to
the standard of behaviour across the community continues to be a key objective for the partnership.

While we, as the agencies of Hillingdon Partners, play a key role in reducing crime and reassuring the public, individuals and communities can also play their part in making Hillingdon a safer borough. By looking out for one another, we can help create strong communities. With effective policing, detection, and enforcement we can meet local priorities and also impact on national priorities such as security and preventing violent extremism.

Residents told us:
“Making Hillingdon safer should be the number one priority, as without safety and security there is no chance of having good quality of life”

Focus on: The Chrysalis programme

The Chrysalis programme aims to create cleaner, greener, more active and safer communities. Every year, the council sets up the Chrysalis Fund which makes a substantial amount available for capital projects that tackle local issues with local solutions. In 2008/9, this fund was extended to £1 million.

Projects can range from environmental improvements, new play areas to community safety, greater park security and alleygating.

The Alleygating scheme enables local people to unite in order to reclaim their alleyways and make them safer. In 2007/8, 30 alleygates were installed across the borough and in 2008/9, a further 25 to 30 gates will be added in vulnerable areas.
Focus on: The Blue Sky Project

Through this initiative, Groundwork Thames Valley, Hillingdon Council and the Probation Service work together to provide paid work for people coming out of prison. The aim is to break the cycle of re-offending, achieving benefits for the individual and society.

Employment is probably the key intervention in breaking this cycle. The Blue Sky Project offers this for ex-offenders, with a focus on Priority and Prolific Offenders.

After the first year of the project, results have been very positive. An estimated £1 million saving to the taxpayer and a major contribution to the borough’s 64% reduction in offending for the Priority and Prolific group have been achieved.

Green spaces such as Little Britain lake in Cowley have benefited from regular maintenance as part of the project.
**What we will do:**

- Improve pathways to employment for local people, with a focus on closing inequalities in the rates of worklessness
- Retain key employment sites and support enterprises of all sizes to ensure Hillingdon attracts investment and is a good place to start and grow a business
- Enhance and promote our district and smaller centres whilst ensuring that the metropolitan centre of Uxbridge continues to compete regionally
- Explore new ways of engaging with local businesses to increase their positive impact on Hillingdon.
- To champion the need for technology infrastructure within the borough to be high quality, sustainable and available to all
- Work in partnership to ensure investment in Hillingdon’s transport infrastructure

**Why this is important to Hillingdon:**

Hillingdon has the 5th largest economy in London. Occupying a position as the gateway to London, the west of England and, through Heathrow, to the world, it is in a strong position to expand as a retail, business and service centre. A secure economic future is crucial for the future of the borough. It will lead to prosperity for the people and communities of Hillingdon - but more than this, it will also have a major impact on quality of life, reducing crime, and improving health.

Hillingdon’s town centres are well distributed throughout the borough, and play a vital role in providing services to local communities. We are working to encourage investment in our district and smaller centres, continue the regeneration of Hayes town centre, and ensure that Uxbridge maintains its competitiveness against new, larger developments in the locality.

The sustainability of the transport network within Hillingdon is an issue that is crucial to the appeal of doing business here. Non-Hillingdon residents fill two thirds of Hillingdon’s workforce, leading to high levels of commuting.

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“Hillingdon will have a strong vibrant economy, where prosperity and quality of life are high”

Residents told us:

“The economy is key to giving our young people a chance in the future”
The significant transport routes within the borough cater for west-east movements, with an absence of major north-south links. As a result, there is a reliance on the car, and the borough has the highest ownership levels in London.

There is a significant economic divide within Hillingdon, and there are areas of considerable disadvantage in certain parts of the borough. A high correlation exists between these places and those where there are the highest levels of worklessness. Supporting those who can, and want to work to move from being claimants of benefits into employment will not only improve their life chances, but also those of their children, through improved income levels and prosperity.

**Focus on: Brunel University**

Brunel became a university in 1966 and since then has had much to celebrate. Brunel University’s rise has been impressive and its reputation grows year on year. It now has nearly 14,000 students, 3,000 engaged in postgraduate and research study. The University’s mission to combine academic rigour with the practical, entrepreneurial and imaginative approach pioneered by its namesake I.K. Brunel is proving as successful as ever.

The development of Brunel’s Uxbridge Campus has continued apace, with the £300 million investment in upgrading the facilities for students and businesses to a 21st century specification almost complete.

Brunel was the first university to establish a Science Park in the UK. It now supports 13 companies attracted to the area by the opportunities available for cutting-edge collaborative research and development. This approach has been highly successful, as Brunel companies have achieved a market capitalisation of £250 million over the past 18 years.

As such, Brunel has established itself as the university for enterprise. It attracts companies from across the world to Hillingdon, supporting them to develop innovative products and processes to improve their businesses.
PRIORITY SIX: IMPROVING ASPIRATION THROUGH EDUCATION AND LEARNING

“We will raise attainment by increasing aspiration, and ensure that all residents, young and old, have the skills to prosper in the job markets of today and tomorrow”

What we will do:

• Ensure that our residents have the skills to compete in the local jobs market, especially the growing sectors

• Raise educational aspirations, attainment and levels of qualifications for all age groups

• Improve the transition of young people through childhood and beyond in schools that are of a 21st century standard

• Increase and improve the access to positive activities for young people and enable them to contribute to their communities

• Increase the number of local businesses providing opportunities for local people to develop their skill levels

Why this is important to Hillingdon:

The borough’s economy is underpinned by a good enterprise culture, high levels of productivity and very strong knowledge-driven businesses. It is predicted that in the next decade, almost 50% of jobs in the region will require skills at NVQ level 4 or above. However, the borough’s resident skills levels are currently below the London and national averages. As a result, there is a real threat of employment opportunities passing local workers by. The availability of an educated and highly skilled workforce is at the heart of supporting the future expansion of the borough’s economy.

Increasing the aspiration and achievement of our young people is a top priority for the Hillingdon Partners. It is important to continue the improvement that has been shown in GCSE results over the past few years. Similarly, the progress achieved in the provision of business-backed vocational accreditation, including 14-19 diplomas, must be continued. We will ensure there is an uncompromising focus on standards and achievement across all years, through all key stages, across both traditional educational routes and the broader curriculum so that all young people will reach their potential.
Focus on: Uxbridge College

Over its two main campuses, Uxbridge College provides education to over 4,000 full time students a year, 75% of which are 16-18. It also delivers education and skills training, including training in the workplace, to a further 6,000 learners.

The College boasts success rates that are in the top 10% for London and was rated “outstanding” by Ofsted in July 2008.

Since 1999, it has invested £38 million pounds on estates and other aspects of capital infrastructure at its Uxbridge and Hayes campuses and has plans to complete the estate modernisation process by 2012.
Residents told us:
“We need to ensure local people have the ability and skills to access the new jobs being created in the borough”

We are committed to ensuring that positive leisure time activities are available to our young people. The engagement of our young people in these activities make a valuable contribution to their wellbeing, providing personal and social development, health benefits and social skills which will help to equip them for the smooth transition into adult life. Engagement in positive activities can further help avoid circumstances in which young people might adopt risky or anti-social behaviour and help build a culture of respect and civic pride.

Increasing aspiration and attainment is not just relevant to the young people in the borough, but applies to all ages. Lifelong learning is important for health, wellbeing and the economy. Increasing the skills of those in work will allow them to aspire to, and access, new careers. Increasing the skills of those out of work will open new pathways back into employment. Increasing the skills of those who have retired will support greater independence and access to the many opportunities on offer in the borough.

**Focus on: Building Schools for the 21st Century**

Building Schools for the 21st Century is part of a national programme which aims to renew or rebuild all secondary schools in England over the next 10-15 years. The council is about to start planning the changes that aim to deliver an initial investment of approximately £150 million in Hillingdon’s schools. As well as rebuilding and refurbishing schools, this will enable them to acquire state-of-the-art ICT equipment and leisure and sports facilities.

The first allocation of funds is being targeted at schools in the south of the borough with the greatest need. Funds for schools in the north of Hillingdon will be made available at a later date, significantly increasing the total amount invested.

The Building Schools for the 21st Century programme is operating in parallel to other schemes in the borough for education and learning, including the Primary Capital Programme which will see improvements in the borough’s primary schools and the continued introduction of new children’s centres.
Engaging with you, our residents
Hillingdon Partners has overall responsibility for delivering the commitments made in the sustainable community strategy.

The strategy is a living document that will develop and grow. While it sets a 10-year vision, it will be reviewed every three years to see that it reflects the changing circumstances of the borough and remains relevant and current.

**Local Area Agreement 2008-2011**
The LAA is the primary document for the achievement of the Sustainable Community Strategy, being the “delivery plan” for many of its priorities.

**Hillingdon Partners theme groups**
Hillingdon Partners is composed of multi-agency theme groups, who develop action plans that will support the achievement of the Sustainable Community Strategy’s aims and the LAA’s targets.

The structure of Hillingdon Partners will be reviewed to ensure it is as effective as possible to realise the strategy and the LAA.

**Further engagement and consultation**
As the plans that flow from the Sustainable Community Strategy are refreshed and developed, we will continue to engage and consult with residents to ensure that interventions are appropriate and most suited to their wants and needs.

**Working at the pan-London level**
London has a particular set of governance arrangements, with the Mayor of London, Greater London Authority and London Assembly constituting a further tier between councils and central government. Hillingdon Partners recognise that each tier has a unique contribution to make to the lives of residents. The recent City Charter, agreed by London Councils with the Mayor, may provide future opportunities to support and deliver the priorities of the Sustainable Community Strategy 2008-18, adding value to and facilitating the work of the Hillingdon Partners.

**Working to the same aims - aligning service plans**
The Sustainable Community Strategy is the “overarching strategy” for the plans and strategies developed by partners. Future plans will therefore take account of the Sustainable Community Strategy priorities and contribute to achieving them.

In particular, the Local Development Framework (LDF) will be crucial. It is the “spatial” strategy for how Hillingdon will develop. It is anticipated that the borough’s LDF will cover the period 2010-2025. Both plans will be tightly aligned.

The Joint Strategic Needs Assessment is also a key document for the delivery of the strategy’s priorities. It presents information on the current and future health, care and wellbeing needs of the local population and will be used across partners to guide service planning and commissioning strategies.

Some of the other important plans to achieve the Sustainable Community Strategy are listed on the next page.
<table>
<thead>
<tr>
<th>Strategy</th>
<th>Owner</th>
<th>Dates</th>
<th>Description</th>
<th>Links to priority themes</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Council Plan “Fast Forward to 2010”</td>
<td>Hillingdon Council</td>
<td>2007-2010</td>
<td>Sets out the priorities of Hillingdon Council, towards the achievement of its vision: being “A modern, well managed council delivering excellent services”</td>
<td>All themes</td>
</tr>
<tr>
<td>Children and Families Trust Plan</td>
<td>Children and Families Trust – including Hillingdon Council, NHS, police, voluntary sector, LSC, Uxbridge College</td>
<td>2008-2011</td>
<td>Supports better outcomes for children and young people and their families in Hillingdon in relation to health, social care, wellbeing, safety, positive activities and educational attainment</td>
<td>Increasing aspiration through education and learning, improving health and wellbeing, strong and active communities, making Hillingdon safer</td>
</tr>
<tr>
<td>Safer Hillingdon Partnership Plan</td>
<td>Safer Hillingdon Partnership – including Hillingdon Council, police, Hillingdon PCT, Fire Service</td>
<td>2008-2011</td>
<td>Seeks to reduce serious crime, acquisitive crime, ASB; improve community safety, public confidence; prevent offending and reduce re-offending</td>
<td>Making Hillingdon safer, strong and active communities, improving health and wellbeing, increasing aspiration through education and learning</td>
</tr>
<tr>
<td>Hillingdon’s Strategy for a Sustainable Economy</td>
<td>Sustainable Economy Task Force – including Hillingdon Council, BAA, Brunel, Uxbridge College, LSC, Job Centre Plus</td>
<td>2005-2015</td>
<td>Aims to boost economic development, the knowledge economy, employment, education, inward investment and business engagement</td>
<td>A thriving economy, increasing aspiration through education and learning, improving health and wellbeing, protecting and enhancing the environment</td>
</tr>
<tr>
<td>Hillingdon PCT Strategy</td>
<td>Hillingdon PCT</td>
<td>2008-2012</td>
<td>Sets out the PCT’s vision of improving the health and well being of everyone in Hillingdon</td>
<td>Improving health and wellbeing, strong and active communities</td>
</tr>
<tr>
<td>Joint Strategic Needs Assessment</td>
<td>Hillingdon Council, Hillingdon PCT</td>
<td>2008-2013</td>
<td>Contains information on and recommendations for the current and future health, care and wellbeing needs and inequalities of the local population</td>
<td>Improving health and wellbeing, strong and active communities</td>
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<tr>
<td>Local Development Framework (LDF)</td>
<td>Hillingdon Council</td>
<td>2010-2025</td>
<td>The LDF is the spatial development strategy for the borough. Its ‘core strategy’ will be closely aligned with ‘Our Vision for Hillingdon 2018’ and will contribute to the realisation of its themes by managing physical change and development</td>
<td>All themes</td>
</tr>
<tr>
<td>Housing Strategy</td>
<td>Hillingdon Council</td>
<td>2007-2010</td>
<td>Supports maximising opportunities for people to live in affordable homes, preventing homelessness, improving conditions, helping people to become or remain independent, the achievement of safe, and creating safe and sustainable communities</td>
<td>Improving health and wellbeing, protecting and enhancing the environment, strong and active communities, making Hillingdon safer</td>
</tr>
<tr>
<td>Supporting People Strategy</td>
<td>Hillingdon Council</td>
<td>2005-2010</td>
<td>Sets out the approach to high quality, value-for-money, housing-related support services, enabling greater independence, improved health and community safety</td>
<td>Improving health and wellbeing, strong and active communities, making Hillingdon safer</td>
</tr>
<tr>
<td>Children and Families Trust Commissioning Strategy (to be developed)</td>
<td>Children and Families Trust</td>
<td>tbc</td>
<td>Sets out the Children and Young People’s Trust’s strategic framework for commissioning services</td>
<td>Increasing aspiration through education and learning, improving health and wellbeing, strong and active communities, making Hillingdon safer</td>
</tr>
<tr>
<td>Plan for Older People</td>
<td>Hillingdon Council</td>
<td>2008-2011</td>
<td>Develops the themes that will support active and fulfilling lives for older people in Hillingdon, including safety and security, preventative care, keeping independent and healthy, planning for retirement, learning and sharing skills and consulting and informing</td>
<td>Improving health and wellbeing, strong and active communities, making Hillingdon safer</td>
</tr>
<tr>
<td>Joint Strategy for Older People</td>
<td>Hillingdon Council, Hillingdon PCT</td>
<td>2008-2013</td>
<td>Presents the key priorities to improve and develop services for older people, including local priorities, desired outcomes, and the commissioning implications</td>
<td>Improving health and wellbeing, strong and active communities</td>
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<tr>
<td>Local Implementation Plan [LIP]</td>
<td>Hillingdon Council</td>
<td>2006-2011</td>
<td>The LIP sets out how the Council proposes to implement the Mayor’s Transport Strategy (MTS) and provides details on transport projects, proposals and programmes to 2011.</td>
<td>A thriving economy, protecting and enhancing the environment, strong and active communities</td>
</tr>
<tr>
<td>Climate Change Strategy</td>
<td>Hillingdon Council</td>
<td>2008-2011</td>
<td>Aims to reduce the impact of climate change on the borough through community leadership, awareness raising, borough-wide emissions reductions, and integrated working.</td>
<td>Protecting and enhancing the environment, improving health and wellbeing</td>
</tr>
<tr>
<td>Air Quality Action Plan</td>
<td>Hillingdon Council</td>
<td>2004-2010</td>
<td>Sets out the range of actions necessary for air quality improvements to be achieved in the borough.</td>
<td>Protecting and enhancing the environment, improving health and wellbeing</td>
</tr>
<tr>
<td>Green Spaces Strategy</td>
<td>Hillingdon Council</td>
<td>2002-2008</td>
<td>Sets direction for the improvement of the borough’s Green Spaces, to meet the needs and interests of the people who live, work and play in Hillingdon.</td>
<td>Protecting and enhancing the environment, improving health and wellbeing, strong and active communities</td>
</tr>
<tr>
<td>Joint Allotments Strategy</td>
<td>Hillingdon Council</td>
<td>2003-2008</td>
<td>Drafted in partnership with Hillingdon Allotment and Horticultural Federation, Healthy Hillingdon and Groundwork Thames Valley for the allotments managed by the council Green Spaces team.</td>
<td>Protecting and enhancing the environment, improving health and wellbeing, strong and active communities</td>
</tr>
<tr>
<td>HAVS Volunteering Strategy (in development)</td>
<td>Hillingdon Association of Voluntary Services (HAVS)</td>
<td>tbc</td>
<td>Will set out the actions required for increasing opportunities and participation in volunteering.</td>
<td>Strong and active communities</td>
</tr>
<tr>
<td>Community Cohesion Framework</td>
<td>Hillingdon Council</td>
<td>2007-2010</td>
<td>Outlines the priorities that need to be addressed to support community cohesion in the borough.</td>
<td>Strong and active communities, making Hillingdon safer, improving health and wellbeing</td>
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<tr>
<td>Arts Strategy</td>
<td>Hillingdon Council</td>
<td>2005-2010</td>
<td>Supports the expansion of the range of cultural facilities in the borough, ensuring better access, working with voluntary and local organisations and ensuring that culture improves life opportunities and supports active lifestyles</td>
<td>Strong and active communities, improving health and wellbeing, increasing aspiration through education and learning</td>
</tr>
<tr>
<td>Strategy for Sports and Physical Activity</td>
<td>Hillingdon Council</td>
<td>2007-2012</td>
<td>Sets out planned actions for the future around the three themes of increasing participation and active lifestyles, overcoming barriers to participation and developing facilities</td>
<td>Strong and active communities, improving health and wellbeing, increasing aspiration through education and learning</td>
</tr>
<tr>
<td>Asset Management Plan</td>
<td>Hillingdon Council</td>
<td>2008-2010</td>
<td>Sets out the strategic role of the council’s assets in achieving its goals and plans</td>
<td>All themes</td>
</tr>
</tbody>
</table>
If you would like information about Hillingdon Council’s services in your own language, please ask an English speaker to phone 01895 250111 on your behalf.

This information is also available in large print, Braille and on audio tape.