SUMMARY

This report, and the Co-ordinator’s presentation, aims to inform policy committee of the current situation on HIV/AIDS issues locally. It will outline funding levels, sources, activities across council groups, local data and needs, national trends and priorities. It will report on achievements to date and make recommendations for future work. It will also outline the plans for World AIDS Day.

RECOMMENDATIONS

1. That Hillingdon Local Authority continues to adopt a corporate approach to HIV prevention, training/education by ensuring close interdepartmental activity. This requires Group representation on the HIV/AIDS Local Authority Working Group (LAWG) and a co-ordinated programme of attendance at corporate training courses.

2. That the Council recognise the need to make adequate budget provision for services for people with HIV/AIDS in future years and that final decision on the base budget position for 1996/97 will be made in the light of the Standard Spending Assessment for Hillingdon agreed by the Government.

3. That the Council agrees in principle to do everything in its powers to provide suitable accommodation for HART as a key voluntary organisation and instructs the officers to prepare a report to Finance and property sub committee.

4. That the Council agrees in principle to increase support to the local voluntary HIV agency (Hillingdon AIDS Response Trust) and approves the negotiation of a service level agreement which will be funded from any increased monies secured from AIDS Support Grant 1996/97 or that which can be accommodated within budget.

5. That the Council requires all personnel policies and recording procedures to be reviewed to ensure consistency on HIV and confidentiality.

6. That Council supports the programme World AIDS Day.

INFORMATION

Background
1.1 Hillingdon Local Authority appointed an HIV/AIDS Co-ordinator in 1988. The current Co-ordinator has been in post for over five years, is located in Social Services and reports to the Group Director, Social Services.

1.2 In July 1991 Policy Committee endorsed the Corporate Strategy and a Corporate Local Authority Working Group on HIV/AIDS was established.

1.3 The Department of Health made HIV/AIDS ring fenced funding available and Hillingdon’s allocations increased from £7k in 1989 to £64k in 1995/96, peaking at £120k in 1993/94. Initially due to small numbers of local HIV cases prevention and education programmes were set up.

1.4 The District Health Authority began HIV funding to the Local Authority when AIDS ring fenced money became available.

1.5 The attached graphs indicate the historical funding position in relation to HIV prevention and care since 1990/1. The Department of Health funding (AIDS Support Grant) has put an increased emphasis on care rather than training and prevention work. The allocation has steadily decreased since 1993/4 and Local Authorities are expected to allocate according to local priorities. The District Health Agency has increased its financial commitment to the Local Authority over this timescale. The Base budget allocation shown is that related to the HIV Co-ordination and training posts.

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<th>First Column</th>
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<tr>
<td>ASG/DoH</td>
<td>HHA</td>
<td>Base</td>
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<td>AIDS Support Grant</td>
<td>Hillingdon Health Agency</td>
<td>Council</td>
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<td>Department of Health</td>
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Local Trends

Known HIV/AIDS Cases

1.6 The number of people with HIV locally being offered a service has steadily increased and is composed of people who have become infected in different ways, some sexually through unprotected sexual intercourse, some through sharing needles and syringes, some through blood products prior to 1985. The infected blood products category is the smallest. The largest group is ‘through sexual activity’. Approximately 25% of the known local cases in 1993 had become infected through sharing needle and syringes. Current local health services are beginning to identify and provide medical care for local clients. Hillingdon Hospital Sexual Health services have improved in recent years and this has implications for Social Services and the local voluntary agency.

1.7 Data from the Public Health Laboratory Service shows that among local known cases there are both male and female, with about a 3:1 male to female ratio. The overwhelming majority of people using services are white. There is also an increase in
newly diagnosed male clients in 1994 and a higher proportion of men with AIDS. Trends of known HIV positive people in Hillingdon show that between 80-120 service users use Health or Social Services each year. In 1994-5 there were 97 HIV positive people registered with a local GP and 46 HIV positive people received treatment at Hillingdon Hospital.

Unmet Need

1.8 Nationally there has been an increase in the number of new infections among young gay men. This highlights the need to engage in effective HIV prevention with this group. This has training implications for teachers, parents, youth workers and Social Services staff. There is also a known correlation between poverty and HIV. Homelessness, lack of self-esteem, high risk taking behaviour amongst unemployed youth makes them particularly vulnerable to sexually transmitted or drug related infections. Those with special needs can also be particularly vulnerable. All HIV work undertaken locally is within the context of national data, local research, the corporate agenda and it aims to target those most in need. New epidemiological data from the Department of Health confirms that more targeted work with Black African Communities and gay men is appropriate. Most areas around London will have unmet need with these groups.

Prevention Initiatives

1.9 These are documented in the HIV Prevention Strategy and a report on 1993/4 activities was provided to members.

1.10 Examples of work:

* Project for Education and Prevention of AIDS (PEPA) (Secondary Schools and Colleges) Education

* Needle and Syringe Scheme Drug Education Team

* Face to Face Peer Education Project (HIVE) HIV/Team Social Services

* Special Needs Projects e.g. Deaf, Special Schools " "

* Primary Schools " "

Care Initiatives

1.11 Examples of work:

* Social Work Counselling services at local hospitals (Mount Vernon, Hillingdon)

* Needs lead assessment (PDT Social Services)
* Corporate Training including all Social Services Departments.

* Voluntary Organisation training e.g. Samaritans, Hillingdon Association of Carers.

* Hardship fund to HART (Hillingdon AIDS Response Trust)

1.12 HART currently is located in unsuitable premises. They are too small for the number of people who use the agency (over 2000 people in 1994/5). HART’s offices are also up two flights of stairs.

1.13 A suitable centre for the local voluntary agency would be a significant service development in the interests of people in this client group. HART was the Mayor’s Charity 1994/5 and over £20K was raised to assist with the planned relocation to larger premises in 1996. The current lease on the property where HART is located expires in January 1996.

1.14 Further in-depth training for those responsible for conducting Needs Assessments is essential whilst there is still ringfenced funding.

1.15 The Local Authority does need to reassess priorities and ensure that this client group is adequately provided for. The AIDS Support Grant and District Health Agency funding should be supporting an on-going commitment, one which has been properly assessed. These sources of funding are not meant to replace a commitment from Local Authority base budget.

The Corporate Response

1.16 Corporate training has been provided since 1993 and figures to date are as follows:

<table>
<thead>
<tr>
<th>Year</th>
<th>Figures</th>
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<tbody>
<tr>
<td>1993/4</td>
<td>168</td>
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<tr>
<td>1994/5</td>
<td>386</td>
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<tr>
<td>1995-to date</td>
<td>155 (half year figures)</td>
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1.17 There is potential for a much higher uptake whilst AIDS ringfenced funded posts exist.

World Aids Day - 1st December 1995
Planned Events For The Period 25th November - 1st December

- Borough wide red ribbon competition (schools, churches, youth clubs, local businesses). Exhibition at the Nave in week prior to World AIDS Day.

- All day Vigil at Fountains Mill (1st December).

- Staff at Pavilions on 1st December.

- Hillingdon Multi-Agency declaration on Shared Rights and Responsibilities.
Red Ribbon distribution and collection for HART at various places throughout the Borough including the Civic Centre and other Borough premises.

1.18 This is an annual opportunity for Departments and agencies to work co-operatively to reflect on their action to date. This year the theme is “Shared Rights and Shared Responsibilities”. It is an opportunity to each group to reflect on the questions:

* Are people with HIV/AIDS being given the same rights as other more established client groups?
* Is this Group taking its responsibilities seriously in responding to this new public health issue?
* How has this Group reassessed its policies and procedures in the light of HIV/AIDS?
* Have our financial commitments been reassessed?
* How many of our staff have been trained?
* Are our policies in line with good practice and consistent across the Council?
* Who represents our group on the Corporate HIV Group (LAWG) and is this mechanism working effectively?

Local Research

1.19 In response to guidance from the Department of Health Local Needs Assessments were conducted by the HIV Team with the following groups:

Gay men ............................... Local Authority has not funded any work with this group (1992) although all officers in LAWG are supportive of their needs.

Women ................................. Local Authority has not funded any work to implement the (1993) recommendations of this work.

1.20 The Health Agency has responded to the needs identified in the Needs Assessments and have funded HART for a gay man’s outreach worker and a women’s worker. The HIV Team also conducted further research to assess training needs in Social Services and local statistics of service users.

Social Services Training Funding was made available to support training for Social Services staff. This needs to be reallocated next year if the work is to continue. ( £17k per annum)
Service Users  
The HIV Co-ordinator conducted a multi-agency data collection exercise in 1993/4 and 1994/5 to monitor number of clients using local agencies. The number of people with HIV may appear very small in the scale of other client groups but the following points should be noted:

1. There were no cases of HIV/AIDS in the UK before 1983
2. It is mainly a preventable infection
3. A person with AIDS costs an average £25k per annum. The social care for a person with AIDS has been calculated at £88 - £105 per week.
4. Copies of the data collection exercise are available from the HIVE. The slight apparent decrease in 1994/95 is due to the deaths of 18 local people with AIDS.

Finance

1.21 A financial breakdown showing sources and trends is attached. The total Local Authority HIV/AIDS Services for prevention and care cost in the region of £450,000. Currently the majority of this is secured from external funding, this is always allocated on an annual basis making long term planning difficult. Hillingdon Local Authority is at present not contracting with any HIV/AIDS Voluntary Agencies except in spot purchasing for packages of care. This situation needs to be rectified and Service Level agreements/contracts should be drawn up with those agencies servicing our local client base. This work cannot be undertaken until realistic funding has been secured. The AIDS Support Grant allocation is issued on a 70/30 basis with the Local Authority providing 30%. For the purposes of securing an external grant all HIV/AIDS spending is shown, the majority of which is Hillingdon Health Agency funding, this presents a distorted picture of the actual financial commitment on the part of the Local Authority. Serious consideration needs to be given to a phased increase in Local Authority funding to these services for the following reasons:

- The Health Agency are expecting the Local Authority to act as partners in the Funding of HIV Prevention and Care ......... currently we are not.
- The AIDS Support Grant will not continue indefinitely ....... this year London Borough of Hillingdon saw a £36k cut.
- The Voluntary Agencies serving this client group are increasingly looking to Local Authorities for financial support ..... to date funding has not been made available to do this.

Equal Opportunities

1.22 Specific initiatives have been undertaken with various client groups including:
• Annual events for Asian women.

• Monthly programmes with young people.

• Staff training and support for those people who work with people with special needs.

• Local Authority employees attending equal opportunities training are briefed on the Council’s HIV policy.

• Sessions organised for young people with sensory/physical disabilities.

• Seminars have been organised addressing HIV issues for women and children.

• Funding was secured for a women’s worker (see 2.2) and a gay man’s outreach worker (see 2.1)

**Conclusions**

1.23 Attempts to improve internal base line funding to HIV/AIDS have not resulted in a significant increase in recent years. External funding had improved until 1995/6 when there was a £36k reduction. This external funding cannot be relied upon indefinitely. It is essential to start planning for a more integrated rational service. Levels of activities across Council groups have been encouraging although the mechanisms for corporate and departmental cohesiveness could be improved.

1.24 Given these limitations Hillingdon Local Authority has conducted research monitoring and service activity levels which are of an extremely high standard for an outer London Borough.

Action needs to be taken to improve strategic planning for:

* funding levels for prevention, training and care;
* care provision - training, contracts with providers;
* support to voluntary sector.

**BACKGROUND DOCUMENTS:**

Educational Guidelines for All Educational Establishments in Hillingdon - 1992
Gay Men’s Needs Assessment - September 1992
Women’s Needs Assessment - October 1993
TIME-LINE

CORPORATE HIV SERVICES DEVELOPMENT

1990    Current Co-ordinator appointed

1991    Corporate Strategy endorsed
         Peer Education programme initiated
         Local Authority Working Group established
         Education Guidelines produced
         PEPA Project in Education
         Needle and Syringe Scheme

1992    HIV Team

* Youth
* Drop-In for Women
* Corporate training programme
  Needs Assessment   Women
  Gay men
  Social Services
* Asian Women’s Outreach
* Programmes for people with Special Needs
* Primary Schools project

1993-4  First multi-agency data collection exercise
         HIV Prevention Strategy launched

1994-5  Second multi-agency data collection exercise

* HIV and Children programmes piloted
* Social Services policy due
DISTRIBUTION OF HIV/AIDS FUNDING 1990-1996

GRAPH
HILLINGDON HEALTH AGENCY FUNDING FOR HIV SERVICES TO THE LOCAL AUTHORITY 1990-1996
TACKLING DRUGS TOGETHER

Contact Officers: Julia Ross/Glenys Andrews/Danny Zammit/David Brough

Telephone:

PURPOSE OF THE REPORT

To outline action taken on this national initiative. To identify implications for Education, Local and Social Services. To consider broader corporate implications.

SUMMARY

Tackling Drugs Together - A strategy for England 1995-1998 is a Government White Paper which has all Party support and sets out the following objectives:

- To provide a national strategy to “attack the drug problem in England over the next three years”.
- “To take effective action by vigorous law enforcement, accessible treatment and a new emphasis on education and prevention to:
  - Increase the safety of communities from drug related crime.
  - To reduce the acceptability and availability of drugs to young people; and
  - Reduce the health risk and other damage related to drug misuse”.

(A copy of the White Paper is available in the Party Group Offices and an executive summary is attached as Appendix 1.)

In Hillingdon the emphasis will be on building on the good work which is already taking place, improving the working across agencies, and co-ordinating activity and planning for the future.

The lead agency responsible for ensuring the establishment of local co-ordination arrangements is the Hillingdon Health Agency, but the local authority will play a leading role in the actual implementation.

RECOMMENDATION

That the Policy Committee endorses the action taken to date which reflects the Council’s priorities and objectives across the 3 groups: Social Services, Education and Local Services).
INFORMATION

Background

Hillingdon

2.1 The London Borough of Hillingdon is almost unique in England in being the lead agency in the Borough for the provision of drug treatment and drug prevention and education through two services working from the same site in central Uxbridge. These services are the Community Drug Team (CDT) (Managed by Social Services) and the Drug Education Team (DET) (managed by Education Services) The majority of the funding for these services comes from Hillingdon Health Agency.

2.2 The Community Drug Team which is a multi-disciplinary treatment service for people with drug problems, is seeing increasing numbers of younger people having problems with Cocaine, Amphetamine, Ecstasy and other drugs used in the ‘Dance’ and ‘Rave’ scenes. There are strong indications from national research that amongst some groups of young people living in urban areas drug use is becoming a normal part of their recreational activity.

2.3 Drug services on their own cannot be a solution to this problem as younger people are:

- Less likely to contact treatment services because they see them as being for heroin users
- Less likely to see themselves as having a problem

National and local evidence suggests that:

- A significant number of young people start experimenting with drugs by 14 yrs old.
- That drug use is related to unemployment.
- That significant numbers of young adults with drug problems have been in local authority care.
- That a significant proportion of drug users will support their drug habits by resorting to crime.
- That a minimum of 15-20% of crime related to theft and burglary is drug related (To raise money to buy drugs).

2.4 Locally the situation with regards to drug and alcohol problems has been co-ordinated by the Substance Abuse Liaison Group (SALG) a multi-agency forum of local professional and voluntary agency representatives which includes: Social Services, Education, Police, Health, Probation, Community Health Council, MIND, local drug and alcohol services and a service user representative. This structure is to be replaced.
Tackling Drugs Together

2.5 Is a White Paper published in May 1995 as a result of a first ever Cabinet review of drugs policy. It attempts to deal with what is perceived as previously uncoordinated piecemeal response between service deliverers’ and planners and to bring forward a pro-active strategy for 1995-8.

2.6 There are three major themes:

- Community Safety.
- Services to young people.
- Partnership.

Action To Date

2.7 The Drugs Action Team (DAT) was set up via an inter-agency meeting on 6.10.95 by the Health Agency to ensure overall strategic action and to report by 30.9.95. on terms of reference and propose a way forward.

2.8 The DAT comprises a small group of senior representatives (at Chief Executive/Director level) from health and local authorities and criminal justice agencies, to make progress in line with the national objectives, in the light of local needs and priorities.

2.9 The Director of Social Services has been elected as Chair of the DAT and is required to submit their action plans for 1996-97 and 1997-98, by 31st December 1995 which must include:

- Key priorities in which funding and action will be focused
- Arrangements for commissioning and co-ordinating services
- How development funds will be used
- Membership and terms of reference of the Drug Reference Group
- Arrangements for monitoring and evaluation

2.10 At the first meeting of the Drugs Action Team the following Terms of Reference were agreed:

- To assess the scale and nature of the local drugs problem and the effectiveness of current responses to them.
- The DAT to have a strategy in place that contributes to the overall Hillingdon action plan that is driven by services and the community represented in the Drugs Reference Group.

2.11 A subsequent meeting on 20 November adapted the following visions statement for its future work:-
"To achieve in partnership with the people of Hillingdon:-

- an understanding of the harm that can be caused by drugs and alcohol;
- the reduction of that harm to individuals and the community;
- a positive approach to healthy living based on informed choices.

2.12 The Team agreed that tackling problems caused by alcohol should be clearly identified as part of its strategy. It also agreed to explore the possibility of using the annual residents' opinion survey as a means of gauging the public perception of drug and alcohol issues in Hillingdon.

**The Drug Reference Group, (DRG)**

2.13 Will provide a source of local expert advice for the DAT and a means of involving local communities in action to tackle drug misuse.

**Proposed Use of Development Funds**

2.14 Some development funds are available allocated to the Health Agency most of which will be spent on training and support to the Drugs Reference Group and providing co-ordination and facilitation to DAT.

For 1995-96 £16,000 has been allocated to the Health Agency.
For 1996-7 and 1997-8, £33,000 will be available each year.

2.15 This money is not available to be spent on specific direct service projects.

**Corporate Implications**

2.16 There is already extensive multi-agency work on drugs issues in Hillingdon with the Hillingdon Health Agency providing substantial funds for the Council run Community Drugs Team in Social Services and the Drugs Education Team in Education.

2.17 Each service department has outlined the implications on the three major themes as an initial response. These responses will be fed into the Drugs Action Team and Drugs Reference Group for further development.

2.18 Meanwhile the Council's own objectives already reflect the themes outlined which will be taken forward in conjunction with the work of the Drugs Action Team.

2.19 In addition, the Drugs Advisory Service visit will be taking place in mid-January 1996 to examine and advise on the process of commissioning and resourcing of drug and alcohol services, and comment on the organisational links and management structures of services. This is as a result of an earlier request from the Substance Abuse Liaison Group. The resulting report and recommendations will be considered as a priority by the DAT. This report and the resulting recommendations from the DAT will be made available to Members at the earliest opportunity.
**Education Perspective**

**Services for Young People**

2.20 This involves defining more effective strategies for prevention of harm through drug related use. The White Paper makes particular reference to the roles of schools and they have been asked to develop policies for dealing with drug related incidents and education.

2.21 Improved training for teachers, policy makers and governors is taking place and many schools are developing strategies for more effective drug education, mainly through existing Personal and Social Education programmes.

Funding for some of these activities has been made available through Grants for Education Support and Training (GEST) and Hillingdon has already allocated funding for a training programme for Primary and Secondary schools which commenced in May 1995.

A further bid to GEST is being made in October 1995 to set up a Life Education programme in partnership with Hasbro and Primary Schools in order to develop a comprehensive programme of education and intervention at primary level.

Additional funding in the form of grants set up through the Department of Health was also available aimed at young people of secondary age who are already 'experimenting' and although Hillingdon's recent bid was unsuccessful, the Drug Education Team are finding ways of re-targeting existing resources more effectively.

**Partnership**

2.22 It is expected that improved co-ordination between agencies will be the major outcome of the recommendations. Local Education Authorities, Health Agencies, the Police and the Voluntary Sector will work much more closely together at both education and intervention levels. The theme of Community Safety will be co-ordinated through Local Services and has recently been the subject of a bid to the Single Regeneration Budget. Education will co-operate fully in any partnership groups to be set up to address this theme.

*Education is contributing fully to this co-ordination. The Group Director, Education Services is a member of the Drug Action Team.*

**Delivering the Strategy**

2.23 Government are specifically targeting funding towards prevention through the Department for Education and Employment, in recognition of the fact that it is through this Department that a number of excellent projects have been developed, for which Hillingdon is nationally recognised as being innovative and effective.
Partnership: The Government will improve their co-ordination between Departments of Education and Health and the Home Office, for example they are widening the remit of the Standing Conference on Drug Abuse (SCODA).

Services in Hillingdon are well established, some having been in operation for ten years, and their place in Education and Social Services reflects a national trend away from medical-based health settings i.e. the Doctor's Surgeries or Hospitals.

Services for Young People: A range of services have been available for ten years and a team of staff in Education works closely with the Social Services Community Drug Team at Fountains Mill, where there are clear lines of accountability and co-operative working.

Summary of Current Activities Within Education

- A Schools Worker has been appointed, particularly to work at Secondary level.
- Schools are working on their own Drug Policies which will include information on curriculum, management of incidents and appropriate referral strategies.
- A Group has been set up to write guidelines for Drug Education and Policy Development for schools. These guidelines will be published in draft form in February 1996.
- All schools have appointed a Schools Drugs Coordinator who have all received relevant training.
- Cluster Groups of schools have been set up to disseminate good practice
- New Drug Education training programmes are available termly for all schools and staff.
- A bid has been made to GEST to develop Drug Education work at Primary level
- Discussions are being held with Special Schools as to how Drug Education can best be managed for young people with Special Educational Needs.

Social Services Perspective

2.24 The proposals in Tackling Drugs Together will ensure a much broader involvement in dealing with the problems of substance misuse (drug and alcohol problems).

2.25 It is of particular importance that the local community should be involved in a more effective and influential way by having representatives from local community organisations and tenants groups on the Drug Reference Group.

2.26 There will be a need to examine all areas of services to people with drug and alcohol problems to ensure that they are appropriate and responsive to local need. The Drug Advisory Service at the Department of Health has already been invited to visit Hillingdon to examine current service provision. Following this visit a full report will be provided which will set out recommendations for joint commissioning of services and comment on current service structures and management.

Current Services
2.27 The multidisciplinary Community Drug Team (CDT) is the drug treatment service for the London Borough of Hillingdon. It has been established since 1989. It provides:

- advice and counselling
- Treatment and rehabilitation
- prescription of replacement drugs (where deemed necessary)
- Primary Health care for those individuals not registered with a G.P.
- onward referral for in-patient withdrawal and residential rehabilitation.

2.28 More recently and in response to the need for additional treatment services for those individuals presenting with problems with stimulant drugs such as cocaine and amphetamine it provides acupuncture treatments alongside the range of complimentary therapies already offered through the Drug Education Team.

2.29 The services provided by the CDT offers an immediate response to members of the public seeking help with problem drug use, and clearly plays a major role in meeting the objectives set out in the white paper.

2.30 The Home office is currently funding a Probation Liaison Worker post, to work with offenders with drug and alcohol dependency. Funding for this post is guaranteed for only one further year. Continued partnership with Probation and an increase in the service to incorporate the SSD Juvenile Justice Team is essential to respond to the need to reduce drug related crime.

2.31 The CDT works closely with local GP’s, and has developed a handbook giving advice on how to treat drug users presenting for help at local surgeries. The Primary Health Care Clinic run in partnership with the Community Trust also provides support to GP’s. This work has contributed to a reduction of the health risks of drug misuse.

**Future Developments**

2.32 As part of the task of “reducing the acceptability and availability of drugs to young people”. There is a need to review the following areas:

- Services that have contact with young people will need to ensure that every opportunity is used to enable young people to obtain correct information about the risks of drug use.
- Staff working with young people will need to be able to identify where individual young people are having difficulties with drugs and respond appropriately.
- A training strategy for staff in contact with young people will need to be developed in partnership with other departments to ensure a consistency of approach across all service areas.

2.33 This will have particular impact on the following services and staff within the Department.
• Those working with “Children in need” and providing “Family Support” under the Children Act.

• Staff working in residential units for young people.

• The Juvenile Justice Team

2.34 The task of “reducing the health risks of drug misuse” locally will fall largely on primary care services (General Practitioners) and the specialist drug treatment and counselling services provided by the Community Drug Team. Guidance from the Department of Health to service commissioners will be issued on the purchase of early intervention services, treatment, rehabilitation and aftercare services but this is unlikely to be available before mid 1996. However the planned Drug Advisory Service visit in January 1996 is will report on the range and appropriateness of local services before that time. To maintain the momentum on reducing the health risks of drug misuse locally the Service Committees with advice from the Drug Action Team will need to act swiftly on the agreed recommendations of the Drug Advisory Service and the Drug Action Team to ensure that local drug and alcohol services are configured in the best way to ensure appropriate services are provided to service users in general and young people in particular.

Implications For Local Services (Youth Service)

2.35 The White Paper recognises that Youth Services can make a valuable contribution to education and prevention activities as they complement drug education undertaken in schools.

2.36 As a result of the relocation of Youth Service between Local Services and Education Services those youth workers who are particularly skilled and funded in the drugs field have been located in Education Services and operate as the Drug Education Team.

2.37 As part of “reducing the acceptability and availability of drugs to young people” youth workers along with other local authority and voluntary agency staff in contact with young people will require specific training to:

• Develop programmes of effective drug education which ensure that every opportunity is used to enable young people to obtain the correct information about the risks of drug use.
• Be able to identify where individual young people are at risk of developing problematic drug use and respond appropriately where necessary.

2.38 The Youth Service will be able to apply for grants particularly for work in conjunction with, and in partnership with, voluntary youth organisations and other agencies.

In addition the Youth Service will need to be suitably represented on the Drug Reference Group in order to contribute effectively to the development of local policy and strategy.
**Funding Of Future Services**

2.39 From April 1995 funding (totalling £5.9 million nationally) will be made available through the Department for Education and Employment to schools to support staff training and innovative programmes of drug prevention. Current drug training is being developed to market to schools. This training will ideally be multi-disciplinary including Education, Social Services and Health staff. It may be possible for the DAT to allocate a component of the Development Funds at its disposal to support training of non schools staff to ensure that integrated training is provided to all staff in the Borough, and with a consistent theme set by the DAT.

**Director of Finance Comments**

2.40 This report has identified how funds, currently available to each of the three Service Groups, have been used to resource projects. Any new project would be contingent upon either:

(1) New external funding becoming available; or
(2) Virement of funds between projects.

2.41 This Committee is not being requested to commit extra funds to these services.

**BACKGROUND DOCUMENTS:**

Appendix 1 - Executive Summary of White Paper
SUMMARY

Hillingdon Council has been involved in the steering group of a national campaign entitled Race For Opportunity. This report explains what the Campaign is about and sets out how Hillingdon is contributing to the campaign now, and how it will do so in the future.

RECOMMENDATIONS

It is recommended that:

1. The information be noted.
2. The role that Hillingdon Council is playing with regard to involving the public sector is supported.

INFORMATION

Background

3.1 Discussions about a Campaign to encourage businesses to seize the full potential of the UK’s multi-racial community was started by a group of business leaders in 1993. This embryonic group, under the auspices of Business In The Community is lead by Robert Ayling, Chief Executive of British Airways and also includes Bill Morris, General Secretary of the Transport & General Workers Union and senior business leaders from Midland Bank, TSB, British Gas, and British Telecom.

3.2 A small Steering Group comprising Personnel and Equal Opportunities representatives was set up to plan the launch and ongoing nature of the Campaign. Mohan Yogendran was asked by Business In The Community to join the Steering Group in August 1994 to represent Hillingdon Council and to act as a representative from the public sector. We are the only public sector organisation involved in the planning of the Campaign.

3.3 Research into the profile of the UK’s minority ethnic communities was commissioned by Midland Bank. This, together with a draft Campaign Plan and Mission statement was used as a basis for a consultation meeting with senior business leaders and public sector representatives (including Glenys Andrews representing Hillingdon). There was tremendous support for the idea of a Campaign on race equality, so the Steering Group followed this up with a programme of regional seminars throughout the UK’s main cities (central London, Heathrow corridor, Birmingham, Leeds, Manchester, Cardiff, Bristol, Liverpool and Nottingham). These seminars have been aimed at private and public sector
organisations, and minority ethnic community groups working in the training and employment field and have helped shape the nature and style of the Campaign. The Campaign itself was launched on 26 October 1995 and attracted considerable media coverage.

**What Is Race For Opportunity?**

3.4 To quote from the Mission Statement, it is:

‘A national business to business campaign which aims to promote and benefit from the potential of Britain’s multi-racial community. It will do so by encouraging regional partnerships of employers, local communities and other interested local organisations to develop best practice models in the areas of:

- Employment
- Purchasing
- Provision of Goods and Services
- Education and Community Links.

‘We will measure the success of the campaign more by the quality of the actions taken than by the number of members. Each member of the campaign will go through a periodic review process to ensure that actions match the words’.

3.5 The Campaign is referred to being ‘nationally-led and locally driven’ by seeking to get a balance between commitment from large household name companies, and regional activities in areas of larger minority ethnic communities. For this reason at the time of the launch, there were eighteen organisations who had committed themselves to the Campaign and who are providing the funds to run the Campaign. In addition to the organisations on the Leadership team they include Littlewoods, McDonalds, W.H. Smiths and the Transport & General Workers Union. These organisations have published action plans with regard to improving their performance on race equality in each of the four areas referred to above.

3.6 There are also a number of regional pilot schemes being set up to encourage joint working between private, public and voluntary sectors at local level. This is the aspect of the Campaign in which local authorities can particularly get involved as often they are best placed to share their own experiences of race equality work in the field of employment, they have contacts with local minority ethnic communities, and they are in touch with the needs of the local economy and its working population.

**Hillingdon Council’s Current Activity In The Four Campaign Areas**

3.7 We have of course done much to meet the objectives of the Campaign already with regard to our employment and service delivery. This section sets this out.
• Employment

* Equal Opportunities Targets - Specific targets are set for ethnic minority employment, based on comprehensive workforce data.
* Equal Opportunities Training - Equal Opportunities training through practical case studies is undertaken by all managers, and departments also train their employees in dealing with diverse clients and colleagues.
* Positive action advertising - Positive action advertising is used to attract ethnic minority applicants to jobs where they are under-represented.
* Positive Action Training - Employees attend a London-wide personal development programme designed for ethnic minority people.
* Black Staff Forum in Social Services - this group meets to consider issues for mutual support, comments on policy development and assists in identifying training needs.

Action Plans - Each Group establishes its own action plans summarised in the Equal Opportunities Employment Programme agreed by managers who are directly accountable for implementing initiatives.

• Purchasing

* Contract Compliance - When looking at tenders, in the event of two being roughly equal in terms of pricing and quality, the Council considers what the companies do in relation to equal opportunities and use these results as a decisive factor.

• Provision Of Goods And Services

* Equal Opportunities Service Programme - Each Group commits itself to actions on an annual basis that improve the sensitivity and delivery of services to a diverse local community.
* Translating & Interpreting Service - For those residents whose first language is not English, a register of employees and local residents is used to provide translating and interpreting services in 28 different languages. The service is available to Council departments, local community groups and other public and private sector bodies who pay a sessional rate directly to the translators/interpreters. The Borough also uses ‘Language Line’ whereby translators can be telephoned directly and immediately.
* Consultation - A number of Groups have developed consultation/market research methods to discover ethnic minority communities’ views on their services, and Hillingdon Council has a corporate Equal Opportunities Forum which consults with local community groups. Groups take a range of
approaches that include an Ethnic Minorities Advisory Group in Social Services, service user questionnaires in Local Services' libraries service, and tenants meetings in Housing.

* Tackling Racial Harassment - The Council has contracted with Hillingdon Monitoring Group who provide a 24 hour call-out service and legal support for people who suffer racial harassment, and departments have developed approaches to dealing with racial harassment.

• Education And Community Links

  * National Mentoring Consortium - London Borough of Hillingdon participates in this scheme which is run by the University of East London to provide support for ethnic minority under-graduates by being matched with managers in the Council.

  * West London Education Compact - Hillingdon’s Education Service runs this scheme with West London Training & Enterprise Council and the London Boroughs of Ealing, Richmond, and Hounslow. It involves A-level students spending time at either Brunel or Thames Valley Universities to get a flavour of degree courses to which they could aspire, and work shadowing managers in participating organisations to learn about possible future careers. Over 70% of the students are from minority ethnic backgrounds.

**Hillingdon Council’s Future Activity**

3.8 There are three areas where it is proposed that the Council seeks to build on current work. This is so as to more effectively utilise the Council’s influence as a purchaser, as a major employer in the community, and as a catalyst on economic regeneration issues.

• Review of the Council’s select tender list.

  The Council has used a select tender list for building-related work for a number of years. This needs to be reviewed to ensure that it is more manageable and meets the Council’s requirements relating to health and safety and equal opportunities. In addition to this, it is proposed that the Council seeks to encourage minority-ethnic led businesses and women-led businesses by holding advice and training sessions to raise their awareness of the tendering process and what is expected of them to be entered onto the select list. This activity has been done by some local authorities already. These include Birmingham City Council, and the London Borough of Islington.

• Organise a ‘Meet The Buyers’ event.

  It is proposed that the Council works with West London Training & Enterprise Council, the London Boroughs of Ealing and Hounslow and West London Leadership in organising an opportunity for local minority ethnic businesses to sell
their products and services to larger businesses and public bodies who are seeking to widen or change their choice of local suppliers. Similar events have been held in Islington, Hackney and Camden and have reported considerable success in increasing business orders for the firms involved. It would also be part of the Council’s approach to economic development in Hillingdon by encouraging minority ethnic businesses to move out of traditional customer markets which are often confined to minority ethnic communities.

- Encourage good equal opportunities practice amongst other employers in Hillingdon.

The Council has a pivotal role in working with the business community and with community groups most of whom the Council already has a relationship. As part of the Council’s Single Regeneration Bid and as part of a wider sharing of good practice, it is suggested that Hillingdon works with other larger employers in the area to seize upon the potential of Hillingdon’s minority ethnic communities - particularly those young people from minority ethnic communities in the south of the Borough.

**Conclusion**

3.9 The Race For Opportunity Campaign has the potential to make a significant contribution to race equality in economic participation in the UK. Hillingdon Council’s involvement from ‘the ground floor’ in the Campaign has helped shape the direction and nature of the Campaign. The practical work carried out so far and planned for the future adds substance to our involvement.

**Director of Finance Comments**

3.10 The costs the Council incurs are being met from existing budgets.

**BACKGROUND PAPERS**

Nil
SUMMARY

The Commission for Racial Equality introduced in early 1995 the ‘Racial Equality Means Quality’ document which set out standards for racial equality for local government in England and Wales. This report uses the CRE’s framework to evaluate Hillingdon Council’s progress in all aspects of equal opportunities.

RECOMMENDATIONS

It is recommended that:

1. the information is noted;

2. the framework for measurement is used for the production of the Council’s Equal Opportunities Service and Employment Programmes for 1996/97.

INFORMATION

Background

4.1 The Commission for Racial Equality launched in February 1995 two standards documents. The first and most relevant is ‘Racial Equality Means Quality’ aimed at local authorities in England and Wales, and the second is ‘Racial Equality Means Business’ aimed at employers (particularly those in the private sector). Both documents set out clear standards against which organisations can measure their progress in race equality not only with regard to meeting legislative requirements, but also in relation to meeting organisation’s obligations to their service users and employees. In the words of Herman Ouseley, Chair of the Commission for Racial Equality:

‘I hope you find [the Standard] helpful in reinforcing your quality assurance processes. The Commission would like to invite your authority to adopt this standard as that by which it measures its own racial equality work’.

4.2 At the same time as the Standard was issued, we in Hillingdon had already begun developing our first Equal Opportunities Service Programme and our third Equal Opportunities Employment Programme - documents which set out clearly the activities and progress carried out by each of the Council’s Groups last year and those to be carried out this year in the areas of equal opportunities. These documents were agreed by the Policy and Personnel Committees respectively in July 1995.
4.3 As part of our early preparation for the 1996/97 Programmes and in support for the CRE Standard, this report provides an overview of how Hillingdon is doing against the Standards set out in the CRE document but applied to all areas of equal opportunities not just race equality. This can then be used as a framework for next years Programmes and will allow a greater degree of consistency across the Council.

The Standards

4.4 The Standards require local authorities to examine their work in five broad areas. These areas are:

1. Area 1 - Policy & Planning
2. Area 2 - Service Delivery and Customer Care
3. Area 3 - Community Development
4. Area 4(a) - Employment (Recruitment & Selection)
   Area 4(b) Employment (Developing & Retaining Staff)
5. Area 5 - Marketing & Corporate Image.

Within each of these five areas there are five levels - Level 1 being the first level of achievement and Level 5 being the most advanced level of achievement.

Hillingdon Council’s achievements against the Standards

4.5 The attached tables show how the Council compares against the Standards. the approach taken is to make a judgement over the overall Council’s position with regard to each of the points. A Level is only regarded to have been achieved if all or all but one of the constituent measures have been achieved regardless of whether some of the measures at the next level above have been achieved,. Clearly, an analysis of where each Group is against the Standards may well reveal a different position than that for the Council as a whole. On the whole a ‘pessimistic’ approach has been taken, but where it is deemed that the Council as a whole does not meet a measure due to only some Groups meeting the measure the ‘X’ is followed by an * in the attached tables.

4.6 The Graph below summarises the Council’s overall position. This shows that the areas where the Council is strongest are those of ‘Policy & Planning’ and ‘Employment’ and that which is weakest is ‘Community Development’. In this latter category, there are a number of constituent measures that the Council has achieved at a range of levels, but there are some essential early stages that we have yet to achieve. In ‘Service Delivery & Customer Care’ we also have some work to do particularly relating to equal opportunities monitoring of service users.
**Future work**

4.7 It is suggested that as part of the preparation for the 1996/97 Equal Opportunities Service Programme, each Group carries out a similar ‘audit’ of their work on equal opportunities against the Standards and this be used as a point of reference against which progress can be measured.

**Financial Implications**

4.8 There are no financial implications arising out of this report as it is an overall monitoring report which seeks to review progress against externally set standards.

**BACKGROUND DOCUMENTS:**

Nil
## MEASURING PROGRESS ON EQUAL OPPORTUNITIES AGAINST THE CRE STANDARDS

### Area 1 - Policy & Planning

<table>
<thead>
<tr>
<th>Level</th>
<th>Requirement</th>
<th>Hillingdon Council’s Performance</th>
<th>Meets/Doesn’t Meet Standard</th>
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</thead>
<tbody>
<tr>
<td>Level 1</td>
<td>Establish written corporate and directorate policies on equal opportunities, endorsed by members and senior officers.</td>
<td>The Council has agreed corporate Equal Opportunities Policies in employment and service delivery, and a number of services have more specific agreed policies relating to equal opportunities issues.</td>
<td>✓</td>
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<tr>
<td></td>
<td>Ensure the written policy is in line with equal opportunities legislation and codes of practice.</td>
<td>The Council’s Policies are in line with legislation and codes of practice.</td>
<td>✓</td>
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<tr>
<td>Level 2</td>
<td>Endorse an action plan, flowing from policy, at corporate and directorate level.</td>
<td>Group-based action plans which have been corporately co-ordinated have been introduced in the Equal Opportunities Service Programme 1995/96 agreed by Policy Committee in July 1995.</td>
<td>✓</td>
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<tr>
<td></td>
<td>The action plan requires systematic activity within all directorates.</td>
<td>Each Group Programme does require systematic action by each Group.</td>
<td>✓</td>
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<td>Level</td>
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<td></td>
<td>Set up a defined organisational structure, with resources, for policy implementation and review.</td>
<td>There is an officer Equal Opportunities Team comprising representatives from all Groups, and a Member and community group forum called the Equal Opportunities Forum which reports to Policy Committee.</td>
<td>✓</td>
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<td></td>
<td>Consult staff and service users on content of policy.</td>
<td>The Equal Opportunities Service Policy was agreed by the Equal Opportunities Forum which comprises community representation, and the Equal Opportunities Employment Policy has been agreed with the Trade Unions.</td>
<td>✓</td>
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<td></td>
<td>Use relevant external data (for example, the Census, workforce profiles, consumer surveys, etc.) to inform policy.</td>
<td>The Equal Opportunities Service Policy and the Equal Opportunities Service Programme are informed by data from the 1991 Census, and the Equal Opportunities Employment Programme is informed by workforce data.</td>
<td>✓</td>
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<td></td>
<td>Establish equal opportunities monitoring systems.</td>
<td>These have been done by some but not all Groups with regard to service delivery, and by all with regard to employment.</td>
<td>Χ*</td>
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<td>Level 3</td>
<td>Feed results of consultation with employees and service users into review and targeting.</td>
<td>This process is done with regard to the Equal Opportunities Service and Employment Programmes.</td>
<td>✓</td>
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<td></td>
<td>Define equality targets or outcomes that are specific, measurable, realistic, and timetabled.</td>
<td>This has largely been done with regard to the Equal Opportunities Service and Employment Programmes.</td>
<td>✓</td>
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<td></td>
<td>Report monitoring of targets to a policy review mechanism.</td>
<td>The annual production of the Equal Opportunities Service and Employment Programmes are reported to the Policy and Personnel Committees respectively, and the Equal Opportunities Forum receives progress reports throughout the year.</td>
<td>✓</td>
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<td></td>
<td>Extend the policy and monitoring systems to suppliers of services through the contracting procedure.</td>
<td>Trainers, contractors, agencies and consultants are required to respond to six questions on their race equality employment practice and to meet particular equal opportunities considerations relating to the specification as appropriate.</td>
<td>✓</td>
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<td></td>
<td>Deliver management training programmes to reinforce commitment to, and the effectiveness of, the policy.</td>
<td>Equal opportunities training on employment is offered on a regular basis, and Groups organise training on equal opportunities service issues directly for their staff including managers.</td>
<td>✓</td>
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<td>Level</td>
<td>Requirement</td>
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<td></td>
<td>Make provision in the equal opportunities policy for the needs of people who may simultaneously be discriminated against on a number of grounds.</td>
<td>The Council’s policies cover discrimination on a number of grounds and enable service users and employees to complain about any aspect of their treatment with regard to services and employment.</td>
<td>✓</td>
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<tr>
<td>Level 4</td>
<td>Build equal opportunities objectives into the job descriptions and performance indicators of senior management, and ensure these are subject to the standard appraisal process.</td>
<td>All senior managers have appropriate equal opportunities objectives built into their Performance and Development Agreements which are used for appraisal.</td>
<td>✓</td>
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<tr>
<td></td>
<td>Analyse monitoring reports regularly and change practices, demonstrable outcomes and review plans as necessary.</td>
<td>This is done as part of the Group based and corporate annual production of the Equal Opportunities Service and Employment Programmes.</td>
<td>✓</td>
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<td></td>
<td>Publicise the policy and its successes, internally and externally.</td>
<td>Considerable publicity is given to the initiatives and outcomes that stem from the Council’s Equal Opportunities Service and Employment Programmes through In-House, Hillingdon People, local papers and appropriate trade press.</td>
<td>✓</td>
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PART I - MEMBERS & PUBLIC (INCLUDING THE PRESS)
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<tr>
<th>Level</th>
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<th>Hillingdon Council’s Performance</th>
<th>Meets/Doesn’t Meet Standard</th>
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<tbody>
<tr>
<td></td>
<td>Feed regular reports on progress into members’ committees, for review and targeting.</td>
<td>All service Committees as well as Policy and Personnel Committees receive strategic reports and reports on particular initiatives.</td>
<td>✓</td>
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<tr>
<td></td>
<td>Use an appropriate, independent mechanism for assessing the effectiveness of policy implementation, as part of the policy review.</td>
<td>This is done for the Equal Opportunities Service Programme corporately through the Equal Opportunities Forum which comprises community representatives.</td>
<td>✓</td>
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<tr>
<td>Level 5</td>
<td>Build equal opportunities objectives into the job description and performance indicators of all managerial staff and ensure these are subject to standard appraisal process.</td>
<td>All managers are soon to have Performance and Development Agreements, and these will have appropriate equal opportunities objectives built into them.</td>
<td>✓</td>
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<td></td>
<td>Act as an exemplar of equal opportunities in local government, share experiences with other local authorities, and provide support for them in the development of their own policy and practice.</td>
<td>Hillingdon Council shares experiences in equal opportunities with a number of other local authorities and other public and private sector bodies, representatives have been asked to speak about Hillingdon’s initiatives, and the Council has had a number of requests for assistance in implementing equal opportunities initiatives.</td>
<td>✓</td>
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<tr>
<td>Level</td>
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<td></td>
<td>Build and support equal opportunities networks with other authorities at regional, national and international level.</td>
<td>The Council is part of equal opportunities networks for example through West London Training &amp; Enterprise Council, Opportunity 2000 and Race For Opportunity at regional and national level as these are appropriate to the work of the Council.</td>
<td>✓</td>
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</table>
## MEASURING PROGRESS ON EQUAL OPPORTUNITIES AGAINST THE CRE STANDARDS

### Area 2 - Service Delivery & Customer Care

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<tr>
<th>Level</th>
<th>Requirement</th>
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<tbody>
<tr>
<td>Level 1</td>
<td>Establish a written policy on equal opportunities for individual service delivery directorates, endorsed by relevant committee chairs and senior officers. The written policy reflects the corporate equal opportunities policy, the equal opportunities legislation and codes of practice. The policy has been the subject of consultation with service users.</td>
<td>There is an agreed corporate Equal Opportunities Service Policy agreed by all the Groups and a number of Groups have adopted specific policies on particular areas such as racial harassment and domestic violence. The corporate written policy reflects legislation and codes of practice. The Equal Opportunities Service Policy was devised through the Equal Opportunities Forum which includes community representatives.</td>
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<td>Level</td>
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<td>Hillingdon Council’s Performance</td>
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<tr>
<td>Level 2</td>
<td>Members and senior officers endorse an action plan flowing from the policy.</td>
<td>The Equal Opportunities Service Programme 1995/96 has been endorsed by the Board and Policy Committee in July 1995 and individual Group Programmes have been agreed by Management Teams and Service Committees.</td>
<td>✓</td>
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<tr>
<td></td>
<td>The action plan requires systematic activity in all sections of the directorate.</td>
<td>The Programmes require action by all services.</td>
<td>✓</td>
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<td></td>
<td>Set up a defined structure of responsibility for equal opportunities within the directorate.</td>
<td>Each group has a lead officer on Equal Opportunities in service delivery and these officers brief their Management Teams and meet as a corporate Equal Opportunities Team.</td>
<td>✓</td>
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<tr>
<td></td>
<td>Establish equal opportunities monitoring of the take up of a core set of services as a standard procedure.</td>
<td>This has begun to be done in some services across the Council, and work is currently being done to assess the scope for introducing the Local Government Management Board’s proposed equal opportunities performance indicators.</td>
<td>X*</td>
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<td></td>
<td>Develop and use a consultative machinery to establish the needs and satisfaction levels of particular service users.</td>
<td>There are various approaches to this being taken by individual Groups ranging from service user questionnaires to formal consultation groups, but there isn't a comprehensive approach to ensure consultation with particular service users is done in all Groups. The Council operates a Translating &amp; Interpreting Service which comprises a register of about employees and local residents who act as interpreters and translators for fixed rates in about 28 languages, and has access to the Language line interpreting service for immediate enquiries.</td>
<td>X*</td>
</tr>
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</table>

Provide appropriate translation and interpreting services to enable service users to have full access to all services.

Contracts with agencies delivering services on behalf of the local authority include a requirement to deliver an effective and appropriate service, fairly and without unlawful discrimination.

Ensure that staff delivering services are trained to provide an appropriate and informed response to all service users without unlawful discrimination.

This is built into all CCT contracts and equal opportunities considerations are also increasingly part of other contracts offered by the Council to agencies, trainers and consultants.

Training of employees on equal opportunities issues has been done by most Groups directly to their staff and is an ongoing part of Group-based training. | √ |

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<tbody>
<tr>
<td>Level 3</td>
<td>Equal opportunities monitoring of the take up of all services becomes a standard procedure.</td>
<td>There are examples in services where this is done, however the Council, does not have a comprehensive approach to the monitoring of take of services by various communities.</td>
<td>X*</td>
</tr>
<tr>
<td></td>
<td>Use equal opportunities data to feed into policy review and targeting.</td>
<td>This has been done by some Groups and for some services but is not done comprehensively across all services.</td>
<td>X*</td>
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<tr>
<td></td>
<td>Monitor the effectiveness of community consultation on influencing service delivery.</td>
<td>As community consultation is done in a number of but not all services, the practice of monitoring the effectiveness of consultation is not comprehensive.</td>
<td>X*</td>
</tr>
<tr>
<td></td>
<td>Plan services annually and on a long term basis, using equal opportunities demographic data from the Census to establish targets.</td>
<td>Equal opportunities data is not comprehensively collected or analysed with regard to planning services.</td>
<td>X*</td>
</tr>
<tr>
<td></td>
<td>Set up a procedure for reviewing the implications for service users from particular groups of all decisions to increase, decrease or reallocate funding.</td>
<td>This is not done in all services across the Council.</td>
<td>X*</td>
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<td></td>
<td>Use this procedure to take into account the needs of service users from particular group when new services are planned.</td>
<td>This is not done in all services across the Council.</td>
<td>X*</td>
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<tr>
<td></td>
<td>Use this procedure to consult with relevant community organisations on the suitability of service provision.</td>
<td>This is not done in all services across the Council.</td>
<td>X*</td>
</tr>
<tr>
<td></td>
<td>The job description and contract for local authority service delivery staff include the delivery of an effective and appropriate service to service users from particular groups, fairly and without unlawful discrimination.</td>
<td>Employees have as part of their Job descriptions appropriate obligations with regard to equal opportunities, and these will also be part of their Performance and Development Agreements currently being introduced.</td>
<td>√</td>
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<tr>
<td></td>
<td>Establish and publicise the local authority mechanism for dealing with complaints of discrimination against itself from members of the public.</td>
<td>The Council’s complaints procedure which also includes complaints of discrimination has been widely disseminated and publicised.</td>
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<td>Level</td>
<td>Requirement</td>
<td>Hillingdon Council’s Performance</td>
<td>Meets/Doesn’t Meet Standard</td>
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<td></td>
<td>Contract compliance is guided by pre-contract evaluation, supported by standard contract conditions which require compliance with the CRE Race Relations Code of Practice in Employment, and systematic checks on the equal opportunities component of service delivery. Ensure that staff training in equal opportunities is formally linked to performance measurement.</td>
<td>This is done for CCT contracts and is increasingly being done for contracts with trainers, agencies and consultants. As part of the introduction of Performance &amp; development Agreements, all staff training including that on equal opportunities arises out of identified needs from appraisals.</td>
<td>√</td>
</tr>
<tr>
<td>Level 4</td>
<td>Build equal opportunities into the job description and performance indicators of senior management, and ensure these are subject to the standard appraisal process.</td>
<td>The Performance &amp; Development Agreements of senior managers include appropriate equal opportunities objectives which are assessed annually.</td>
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<td>Level</td>
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<td></td>
<td>Directorates make full use of external funding (Single Regeneration Budget, Section 11, European Funding) to maximise appropriate service delivery. Monitor the allocation of financial resources to assess the impact on particular communities. Report progress on the action plan regularly to Directorate Members Committee, which feeds back into review and targets. Extend the scope of the contractual equality requirements for suppliers of services to the local authority to mechanisms such as an approved list and special select lists; arrangements to apply to contracts valued at £5,000 and above.</td>
<td>The Council’s SRB and Section 11 bids have been made with the needs of particular disadvantaged communities at the forefront of the basis of the bids. This is not done specifically across the Council. Service Committees and the Equal Opportunities Forum receive progress on implementing equal opportunities initiatives, and also receive the annually produced Equal Opportunities Service Programme prior to it going to Policy Committee. This has yet to be done but is programmed to be done during 1995/96.</td>
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<td>Meets/Doesn’t Meet Standard</td>
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<tr>
<td>Level 5</td>
<td>Build equal opportunities objectives into the job descriptions and performance indicators of all managerial staff, and ensure these are subject to the standard appraisal process. Directorates become exemplars of equality of opportunity in their particular field, share their experience with similar directorates in other local authorities, and provide support for them in the development of their own good practice. Give guidance to applicants for contracts unable to provide sufficient evidence of their equal opportunities policy on how to achieve a suitable standard. Take appropriate action against contractors who breach their contract by failing to comply with equal opportunities commitments.</td>
<td>The Performance &amp; Development Agreements of virtually all managers include appropriate equal opportunities objectives which are assessed annually. Groups are increasingly sharing their experiences with other authorities and providing examples of good practice to them. This is not yet done across the Council. This commitment is part of the contracts that the Council has with contractors under CCT and other contracts (with trainers, consultants, and agencies) but has not by a large had to exercised.</td>
<td>√</td>
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<td>Level</td>
<td>Requirement</td>
<td>Hillingdon Council’s Performance</td>
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<tr>
<td></td>
<td>Build and support equal opportunities networks with other authorities at regional, national and international level.</td>
<td>Various services are part of networks with other Councils either specifically on equal opportunities or as part of wider networks.</td>
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### MEASURING PROGRESS ON EQUAL OPPORTUNITIES AGAINST THE CRE STANDARDS

**Area 3 - Community Development**

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<th>Level</th>
<th>Requirement</th>
<th>Hillingdon Council’s Performance</th>
<th>Meets/Doesn’t Meet Standard</th>
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<tbody>
<tr>
<td>Level 1</td>
<td>The local authority states that its goal is to support the development of strong, secure, self-reliant, self-confident communities free from unlawful discrimination.</td>
<td>This is implicit in the Leaders Statement in May 1995, and in the Council’s approach to community grant support.</td>
<td>√</td>
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<td></td>
<td>Take account of the present and future needs of particular communities in making a corporate assessment of community needs.</td>
<td>This is being done at present with regard to reviewing the race equality needs in Hillingdon, but is not done in a comprehensive manner across the Council.</td>
<td>X*</td>
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<tr>
<td></td>
<td>Corporate and directorate level equal opportunities policies and action plans help guide this process.</td>
<td>This is not done in a comprehensive manner across the Council.</td>
<td>X*</td>
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<tr>
<td></td>
<td>Make a funding commitment to particular communities in the voluntary sector.</td>
<td>Some community groups in the voluntary sector have funding commitments made to them by the Council as part of the support offered to them and the services offered by them to the Council.</td>
<td>√</td>
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<td>Level</td>
<td>Requirement</td>
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<tr>
<td>Level 2</td>
<td>Translate advertisements, leaflets, videos etc., giving information about services and democratic structures and participation, into appropriate community languages.</td>
<td>While the translating service is available and has been used by representatives from the voluntary sector, the service has not been used for this broader information exercise.</td>
<td>X</td>
</tr>
<tr>
<td></td>
<td>Particular communities in the voluntary sector are key strategic partners in development ad regeneration planning and programmes.</td>
<td>This is not done in a comprehensive manner across the Council.</td>
<td>X*</td>
</tr>
<tr>
<td></td>
<td>Make full use of the Single Regeneration Budget, Section 11, and European funding to pursue equality objectives in regeneration and planning programmes.</td>
<td>This has been done and is a key feature of the SRB bid made in 1995.</td>
<td>√</td>
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<td>Level</td>
<td>Requirement</td>
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<td></td>
<td>Set up mechanisms to ensure that planning applications, licensing and other control and planning processes take place within a context that favours community development, and takes account of the needs of particular communities’ needs within that. Establish mechanisms for responding to harassment, and attacks, supporting victims and removing anti-equal opportunities graffiti. Continue the funding of campaigning bodies for particular groups, where appropriate.</td>
<td>This is not done in a comprehensive manner across the Council.</td>
<td>X*</td>
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<tr>
<td></td>
<td></td>
<td>The Council has policies and procedures to tackle racial harassment and domestic violence and works closely with the Hillingdon Monitoring Group who have a contract to provide a 24-hour call-out service to victims of racial harassment. There is also an arrangement to ensure the removal of racist graffiti when reported. This is done for some key campaigning bodies in the borough.</td>
<td></td>
</tr>
<tr>
<td>Level 3</td>
<td>Set standards across the authority for the provision of a consistent translation and interpreting service.</td>
<td>Standards have been set across the Council to accompany the provision of the translating and interpreting service and take the form of criteria to determine which documents are prioritised for translation.</td>
<td>√</td>
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<td></td>
<td>Establish mechanisms to measure and review the quality of translation and interpreting services purchased from outside agencies.</td>
<td>Review mechanisms are in place to assess the quality of the service provided by Language Line.</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Provide information and training for particular community and voluntary organisations on the decision-making process, and how to use and gain access.</td>
<td>This is not done in a comprehensive manner across the Council.</td>
<td>X*</td>
</tr>
<tr>
<td></td>
<td>Take specific steps to ensure that all communities have a full and equal access to the electoral register.</td>
<td>Considerable work has been through ‘Your Right to Vote’ campaigns to ensure residents from all communities are encouraged to register.</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Publicise the mechanism for responding to harassment and encourage victims to report incidents.</td>
<td>The Council’s stance on harassment and domestic violence and its relationship with Hillingdon Monitoring Group has been publicised throughout the borough.</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Guarantee the removal of anti-equal opportunities graffiti within a defined time after reporting.</td>
<td>The arrangement that the Council has for Graffiti removal is that it will be removed within 48 hours of it being reported.</td>
<td>✓</td>
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<td></td>
<td><strong>Set up a formal mechanism to consult with citizens from particular communities.</strong></td>
<td>As well as the mechanism for consultation through the Equal Opportunities Forum, there are the Anti-Racial Harassment Forum and some Group-based consultation mechanisms.</td>
<td>X*</td>
</tr>
<tr>
<td></td>
<td>Regularly review the criteria for funding the voluntary sector to ensure they do not discriminate against organisations from particular communities.</td>
<td>Regular reviews of the voluntary sector funding policy are carried out with regard to equal opportunities considerations.</td>
<td>√</td>
</tr>
<tr>
<td>Level 4</td>
<td><strong>The monitoring of harassment, attacks and graffiti inform resource allocation and policy development.</strong></td>
<td>This has been done and has led to the Council’s current initiatives.</td>
<td>√</td>
</tr>
<tr>
<td></td>
<td>Directorates can demonstrate how consultation with particular communities have shaped major policy development and resource allocation.</td>
<td>This is not done in a comprehensive manner across the Council.</td>
<td>X*</td>
</tr>
<tr>
<td></td>
<td><em>If in receipt of Single Regeneration Budget:</em></td>
<td></td>
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<tr>
<td></td>
<td>Include the needs of particular communities in the bid.</td>
<td>This has been done with regard to the 1995 SRB Bid.</td>
<td>√</td>
</tr>
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|       | **If in receipt of Section 11:**  
|       | - Plan a strategic response to a diminishing government grant.  
|       | - Plan a strategic approach to bring English as a second Language support and related services into ‘mainstream’ expenditure. | This has been done at a Group level by those Groups which have been in receipt of Section 11.  
|       | | This has been done by Education Services. | √ |
| Level 5 | If in receipt of SRB, monitor the effectiveness of all aspects of SRB expenditure on particular communities, and feed that into the next round of bidding.  
|       | - Involve organisations from particular communities in this monitoring. | The Council is not yet in receipt of SRB funds | X* |

This has not been done in a comprehensive manner across the Council. *
<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td></td>
<td>Maintain expenditure on projects funded by section 11 at a level sufficient to preserve appropriate service delivery.</td>
<td>It has not been possible to do this across the Council.</td>
<td>X</td>
</tr>
<tr>
<td></td>
<td>Require each directorate to identify how its policies can contribute to community development, and the needs of particular communities within that.</td>
<td>This has not been done across the Council.</td>
<td>X</td>
</tr>
<tr>
<td></td>
<td>Include objectives on community development of particular groups in performance indicators for senior managers in all directorates.</td>
<td>This has not been done across the Council.</td>
<td>X</td>
</tr>
<tr>
<td></td>
<td>Build and support equal opportunities networks with other authorities at regional, national and international level.</td>
<td>This has not been done across the Council.</td>
<td>X</td>
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</table>
MEASURING PROGRESS ON EQUAL OPPORTUNITIES AGAINST THE CRE STANDARDS

Area 4(a) - Employment (Recruitment & Selection)

<table>
<thead>
<tr>
<th>Level</th>
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</thead>
<tbody>
<tr>
<td>Level 1</td>
<td>Make clear to recruiters and selectors the need for non-discriminatory practices.</td>
<td>The Council’s Recruitment Code and accompanying training makes it clear that practices need to be non-discriminatory.</td>
<td>√</td>
</tr>
<tr>
<td>Level 1</td>
<td>Avoid restricting publicity for vacancies and opportunities to sources which would provide a narrow range of applicants.</td>
<td>Externally advertised posts are advertised in a wide range of publications including Job Centres, local community groups, local, national and trade press.</td>
<td>√</td>
</tr>
<tr>
<td>Level 1</td>
<td>Use a well-designed, standard application form.</td>
<td>The Council’s application forms meet this criteria.</td>
<td>√</td>
</tr>
<tr>
<td>Level 1</td>
<td>Job descriptions and selection criteria are clear and explicit.</td>
<td>All posts have clear job descriptions and person specifications.</td>
<td>√</td>
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<tr>
<td>Level 1</td>
<td>Make all procedures consistent with equal opportunities Codes of Practice.</td>
<td>The procedures used for recruitment are consistent with Codes of Practice.</td>
<td>√</td>
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<tr>
<td>Level</td>
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<tr>
<td>Level 2</td>
<td>Take steps to encourage applicants from particular communities in areas where they are under-represented.</td>
<td>Positive action wording and selected placing of advertisements in specialist/community press is done to attract under-represented communities.</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Set up mechanisms for collecting data on applicants and recruits by various equal opportunities groups.</td>
<td>The Council has a job applicant monitoring system.</td>
<td>✓</td>
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<tr>
<td></td>
<td>Give detailed guidance and training on relevant equal opportunities issues to shortlisting panels, interviewers etc.</td>
<td>Recruitment and selection courses are run for all managers involved in this activity.</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Avoid the potential for bias in selection in interview questions.</td>
<td>Specific advise above that provided in the Recruitment Code is provided on interview questions.</td>
<td>✓</td>
</tr>
<tr>
<td>Level 3</td>
<td>Analyse ethnic data on applications and appointments by grade, and use findings in the review process to establish targets.</td>
<td>The annually produced Equal Opportunities Employment Programme analyses workforce data and sets equality targets for each Group and for the Council as a whole.</td>
<td>✓</td>
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</table>
|       | Take action to deal with causes of disparate impact, including:  
|       | - Basing selection tests on criteria which are empirically validated.  
|       | - Ensuring all candidates are well prepared for test-taking, including adequate guidance and practice materials and training, if appropriate.  
|       | When selection tests are used, this good practice to avoid bias is followed. | ✓ | |
| Level 4 | Make changes to selection measures, including biodata and tests, where unjustified disparate impact is shown.  
|       | Take additional steps to reach groups which are under-represented, including support for external positive action schemes, where appropriate.  
|       | Set objectives for increasing the proportion of under-represented groups at senior levels. | ✓ | |
|       | This would be done if recurring selection methods revealed concerns about disparate impact on some communities.  
|       | The Council is involved in a mentoring scheme for minority ethnic undergraduates, in running job search courses for disabled applicants, and in running career development programmes for female employees.  
<p>|       | This is done as part of the annually produced Equal Opportunities Employment Programme. | ✓ | |</p>
<table>
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<tbody>
<tr>
<td>Level 5</td>
<td>Continually review and develop person specifications and applicant profiles to reflect the authority’s overall approach.</td>
<td>The Council amends person specifications as required to meet the changing needs of the Council and to ensure no unlawfully discriminatory criteria are used.</td>
<td>√</td>
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<td></td>
<td>There is an increased recruitment and selection of ethnic minority staff against defined targets.</td>
<td>The Equal Opportunities Employment Programme shows that the Council exceeded its targets for 1994/95 with regard to minority ethnic recruitment.</td>
<td>√</td>
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### MEASURING PROGRESS ON EQUAL OPPORTUNITIES AGAINST THE CRE STANDARDS

#### Area 4(b) - Employment (Developing & Retaining Staff)

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<tr>
<th>Level</th>
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<tbody>
<tr>
<td>Level 1</td>
<td>Include the implications for employees of the equal opportunities policy and Codes of Practice in Employment in staff induction.</td>
<td>Corporate staff induction courses include a section on equal opportunities and their responsibilities.</td>
<td>✓</td>
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<tr>
<td></td>
<td>Inform new staff about established networks and support groups.</td>
<td>Employees are made aware of existing networks and initiatives through their induction and through ‘In-House’ publicity.</td>
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<tr>
<td></td>
<td>Incorporate equal opportunities principles into training plans for all staff.</td>
<td>As all employees develop Performance &amp; Development Plans, appropriate equal opportunities objectives are being introduced.</td>
<td>✓</td>
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<tr>
<td>Level 2</td>
<td>Set up procedures that contribute to a fair and effective diverse working</td>
<td>The Council has paid particular attention to equal opportunities with regard to:</td>
<td>✓</td>
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<td>environment, covering policies such as:</td>
<td>• grievance and disciplinary procedures</td>
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<td></td>
<td>• Grievance procedures</td>
<td>• sexual and racial harassment guidelines</td>
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<td></td>
<td>• Disciplinary procedures</td>
<td>• PANDA scheme</td>
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<td></td>
<td>• Protection against harassment and victimisation</td>
<td>• flexible working practices including career breaks, job sharing and flexi-time</td>
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<td>• Training</td>
<td>• childcare assistance and holiday playschemes.</td>
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<td>• Staff appraisals</td>
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<td>• Religious and cultural needs</td>
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<td>• Health &amp; safety policy</td>
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<td></td>
<td>• Flexible working arrangements</td>
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<td>• dependant carer arrangements</td>
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<td>• physically accessible facilities for all.</td>
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<tr>
<td>Level 3</td>
<td>Provide training for managers on the detailed implementation of the equal</td>
<td>Training on equal opportunities for managers is offered on a regular basis.</td>
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<td></td>
<td>opportunities programme, including individual action plans, with updates in</td>
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<td>light of legal and other developments.</td>
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<tr>
<td></td>
<td>Meet specific training needs, where applicable, to develop particular skills.</td>
<td>Groups organise specific training on equal opportunities issues for staff as appropriate.</td>
<td>✓</td>
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<tr>
<td></td>
<td>Provide development training as part of an overall plan to enhance skills for all groups of employees.</td>
<td>The Council runs a Personal Development Programme for lower graded staff, Springboard women’s development programme for non-managerial female employees, and Action for Opportunity scheme for non-managerial minority ethnic employees.</td>
<td>✓</td>
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<tr>
<td></td>
<td>Use equal opportunities data to monitor the number of staff leaving employment and their reasons for leaving.</td>
<td>This is not done across the Council currently although was done when the Council carried a compulsory redundancy campaign.</td>
<td>✓</td>
</tr>
<tr>
<td>Level 4</td>
<td>Set up schemes to support the particular needs of some staff groups as part of staff development, for example: • Mentoring • Shadowing • self help networks and access to other relevant networks.</td>
<td>The Council participates in Action For Opportunity, runs Springboard, works with UNISON’s Ethnic Minority Group, Social Services’ Black Workers Group, and has sought to set up an Employees With Disabilities team, and Single Parents team.</td>
<td>✓</td>
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<td></td>
<td>Establish consultation mechanisms to elicit feedback and ideas from staff, including particular groups of staff, on the programme.</td>
<td>This is referred to above and these networks are used for feedback.</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Include in line managers’ appraisals evaluation of action taken to retain and develop particular groups of staff.</td>
<td>This is not done across the Council.</td>
<td>✗</td>
</tr>
<tr>
<td>Level 5</td>
<td>Recognise, and encourage, the involvement of employees in the wider community.</td>
<td>The Council has close links with the voluntary sector, with other statutory bodies and with private sector employers and is developing working partnerships with these bodies around specific themes which inevitably involve employees</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Achieve higher retention and career progression rates for all staff.</td>
<td>This has not been monitored across the Council.</td>
<td>✗</td>
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<tr>
<td></td>
<td>Over time, fewer grievances and disciplinary actions are registered on equal opportunities grounds.</td>
<td>Current levels of grievances and disciplinary do not appear to be disproportionately characterised by equal opportunities concerns.</td>
<td>✓</td>
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<tr>
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<tr>
<td></td>
<td>The local authority becomes an exemplar of good employment practice, sharing its experience and supporting other local authorities to develop their own good practice.</td>
<td>The Council shares experiences with other local authorities, other public bodies, and private sector employers. The Council has been asked to advise a number of organisations and plays an active part in national initiatives such as Opportunity 2000 and Race For Opportunity.</td>
<td>√</td>
</tr>
<tr>
<td></td>
<td>Build and support equal opportunities networks with other authorities at regional, national and international level.</td>
<td>The Council is part of regional and national networks which are relevant to the needs of the Council.</td>
<td>√</td>
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</tbody>
</table>
## MEASURING PROGRESS ON EQUAL OPPORTUNITIES AGAINST THE CRE STANDARDS

### Area 5 - Marketing & Corporate Image

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<tr>
<th>Level</th>
<th>Requirement</th>
<th>Hillingdon Council’s Performance</th>
<th>Meets/Doesn’t Meet Standard</th>
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</thead>
<tbody>
<tr>
<td>Level 1</td>
<td>Provide the equal opportunities policy statement to all staff, applicants and new recruits.</td>
<td>The Council’s ‘What Is Equal Opportunities’ leaflet is provided to all job applicants, and is readily available to staff.</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Advise staff of the basic provisions of equal opportunities legislation and various Codes of Practice.</td>
<td>Training organised by Groups or on a corporate basis as appropriate is done to ensure that staff are aware of equal opportunities issues relevant to their work.</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Draw out the implications of the equal opportunities policy in the staff handbook, recruitment literature, and induction training.</td>
<td>Induction training and recruitment literature make the Council’s stance on equal opportunities clear.</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Make clear the authority’s commitment to equal opportunities in advertisements, recruitment materials and procedures and staff training and counselling.</td>
<td>All job advertisements carry an equal opportunities statement, recruitment materials make it clear that Hillingdon is a diverse borough, and equal opportunities is increasingly incorporated in all training including that done on counselling.</td>
<td>✓</td>
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<tr>
<td>Level</td>
<td>Requirement</td>
<td>Hillingdon Council’s Performance</td>
<td>Meets/Doesn’t Meet Standard</td>
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<tr>
<td>Level 2</td>
<td>Advertisements and recruitment literature positively reflect equal opportunities and diversity in text and illustrations; they are checked for discriminatory criteria and unwelcoming images. Inform external bodies, including employment agencies consultants and contractors of the policy and its requirements. All staff receive literature advising them of their rights and responsibilities under the equal opportunities policy, for example, the duty not to discriminate, the right to be protected from harassment etc. Provide guidance for key staff on the implications of the policy for selection training and management.</td>
<td>This is done on a systematic basis by the Council’s advertising agency and by Groups for recruitment advertisements, and Council service publicity and advertisements regularly reflect the borough’s diverse population and workforce. This is done as part of the Council’s contract compliance policy. The Council’s ‘What Is Equal Opportunities?’ leaflet advising staff of their rights and the soon-to-printed Equal Opportunities Service Policy will set out their responsibilities. The Council's Equal Opportunities and Recruitment &amp; Selection courses seek to provide guidance to managers on their responsibilities.</td>
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<td>Level</td>
<td>Requirement</td>
<td>Hillingdon Council’s Performance</td>
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<td></td>
<td>The authority’s mission statement reflects the commitments of the equal opportunities policy.</td>
<td>The Council’s annual Statement from the Leader of the Council makes it clear the Council’s commitment to equal opportunities.</td>
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<tr>
<td>Level 3</td>
<td>Promote successful equal opportunities work and policy implementation in the media.</td>
<td>This is being done to an increasing extent primarily with local media, but also with national and trade press.</td>
<td>✓</td>
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<td></td>
<td>Directorate Chief officers take responsibility for equal opportunities commitment in internal and external communications.</td>
<td>This is done by all the Council's Group Directors.</td>
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<td></td>
<td>Use the specialist/community media, as a matter of course, in placing advertisements and news coverage.</td>
<td>News coverage always involves local specialist/community media, and these are also considered for advertisements and used if deemed appropriate and cost-effective.</td>
<td>✓</td>
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<td></td>
<td>Draw out equal opportunities objectives in all quality assurance activity.</td>
<td>Performance indicators on equal opportunities are currently being considered to accompany the Audit Commission’s Performance Indicators.</td>
<td>✗</td>
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<td></td>
<td>All directorates make full use of appropriate translation and interpreting services.</td>
<td>All Groups make use of the corporate translating and interpreting service and are doing so to an increasing extent.</td>
<td>✓</td>
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<td>Level</td>
<td>Requirement</td>
<td>Hillingdon Council’s Performance</td>
<td>Meets/Doesn’t Meet Standard</td>
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<tr>
<td>Level 4</td>
<td>All authority-led public events reflect the policy in involvement and publicity.</td>
<td>The Council’s public events and presence at public events have sought to ensure that there is a reflection of equal opportunities concerns in the issues being raised, the composition of the Council representation, and the nature of the events supported.</td>
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<td></td>
<td>The range of community events sponsored or funded by the authority reflect the commitments and values of the policy.</td>
<td>This is referred to above.</td>
<td>√</td>
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<td></td>
<td>Relate appraisal linked performance indicators for senior media and communications managers to promote equal opportunities.</td>
<td>The Performance &amp; Development Agreements for senior Communications Team staff reflect appropriate equal opportunities objectives.</td>
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<td></td>
<td>Include in media work a strategy to promote the authority as an equal opportunities exemplar.</td>
<td>This is done to an increasing extent with regard to the issues promoted, the response to media enquiries, and the attention paid to Council representational images.</td>
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<td></td>
<td>Use recall surveys to assess success in promoting awareness of equal opportunities policy and activity.</td>
<td>This has not been done across the Borough.</td>
<td>X</td>
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<tr>
<td>Level</td>
<td>Requirement</td>
<td>Hillingdon Council’s Performance</td>
<td>Meets/Doesn’t Meet Standard</td>
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<tr>
<td>Level 5</td>
<td>Relate appraisal linked performance indicators for all media and communications staff to promote equal opportunities.</td>
<td>The Performance &amp; Development Agreements for Communications Team staff reflect appropriate equal opportunities objectives.</td>
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<tr>
<td></td>
<td>Feed in recall surveys to media and communications policy effectiveness review, and policy development.</td>
<td>This has not been done across the Borough.</td>
<td>X</td>
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<tr>
<td></td>
<td>Involve appropriate staff from particular communities integrally at high profile public events.</td>
<td>This has been done across the Borough.</td>
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<td></td>
<td>Chief Executive and Directorate heads act as ‘ambassadors’ to promote equal opportunities objectives, and share good practice at external events, for example, local government conferences, media interviews, public statements etc.</td>
<td>This is done by Group Directors, the Chief Executive and other senior managers.</td>
<td>√</td>
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</tbody>
</table>
SUMMARY

The attached document sets out the strategy which has been drafted by the Community Safety Project Team.

RECOMMENDATION

That the overall strategy, as set out in the document, be approved.

INFORMATION

See attached document.

Resource Implications

These are set out in the strategy document.

BACKGROUND DOCUMENT:

Statement of Intent of the new Council Administration May 1994
Residents Opinion Survey February 1995
The Uxbridge Initiative - Report to Policy Committee, 12 July 1995
Letter from Chief Inspector Wise, Hillingdon Police to Chief Executive's Office, 5.12.95
Memo from Lighting Engineers to Chief Executives Office, 6.6.95
COMMUNITY SAFETY STRATEGY

Contact Officer: David Brough/Ron Schrieber
Telephone: 01895 250636/250470

SUMMARY

This report sets out the strategy which has been drafted by the Community Safety Project Team

RECOMMENDATIONS

A. THE STRATEGY

1. That the overall strategy be approved and the Council’s commitment to community safety through multi-agency working be endorsed.

2. That the strategies of the Hillingdon Police Division and the following service Groups be endorsed:
   - Education Services
   - Hillingdon Direct Services
   - Housing Services
   - Local Services - Highways Maintenance
   - Local Services - Public Lighting
   - Local Services - Youth Service
   - Social Services

3. That an overall strategy be prepared for the Local Services Group and reported to Committee for approval.

B. IMPLEMENTING THE STRATEGY

4. That the possibility of allocating additional capital resources to improvements in street lighting be considered as part of the 1996/97 budget in view of their effectiveness in improving community safety and the strong support expressed in the public opinion survey.

5. That all Council officers involved in managing or developing public areas in the Borough be required to consider the community safety aspects of their work and all Groups be asked to consider the adoption of the reporting form initiated by Hillingdon Direct Service for its employees.

6. That the use of closed circuit television be endorsed as one of a range of measures for dealing with problem locations and a report on the effectiveness of
the existing installations be submitted to the Community and Development Sub-Committee after the first year of operation.

7. That the issue of community safety be given particular attention in the town centre development proposals for Hayes and Uxbridge and approval in principle be given to installation of CCTV in Uxbridge Town Centre subject to:

(a) the identification of sources of funding (including Home Office grants and private sector support).

(b) acceptance of the Police offer to monitor the system on an interim basis.

8. That the proposal from the Hillingdon Community and Police Consultative Group for the Council to make a by-law banning the drinking of alcohol in public places in Uxbridge Town Centre be subject to a report to the Community and Environment Committee.

9. That positive publicity be sought for improvements in community safety so that safe environments can be highlighted and the fear of crime addressed.

10. That the fundamental importance of involving all members of the community in their own safety be recognised and:

(a) the Community Development Sub-Committee be instructed to consider how this can best be achieved.

(b) the officers be instructed to look into the financial and practical implications of the options for improved reporting of potentially unsafe areas as set out in paragraph .32.

11. That action be taken to ensure that the Council's policies on community safety are fully consistent with its policies on equal opportunities, domestic violence, racial harassment, drugs and alcohol.

C. PARTNERSHIP WITH THE POLICE

12. That Education, Housing, Social Services and Youth Services continue to work with the Police on the development of a diversion from crime strategy for young people and a further report be submitted in due course.

13. That Crime Prevention through Environmental Design should be a prime consideration in all Council developments at the very earliest stage and that, where appropriate, the Secured By Design Certification should be achieved through the Police Crime Prevention Design Advisers.
14. That a series of briefing sessions be organised by the local Metropolitan Police Crime Prevention Design Advisers and other experts for all relevant Council officers to be followed by the introduction of regular liaison and consultation arrangements where not already in existence.

15. That the Chief Executive hold regular meetings with the Commander of Police, Hillingdon Division to identify objectives and priorities for the Community Safety Strategy and that, subject to any necessary Committee approval, these be progressed by a permanent multi-agency officer team.

16. That the Council states its commitment to consult the Police on all projects which have community safety implications and welcomes their commitment to consult as stated in the Community Safety and Partnership Strategy.

17. That the Council assist the Police in new community safety initiatives and shares non-confidential information and best practice whenever possible.

D. MULTI-AGENCY WORKING

18. That the multi-agency approach to local areas with problems of vandalism and anti-social behaviour be continued and developed and that officers consider the best mechanisms and working arrangements between the agencies.

19. That Middlesex Probation service be invited to collaborate in a multi-service approach towards tackling persistent young offenders.

20. That local public transport operators be invited to endorse the community safety strategy particularly in relation to the safety of women and elderly people and to join the multi-agency partnership.

21. That discussions be held with representatives of the voluntary sector, via the Voluntary Sector Forum, to determine their level of participation in the strategy.

22. That the Community and Police Consultative Group and the Crime Prevention Panel be invited to comment on the strategy.

23. That the Equal Opportunities Forum be requested to consider the equal opportunities implications of the strategy and how the needs of all local residents could best be met.

E. MONITORING THE STRATEGY

24. That residents’ opinion surveys on crime and the fear of crime be conducted on a regular basis to maintain awareness of local concerns and to monitor the effectiveness of the Community Safety Strategy.
25. That annual workplans and regular progress reports on the operation of the Community Safety Strategy be submitted to the Community Development Sub-Committee.

F. FUNDING THE STRATEGY

26. That all possible sources of funding for community safety initiatives be sought including Home Office grants, Single Regeneration Budget, European Community funding, planning agreements with developers and other private sector sponsorship.

27. That the request from the Hillingdon Community and Police Consultative Group for additional funding for youth services be considered in the light of the budget pressures on the Council for 1996/97 and beyond.

28. That the Association of Metropolitan Authorities’ view that local authorities should be given statutory responsibility (and funding) for community safety functions be endorsed.

INFORMATION

.1 The statement of intent adopted by the new administration of the Council after the May 1994 elections included the following declaration;-:

“The Council will seek to build upon our good relationships with the local Police and community groups to help tackle the increasing fear of crime, both on the streets and in the home, and we will use our resources to help tackle the problems of racial discrimination and harassment and domestic violence which more and more of our local people are facing. We will do our utmost to ensure that our streets are as safe as possible by improving lighting in isolated areas and subways and introduce other measures where appropriate.”

.2 In response to this declaration a corporate officer working team was established to develop a community safety strategy in partnership with the Police and the local community.

Community Safety

.3 It is important to emphasise that community safety covers more than just crime and fear of crime. It is about whether people feel safe in their homes and in public places. A strategy for community safety therefore needs to recognise that the old approach of installing more bolts and shutters is not enough. Looking at the levels and patterns of crime is merely scratching the surface. The strategy must also look at the causes of crime and the reasons why people feel unsafe. These can include such factors as poor environment, lack of youth facilities, poverty, unemployment, drunkenness and drug-taking, racial harassment.
There are clearly limits on how much the Council can influence these issues or tackle the causes. What is certain is that little can be achieved by a single agency acting in isolation. Partnership with the community and with the Police, the Probation Service and the voluntary sector are essential for the development of an effective strategy.

Local Crime Position

The 1993 crime figures for Hillingdon include the following:

- Robbery of person in public: 75
- Burglary in dwellings: 2286
- Theft of or from vehicles: 6281
- Theft from person (snatches/pickpockets): 42
- Theft of cycles: 723
- Criminal Damage (vehicles): 2427
- Criminal Damage: 2862

Although crime statistics need to be treated with caution, comparison with other London Boroughs suggests that Hillingdon experiences relatively low levels of street crime and high levels of car crime (perhaps reflecting the Borough’s high car ownership). However the public’s perceptions of crime and fear of crime suggest otherwise.

Public Opinion

The recent residents’ opinion survey undertaken on behalf of the Council in January 1995 revealed that rising crime was the issue of greatest concern for Hillingdon residents. The crimes the public were most concerned about were burglary/house break-in (42%), violence against the person (14%) and vandalism/damage of property (12%). Considering its high incidence, the public were relatively unconcerned about car crime (7%). It is also important to note that whereas 22% of males stated that they felt not very safe/not at all safe walking in their neighbourhood at night this figure rose to 59% for females. Also of concern is the fact that 10% of residents from ethnic minority groups stated that they had been a victim of racial harassment in the past year. These figures have considerable implications for the ways in which the Council seeks to address the issues of crime and the fear of crime.

When asked about changes that would improve safety in their neighbourhood, 81% of respondents identified better street lighting and 66% improving the design and layout of buildings and streets; so demonstrating that the community believes that the Council has a key role to play in improving the safety of its residents.

Existing Initiatives

(a) Street Lighting

There are many areas where the Council is already doing much to combat crime and the fear of crime in the community. For example, good street lighting does much to reduce crime and fear of crime so improving residents’ quality of life. This is borne out by a study.
of recorded crime during the hours of darkness, before and after lighting improvements in Station Road, Hayes.

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<thead>
<tr>
<th></th>
<th>6 months before</th>
<th>6 months after</th>
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</thead>
<tbody>
<tr>
<td>Burglaries</td>
<td>11</td>
<td>0</td>
</tr>
<tr>
<td>Motor Vehicle Crime</td>
<td>4</td>
<td>1</td>
</tr>
<tr>
<td>Robbery</td>
<td>1</td>
<td>1</td>
</tr>
</tbody>
</table>

The Lighting Section maintains a prioritised lighting improvement programme based on factors including reported crime data and requests from Members, organisations and individuals. The 1995/96 capital allocation for street lighting is £30,000 and the revenue budget for street lighting maintenance and energy is £1.01m. However, should be noted that every £100,000 spent on improving street lighting results in an additional annual revenue cost of £2,500.

(b) Housing

.9 Housing have allocated £50,000 in the 1995/96 capital programme for security works in the homes of particularly vulnerable people. This is part of £610,000 allocated for security measures.

(c) Youth Activities

.10 Another area of priority is the provision of constructive activities to divert young people from and reduce the likelihood of anti-social/criminal acts. Detached youth workers, Social Services and Education liaise with the Police and other agencies to engage young people in appropriate activities such as motor vehicle projects. In addition, the multi-agency Cautioning Panel considers cases of individual young people referred because of behaviour which may lead to offences being committed and slots the individual into an appropriate programme. Similarly, the Young Persons Justice Team works on an individual basis with young people who are due to appear in court or who have been sentenced in order to prevent future offences or criminal behaviour.

.11 A multi-agency group has been set up in response to youth disturbance on the Bell Farm/Mulberry Parade estate. The group comprises representatives from Education, Housing, Social Services, Youth Services, the Police, Hillingdon Monitoring Group, Bell Farm Church and Colne Valley Groundwork Trust. The establishment of the group has enabled information to be shared more effectively and for action to be taken more quickly to prevent young people causing trouble.

.12 The Hillingdon Community and Police Consultative Group has recently called on the Council to recognise the central importance of Youth Services in its community safety strategy and to allocate additional funds. It will not be possible to respond to this request in advance of decisions on the 1996/97 budget.
(d) **Closed Circuit Television (CCTV)**

13 The Council successfully bid to the Home Office for funding for a mobile closed circuit television system to tackle two particular problems:

(a) anti-social behaviour in neighbourhood shopping parades
(b) cases of racial harassment.

.14 This project demonstrates what can be achieved by the multi-agency approach. The proposal was initiated by the Police’s local Crime Prevention Design Adviser and the bid to the Home Office was drawn up by Council Officers in partnership with the Police, BAA, which provided funding, and the Hillingdon Crime Prevention Panel. The bid was also supported by the Hillingdon Community and Police Consultative Group and the Hillingdon Racial Harassment Forum. The Hillingdon Health Agency is also supporting a scheme for Yiewsley High Street. Initial results are encouraging and progress reports will be submitted to the Community Development Sub-Committee.

.15 BAA has recently agreed to provide a further sum of £7,000 for the purchase of additional Closed Circuit Television equipment in the West Drayton area and an additional mobile system has been purchased for assisting individual victims of harassment.

(d) **Safety and Security Measures**

.16 A successful joint seminar on window and door safety was recently organised by the Council and LHC, the local authority consortium for the supply of components and services based in Hayes.

(e) **“Designing Out Crime”**

.17 Another area where the Council has a key role to play is in helping to “design out crime” to ensure that security is designed into a project by removing opportunities for crime, deterring potential offenders and reducing the fear of crime. “Secured By Design” is a major national police initiative, initially aimed at house builders but now extended to commercial developments and car parks. It draws together the Police, local authorities, the construction industry, architects, insurance companies, suppliers and members of the public in a co-ordinated project. The Police and the Planning Division are currently preparing a leaflet “Designing Out Crime” which gives advice on the community safety issues to be addressed during the preparation of a scheme. It is of fundamental importance that consultation prior to the commencement of a scheme is as wide as possible and includes those responsible for subsequent maintenance and repairs.

(f) **Town Centres**

.18 In order to ensure that the proposed regeneration of the town centres is successful, it is vital that community safety issues are addressed so that members of the public feel confident to visit and shop in town. At its meeting held on 12 July 1995, this Committee adopted the aims and objectives of the Uxbridge Initiative which included the following action plan for community safety:
• Establish effective forms of crime monitoring with the local police to provide an information base to help define accurately the nature and extent of the security problem in the Town Centre and to support future bids to crime prevention funding sources.

• Develop a programme of works, targeted at key arrival points and pedestrian walkways, that will help to improve visitor safety. This will include for example ensuring public spaces are well lit and that concealed hiding places are minimised where possible etc.

• Support and help co-ordinate the development of appropriate crime prevention projects in the Town Centre, for example establishing the feasibility of Business Watch or Radio Link systems.

• Encourage the implementation of a programme of works within Town Centre Car Parks, to bring security standards up to Association of Chief Police Officers Gold Award or similar.

• Undertake pro-active marketing of positive security trends to help reduce the fear of crime for all Town Centre Users and to encourage use of the Town Centre both within the day and in the evening.

19 The Hillingdon Community and Police Consultative Group has recently highlighted the problems caused by the drinking of alcohol in Uxbridge Town Centre. There are essentially two issues - firstly the group of drinkers who frequent the shopping centre causing nuisance to the public and secondly the large number of young people who disrupt the Town and the last trains out of Uxbridge on Friday evenings. The Group has consulted its member organisations on the idea of a by-law to ban the drinking of alcohol in public places and this has produced widespread support. The Council has powers to make such a by-law but detailed consideration is needed on the practical and policy implications of the proposal and it is proposed that a report should be submitted to the Community and Environment Committee.

20 Officers are currently working with the Police to investigate the feasibility of a CCTV scheme for Uxbridge Town Centre. This would be a major scheme and the Police have offered to provide a monitoring facility at Uxbridge Police Station and staff pending development of St Georges Centre. It is understood that the Home Office will shortly be announcing another "CCTV Challenge Competition", this time relating to town centre schemes. Bids will need to demonstrate Police and Private Sector support.

**Drugs Action Team**

21 In May 1995, the Government White Paper “Tackling Drugs Together” proposed that action be taken:

• to see the law is effectively enforced, especially against those involved in the supply and trafficking of illegal drugs;

• to reduce the incidence of drug-related crime;
• to reduce the public’s fear of drug-related crime.

.22 In response to the White Paper a local Drugs Action Team of senior representatives from the Council (Chief Executive’s, Social Services, Education and Local Services Groups), Customs and Excise, Police, Probation Services and Health Agency has been established to tackle both drug and alcohol related problems locally.

**Multi-Agency Working**

.23 These are just some examples of the existing community safety initiatives being carried out by the Council in partnership with the Police and other agencies. For example there have been regular meetings between the Police, Housing and Youth Service to discuss a common approach to "hot spots" around the Borough. In addition, bodies such as the Area Child Protection Committee, the Community and Police Consultative Group and the Crime Prevention Panel involve the Council, Police and other agencies in specific community safety measures. What has been lacking to date is a corporate strategy to ensure that the Council’s objectives are pursued effectively.

.24 The remainder of this report and appendices propose a strategy that demonstrates the Council’s commitment to community safety and to forging an effective partnership with the Police, other agencies and the public to reduce crime and the fear of crime.

**Departmental Strategies**

.25 Attached as appendices to the report are community safety strategies for the individual service Groups which identify the measures that can be taken by Groups within the Council-wide strategy. At present there are no proposals for Libraries, Planning, Environmental Health and Leisure. It is also proposed that all Groups designate senior officers to act as Community Safety Co-ordinators. In addition it is proposed that the reporting form for employees which has been initiative by Hillingdon Direct Services should be considered by other Departments.

**Police Community Safety and Partnership Strategy**

.26 Attached is Hillingdon Police’s Community Safety and Partnership Strategy which sets out its commitment to work in partnership with the Council and other agencies. The strategy proposes a number of new key initiatives including:

• the establishment of multi-agency project teams for each Police sector involving Education, Housing, Social Services and Youth Services and the production of local crime audits which will identify local problems that warrant particular attention
• the reduction of vandalism and graffiti within the Borough
• the motivation of young people most at risk to channel their energies in constructive directions
• the targeting of persistent young offenders

.27 With regard to the targeting of persistent young offenders, it should be noted that the Police have identified about twenty juveniles who are responsible for a significant number
of crimes within the Borough. One recently admitted to 400 crimes. Rather than continuing to arrest these individuals only for them to be released back into the community, the Police would like to adopt a multi-agency approach targeted to each individual. This would involve the Police and relevant officers from the Juvenile Justice Team, Children and Families, Education Welfare and Youth Services agreeing appropriate strategies in each case. Such an approach, if successful, could have a major impact on both the level of crime and the fear of crime in Hillingdon.

**Wider Involvement**

.28 It is the aim of the strategy to actively involve all relevant agencies that are involved in community safety. These include:

(a) **Probation Service**

.29 The Middlesex Probation Service is currently working in community safety partnerships with a number of London Boroughs. To date, no such links have been developed with this Council and it is proposed to seek the Service’s active involvement in the strategy.

(b) **Public Transport Operators**

.30 It is of vital importance that members of the public, especially women, feel safe when using public transport, especially at night. It is therefore proposed to seek local public transport operators’ active involvement in the strategy.

(c) **Voluntary Sector**

.31 The voluntary sector has an important role to play, particularly with regard to support for victims of crime and mediation. Discussions will be held with voluntary sector representatives, initially through the Voluntary Sector Forum, to determine their most effective role within the strategy.

(d) **The Public**

.32 For community safety initiatives to be effective then the public must be actively involved and feel confident that their concerns will be addressed. The Community Council must work closely with local communities and Departments must publicise new initiatives and invite residents’/clients views. Initial options for involving the public could include:

(a) the introduction of reply paid postcards for reporting defective street lights, overgrown trees and hedges and other areas with potential safety problems.

(b) the use of notices on lighting columns or other street furniture to achieve the same objective.

(c) the provision of a freephone number to assist individuals in reporting problem areas.
These options have financial and practical implications that need careful consideration before definite decisions can be made.

The Council is increasingly adopting a multi-agency policy on community development and community safety must be a central part of this approach. It is proposed that the Community Development Sub-Committee should be asked to consider what further steps can be taken to involve the community in its own safety. One specific and immediate way of consulting the public would be by use of the Area Forums. Community Safety has already featured on an Uxbridge Forum agenda and both the Council strategy and local concerns could be discussed at future meetings.

**Publicity**

In order to involve the community it is vital to publicise the Council’s commitment to community safety and the partnership approach through Hillingdon People and the local media. For example further steps can be taken to publicise the Council’s Customer Care Line (01895 250050) to report instances of racist graffiti to ensure its removal within 48 hours. In this respect it is worth noting that the Council's proposal for new local authority powers to remove graffiti from private property has recently been successful by the passing of the latest London Local Authorities Act.

The Council will also need to review how community safety messages are relayed to all sections of the community. It will seek to encourage the local media to report positively on community safety initiatives and take a more balanced approach to the reporting of crime.

**Fear of Crime**

The implementation of the strategy and, in particular, the proposals relating to street lighting, public transport and designing out crime, should reduce not only the level of crime but also the fear of crime. However, recent research demonstrates that the public’s fear of crime far outweighs the likelihood of becoming a victim. Such perceptions can only be changed gradually.

**Equal Opportunities**

This Committee has previously approved policies to combat racial harassment and domestic violence and it is vital that the community safety strategy is consistent with those policies. In order to ensure that this is the case and in view of the equal opportunities implications of the results of the residents’ opinion survey (see paragraph .6 above) it is proposed to refer the strategy to the Equal Opportunities Forum for consideration.

**Statutory Responsibility and Funding for Community Safety**

One of the main recommendations of the Home Office’s Standing Conference on Crime Prevention’s report in August 1991 on Community Safety was:
“In the longer term, local authorities, working in conjunction with the police, should have clear statutory responsibility for the development and stimulation of community safety and crime prevention programmes, and for progressing at a local level a multi-agency approach to community safety”

.40 The Government did not accept this recommendation or indeed many of the other recommendations in that report. The Association of Metropolitan Authorities continues to press for statutory recognition (and funding) for local authorities' role and it is recommended that this view should be endorsed.

.41 The implementation of the strategy will have significant financial implications. To date, the Council has had some success in bidding for external funding, the mobile CCTV system being a notable example. The recent appointment of an External Funding Officer should enable the Council to make greater use of the various sources of funding available for community safety initiatives such as European Community funding and the Single Regeneration Budget. In addition planning agreements with developers provide an opportunity for negotiating improvements to community safety provision.

Resource Implications

.42 Community safety impinges on many aspects of the Council’s existing activities such as street lighting, youth services and social services. It is unlikely that there will be substantial additional resources to carry out major new initiatives. Much of the work will involve the development of working arrangements between the relevant agencies. Any additional expenditure on items such as street lighting and youth services will have to be in place of other priorities.
1. **Community Safety Policy Statement**

   1.1 The Education Department is committed to ensuring the full participation of Educational Services, within a multi-agency and local community context to tackle the causes, fear and incidence of crime, anti-social behaviour, racism and violence.

   1.2 The Education Department’s commitment to the above will be demonstrated in the action plan as follows.

**Community Safety Strategy:**

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<thead>
<tr>
<th>Task</th>
<th>By Whom</th>
<th>When</th>
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<tr>
<td>1. Consult with schools and community organisations to ensure community safety issues are addressed within schools.</td>
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<td>Ongoing</td>
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<tr>
<td>2. Make proposals for SRB funding to support action within schools and other education services that will:</td>
<td>SH</td>
<td>Within Bid timetable</td>
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<tr>
<td>(i) ensure the personal and social development of young people at risk or in trouble.</td>
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<tr>
<td>(ii) support young adults in making a successful transition from school to employment.</td>
<td></td>
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<tr>
<td>(iii) support community action to enable parents who have asked for support with their children to access networks available.</td>
<td></td>
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</tr>
<tr>
<td>3. A bid for European funding for a project focusing on excluded pupils and their parents is being made.</td>
<td>MM</td>
<td>Oct ‘95</td>
</tr>
<tr>
<td>4. The Education Welfare Service is contributing to the corporate working group on Domestic Violence. Education Welfare Officers are going to receive training to assist the public in dealing with domestic violence</td>
<td>SO</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Task</td>
<td>By Whom</td>
<td>When Ongoing</td>
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</tr>
<tr>
<td>5. The Pupil Support Manager chairs a corporate group looking at effective ways of working with the community on the Bell Farm estate, to reduce juvenile crime and disaffection.</td>
<td>MM</td>
<td>Sept ‘95 –&gt;</td>
</tr>
<tr>
<td>6. Youth Action Groups have been established in 4 secondary schools and 2 primary schools, further activity will be undertaken to initiate more groups. (Youth Action groups are junior versions of Crime Prevention Panels).</td>
<td>SO</td>
<td>Sept ‘95 –&gt;</td>
</tr>
<tr>
<td>7. The Education Welfare Service is discussing with the Youth Justice Team a model of joint working based on the Family Group Conference Approach in relation to children of joint concern.</td>
<td>Sept ‘95 –&gt;</td>
<td></td>
</tr>
<tr>
<td>8. The Education Service continues to develop closer working links with Social Services. Meetings of Team Managers from both services have taken place to produce guidelines on effective joint working.</td>
<td>Sept ‘95 –&gt;</td>
<td></td>
</tr>
<tr>
<td>9. Work has continued with schools on producing guidelines on the following:</td>
<td>Sept ‘95 –&gt;</td>
<td></td>
</tr>
<tr>
<td>- Drugs Policies</td>
<td>RS</td>
<td>Sept ‘95</td>
</tr>
<tr>
<td>- Racial Harassment Policies</td>
<td>CS</td>
<td>Sept ‘95</td>
</tr>
<tr>
<td>- Domestic Violence Policies</td>
<td>SO</td>
<td>Sept ‘95</td>
</tr>
<tr>
<td>- Anti-Bullying Policies</td>
<td>AJ</td>
<td>Sept ‘95 –&gt;</td>
</tr>
<tr>
<td>- Violence to Staff</td>
<td>HD</td>
<td>Sept ‘95 –&gt;</td>
</tr>
<tr>
<td>- Managing Conflict</td>
<td>HD</td>
<td>Sept ‘95 –&gt;</td>
</tr>
<tr>
<td>10. Work has been undertaken with schools to develop peer - counselling groups to help deal with bullying.</td>
<td>LR</td>
<td>Sept ‘95 –&gt;</td>
</tr>
<tr>
<td>11. Consultation with schools is underway to look at the provision of support on a broad base to enable children to settle to learning more effectively - Learning to Live Project.</td>
<td>SH</td>
<td>Sept ‘95 –&gt;</td>
</tr>
<tr>
<td>12. Training in child protection issues has continued with schools. Domestic violence, and assisting schools to support parents in dealing with this, will be highlighted in the next year.</td>
<td>AN</td>
<td>Sept ‘95 –&gt;</td>
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<tr>
<td>Task</td>
<td>By Whom</td>
<td>When</td>
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<td>------</td>
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</tr>
<tr>
<td>13. The Special Needs Officers have developed closer working links with Health and Social Services in relation to children and families who are particularly vulnerable.</td>
<td>JF</td>
<td>Sept ‘95 -&gt;</td>
</tr>
<tr>
<td>14. The inspectorate have initiated the setting up of an after schools network of clubs working with a voluntary group. These clubs cater for vulnerable children and facilitate a multi-agency support network. (Pyramid Trust). It is proposed to continue with this initiative and expand the number of clubs involving schools in targeted areas where need can be identified. Particular attention will be paid to community safety indicators when assessing the likely target areas.</td>
<td>JD</td>
<td>Sept ‘95 -&gt;</td>
</tr>
<tr>
<td>15. A Bid has been made for GEST funding for a project to work with disruptive pupils.</td>
<td>MM</td>
<td>Mar ‘96 -&gt;</td>
</tr>
<tr>
<td>16. Some secondary schools have already adopted the title of community school and are offering facilities to the local community. Evelyns School has a large and successful after school Youth Club. Discussions will take place with schools on looking at ways of extending this concept throughout the Borough.</td>
<td>GA</td>
<td>Sept ‘95 -&gt;</td>
</tr>
</tbody>
</table>
1.0 COMMUNITY SAFETY POLICY STATEMENT

1.1 Hillingdon Direct Services, provider of in-house services to the Council can positively contribute to the Council Community Safety Policy.

1.2 Although Hillingdon Direct Services is very much on the contractors side, when it comes to being able to initiate Community Safety Projects, we do however, work in partnership with our main clients within the Council to give support, advice and encouragement to assist in the safety and well-being of the community.

1.3 With over 1100 employees working throughout the borough we are well placed to take an active role in promoting and participating in the Council’s Community Safety Commitment.

2.0 Hillingdon Direct Services Commitment will be demonstrated as follows:

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<tr>
<td>(1) All Hillingdon Direct Services staff will be made aware of the Council’s Community Safety Commitment. It will become part of our organisation culture to keep an awareness of community safety whilst on site and travelling to and from site and reporting areas of danger.</td>
<td>By Whom</td>
</tr>
<tr>
<td></td>
<td>All Sections</td>
</tr>
<tr>
<td>(2) Continue to ensure when designing new or modifications to buildings and roads that community safety is taken into consideration in the designing out of crime features and with input from the Crime Prevention Officer being incorporated before the submission of Planning Applications.</td>
<td>PC/EC</td>
</tr>
<tr>
<td>(3) Racist graffiti is both “offensive” and “threatening”. In consultation with our clients we will formulate a strategy to remove graffiti from Council owned land/property within 48 hours of it being reported. On Land/Property not Council owned where graffiti is evident we will undertake to advise the owner/occupier and request that they take appropriate action.</td>
<td>CR</td>
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</tbody>
</table>
(4) As far as possible we will ensure that contractual sites and stores are secure from theft and do not present a source for missiles.

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<tr>
<th>By Whom</th>
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<tr>
<td>EC</td>
<td>Ongoing</td>
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(5) We will initiate a service for the safe collection/disposal of hypodermic needles as and when reported, 24 hours a day throughout the year.

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<tr>
<td>CR/JP</td>
<td>Ongoing</td>
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(6) Within our Parking Enforcement Service

(a) We can reduce the hazards of illegally parked vehicles, specially those on corners of road junctions, thereby making a major contribution to community safety.

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<th>By Whom</th>
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<tr>
<td>PS</td>
<td>Ongoing</td>
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(b) Help prevent vehicles parking illegally on footways to ensure pavements are kept clear for the safe movements of pedestrians especially those with impaired vision and physical disabilities.

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<tr>
<th>By Whom</th>
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<td>PS</td>
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(c) Improve response time of emergency vehicles in the borough by removing obstructions.

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<tr>
<td>PS</td>
<td>Ongoing</td>
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(7) Continue to work in partnership with our clients by full and open discussion on all aspects of project design and detail.

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<thead>
<tr>
<th>By Whom</th>
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<tr>
<td>All Sections</td>
<td>Ongoing</td>
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</table>

(8) To introduce a reporting system so that observations can be recorded (see attached). Coupled with this any positive suggestions for improving community safety will be encouraged and recognised by a Group Award.

<table>
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<th>By Whom</th>
<th>When</th>
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<tbody>
<tr>
<td>MLB/ PERS</td>
<td>Ongoing</td>
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</table>
HILLINGDON DIRECT SERVICES

COMMUNITY SAFETY REPORTING FORM

To All Employees

Hillingdon Direct Services is committed to the Council’s Community Safety Policy and believe that all employees within HDS can make a positive contribution when carrying out their day to day activities by observing and recording situations that affect the safety and well being of the Community. i.e. Illegal Parking, Anti-social Behaviour, Insufficient Inadequate Lighting and areas of potential crime or danger.

Any observations or suggestions that lead to improved community safety will be focused in HDS News, and be entered for an annual award.

Please note below your observations.

From: (Please Print) Date:
Section: Telephone:

Nature of Observation (Please Keep Report Brief)

On completion of this form, please give it to your immediate Manager/Supervisor who will pass it to Mick Bennett - HDS Community Safety Representative, Highways Department, Harlington Road Depot, who will forward this onto the nominated person within the Client Department.

* If you do not wish to complete this form, but are aware of any issues that affect the safety and well being of the Community would you please telephone us on 01895 250930 and report your observations.

Thank you

NB. YOU ARE REMINDED THAT IF YOU OBSERVE ANTI-SOCIAL BEHAVIOUR ESPECIALLY AT NIGHT, DO NOT GET INVOLVED, CONTACT THE CIVIC CENTRE
SECURITY DESK WHO WILL INFORM THE POLICE.
1. **Policy Statement**

1.1 The Housing Service is well placed to take an active role in promoting and carrying out the Council's Community Safety commitments.

1.2 The Housing Service will work in partnership with other Council services and external agencies to ensure that residents feel safe in their houses and in the wider community.

1.3 Positive action will be taken to address the needs of those who may be vulnerable as identified in the Council's Equal Opportunity Policy.

2 The Housing Group's commitment to the above will be progressed through the Community Safety strategy set out below.

### COMMUNITY SAFETY STRATEGY

In 1995/96 in recognition of our Community Safety role we will undertake a range of activity through:

* work to the Council's stock through security and safety programmes investing some £1.1 million.  
  **By March 1996**

* expanding the Careline service base currently connecting some 3000 homes.  
  **Within the current year**

* continue providing support to victims of racial harassment and taking perpetrator action through the racial harassment strategy.  
  **Ongoing**

* maintenance of communal parts of our estates.  
  **Ongoing**

* consultation with tenants and client groups for their views.  
  **By March 1996**

This will be achieved through the following strategy.
**Landlord**

As the major landlord in the Borough we will maintain and foster links with council services and the police to identify issues requiring action.

1. We will continue a programme of security and improvement measures to tenant's houses including new initiatives that address the estate environment and security.

   *3 year programme 1995/96 - 1998/99*

2. Recognising that funding for potential schemes of improvement is often limited we will participate in preparing bids for additional resources to Government and other appropriate agencies, e.g. Single Regeneration Bid.

   *Ongoing*

3. Our staff have a major role to play in maintaining the appearance of our estates. Through programmes of regular inspections we will identify and address matters which relate to community safety.

   *Ongoing*

4. We recognise that a significant section of the community living in Council accommodation are elderly and may therefore feel vulnerable. We will provide the use of the Careline service for the elderly.

   *Feb 96*

5. As a landlord we will continue to take appropriate steps to ensure residents have the benefit of quiet enjoyment of their homes.

   *Ongoing*

   We will investigate and enforce breaches of conditions of tenancy and consider the most appropriate means of resolving issues through enforcement, mediation, multi-agency action.

   *Ongoing*

**Support to Victims**

1. Through all our Housing Services we will provide support to victims of harassment, domestic violence and nuisance. This will be through advice, liaison with other appropriate agencies and direct action appropriate to the circumstances.

   *Ongoing*

2. We will maintain contact with victims throughout action being taken to ensure that maximum support is provided.

   *Ongoing*

3. Where appropriate we will recommend the use of CCTV to assist in investigation of cases of racial harassment.
Racial Harassment

1. The Housing Service will follow our racial harassment procedures to ensure that incidents are dealt with promptly, in a supportive and pro action way. We will work closely with the council's Racial Harassment Victim Support service and other agencies.

   Ongoing

We will apply the procedures both to the public and private sector and will advise Members of the Council of each case through the Committee process.

   Ongoing

2. We will take a lead role in the management of the mobile CCTV initiative to combat Racial Harassment and provide strategic information on areas suffering particular incidents.

   Ongoing

Domestic Violence

The Housing Service will follow established procedures for victims of domestic violence to ensure that our service is delivered in a supportive and efficient manner.

   Ongoing

Private Sector

1. We will enlist the support of Housing Associations working in partnership in the Borough, to achieve the Council's Community Safety objectives. We will pay particular attention to issues of community safety when developing new housing schemes, in particular Secure by Design principles.

   Ongoing

2. Through the Care & Repair initiative we will consider the safety and security of elderly residents.

   Ongoing

3. We will continue to take appropriate enforcement action in the private sector to ensure that safety standards are maintained.

   Ongoing

4. We will provide support for private sector residents throughout homelessness duties and private sector strategy and investigate new initiatives.

   Ongoing

Other Agencies
1. The Housing Service will continue to liaise with external agencies to enlist their help and assistance in tackling issues relating to community safety.  
   Ongoing

2. We will take an active part in corporate initiatives relating to the mediation service and will train our staff in mediation techniques.  
   Ongoing

Consultation with Residents

1. We will fully publicise the services we offer in all our area offices and Civic Centre locations through newsletter to raise awareness of the services we provide.  
   Ongoing

2. We will invite residents' views on the services they have received and take these into account when reviewing our procedures or making future policy recommendations.  
   By Jan 96
LOCAL SERVICES GROUP ACTION PLAN
(HIGHWAYS MAINTENANCE)

1. COMMUNITY SAFETY POLICY STATEMENT

The quality of design and maintenance of the highway network can influence the opportunity for crime and the fear of crime in public places. There is a well founded view that there is a link between "bad" environment and crime on the streets.

Highway Maintenance plays an important role in the promotion of Community Safety. The role has 2 parts:

- design and specification of highway features and layout
- standard of maintenance

People working in partnership are likely to get the best results and wide consultation is needed to ensure that Highway Maintenance policies and practices are effective in promoting Community Safety.

2. COMMUNITY SAFETY STRATEGY TASKS

<table>
<thead>
<tr>
<th>ACTION</th>
<th>WHEN</th>
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</thead>
<tbody>
<tr>
<td>Liaise with Police to identify areas of.</td>
<td>H M Division</td>
</tr>
<tr>
<td>Consider 'Community Safety' implications of new highway features, eg. shrub planting, street furniture, opaque fencing poor sightlines.</td>
<td>All Specifications</td>
</tr>
<tr>
<td>Consider 'Community Safety' implications of lower maintenance standards due to budget cuts.</td>
<td>All Specifiers</td>
</tr>
<tr>
<td>Target maintenance effort, subject to resources, at areas likely to improve Community Safety:</td>
<td>H M Division</td>
</tr>
<tr>
<td>eg. graffiti removal vandalism repairs foliage pruning on footpaths litter removal abandoned vehicle removal</td>
<td></td>
</tr>
<tr>
<td>Target enforcement effort, subject to resources, at area likely to improve Community Safety.</td>
<td>H M Division</td>
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<tr>
<td>eg. unlicensed night time street trading unprotected stockpiled materials overhanging bushes obscuring street lighting</td>
<td></td>
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<tr>
<td>COMMUNITY SAFETY STRATEGY TASKS</td>
<td>ACTION</td>
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<td>---------------------------------------------------------------------</td>
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<tr>
<td>Consult Police, residents, shopkeepers 'user groups', elected members to establish sites where local concern about Community Safety is greatest.</td>
<td>H M Division</td>
</tr>
</tbody>
</table>
LOCAL SERVICES GROUP ACTION PLAN COMMUNITY SAFETY

COMMUNITY SAFETY POLICY STATEMENT

PUBLIC LIGHTING

1. Public Lighting in general and Street Lighting in particular can contribute to the safety of road users and pedestrians. It is well documented that good street lighting reduces night time road traffic accidents, deters criminals and reduces fear of crime.

2. The Lighting Section will continue to make economic and efficient use of the resources available to maintain the Public Lighting throughout the Borough to the standard set in the Citizens Charter.

3. The Lighting Section will maintain a prioritised lighting improvement programme based on reported crime data, technical appraisal, and requests from Members, Organisations and individuals and bid for resources from Central Government and European grants and the Council's Capital fund to improve public lighting.

4. The Lighting Section will provide specialist lighting advice to all Groups and arrange for lighting installation works as required and subject to appropriate funding.

5. To improve the street lighting throughout the Borough to the standard recommended in the 1989 British Standard Code of Practice for Road Lighting would require a total of £20m. Every £100k spent on improving street lighting will result in an increase in the Annual Revenue budget of £2.5k. The total revenue budget for street lighting maintenance and energy for 1995/96 is £1.01m.

COMMUNITY SAFETY STRATEGY TASKS

<table>
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<tr>
<th>ACTION</th>
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<tr>
<td>AVH</td>
<td>Ongoing</td>
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<tr>
<td>AVH</td>
<td>Ongoing</td>
</tr>
<tr>
<td>AVH</td>
<td>Every 6 to 8 weeks</td>
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<tr>
<td>AVH</td>
<td>As required</td>
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1. Use Metropolitan Police reported crime data and technical appraisal to formulate and continually update long-term lighting improvement programme.

2. Prioritise lighting improvements following requests from Members, Police, Residents Associations, other Agencies and individuals.

3. Meet with Metropolitan Police Crime Prevention Design Advisors to identify areas of concern and, through a joint approach, influence design of the built environment to 'design out' crime.

4. Bid for funding from Transport Supplementary Grants,
<table>
<thead>
<tr>
<th>COMMUNITY SAFETY STRATEGY TASKS</th>
<th>ACTION</th>
<th>WHEN</th>
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<tbody>
<tr>
<td>Urban Regeneration Grants, European Grants and the Council's Capital resources to fund lighting improvements.</td>
<td></td>
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<tr>
<td>5. Provide specialist lighting advice to Local Services, other Groups and other agencies to enable lighting solutions to be identified and implemented.</td>
<td>AVH</td>
<td>Ongoing</td>
</tr>
<tr>
<td>6. Ensure, subject to funding, that the existing public lighting is maintained and repairs are undertaken in accordance with the Citizens Charter.</td>
<td>AVH</td>
<td>Ongoing</td>
</tr>
<tr>
<td>7. Keep abreast of lighting equipment development to enable latest techniques to be used in the economic and efficient improvement and maintenance of public lighting.</td>
<td>AVH</td>
<td>Ongoing</td>
</tr>
<tr>
<td>8. Provide specialist advice and assist as required in the implementation of mobile and static CCTV schemes.</td>
<td>AVH</td>
<td>Ongoing</td>
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</table>
The Youth Service will take an active role in promoting and carrying out the Council’s Community Safety commitments in respect of:-

(i) The Youth Service’s continued commitment to the safety of young people and advocacy on behalf of young people with regard to their rights given current legislation.

(ii) To actively promote diversionary schemes away from crime for young people using a multi-agency approach.

### COMMUNITY SAFETY STRATEGY TASKS

<table>
<thead>
<tr>
<th>TASK</th>
<th>BY WHOM</th>
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<tbody>
<tr>
<td>1. Members of the Youth Service will meet with members of the Youth Forum to identify issues as they relate to young people’s rights in relation to the Criminal Justice Bill and Children Act as they affect community safety.</td>
<td>PL/MJ</td>
<td>Within next 3 months</td>
</tr>
<tr>
<td>2. Explore alternative sources of funding for diversionary schemes and community safety projects.</td>
<td>PL/Youth Officers</td>
<td></td>
</tr>
<tr>
<td>3. Continue with a programme of education in personal safety and crime prevention issues including increasing awareness of individual and community safety.</td>
<td>Youth work staff</td>
<td>Ongoing</td>
</tr>
<tr>
<td>4. Liaise with the Police and other agencies how best young people can protect themselves and others and engage in appropriate joint projects aimed at address issues of crime prevention and diversionary schemes.</td>
<td>Youth Officers</td>
<td>Ongoing</td>
</tr>
<tr>
<td>5. Youth work staff will obtain feedback from the young people with whom they work and discuss measures to improve their personal safety.</td>
<td>All front line youth work staff</td>
<td>Within next 3 months</td>
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<tr>
<td>TASK</td>
<td>BY WHOM</td>
<td>WHEN</td>
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<tr>
<td>6. Schemes will be implemented to address the issues raised by young people eg alternative to Custody and Diversionary Schemes for Young People.</td>
<td>All staff</td>
<td>Ongoing</td>
</tr>
<tr>
<td>7. Youth work and community work staff in YCS with their Management Committee will identify issues relating to youth safety and crime prevention.</td>
<td>All staff</td>
<td>Within next 3 months</td>
</tr>
<tr>
<td>8. To continue to be represented on the Joint Agency Cautioning Panel and to be active in referring Young People into diversionary schemes within the Youth Service.</td>
<td>PL</td>
<td>Ongoing</td>
</tr>
<tr>
<td>9. The Youth Service will take pro-active role as a member of the Community Safety Team.</td>
<td>PL</td>
<td>Ongoing</td>
</tr>
<tr>
<td>10. The Youth Service will continue to meet regularly with the Housing Department on youth issues on Housing Estates and implications for community safety.</td>
<td>All Youth Officers</td>
<td>Ongoing</td>
</tr>
<tr>
<td>11. The Youth Service will follow procedures relating to violence to and by young people including racial harassment and work with the appropriate Agencies.</td>
<td>All YCS Officers</td>
<td>Ongoing</td>
</tr>
<tr>
<td>12. The Youth Service will be sensitive to the needs of tenants, particularly young people by considering the most appropriate way of resolving conflict between generations.</td>
<td>All YCS Staff</td>
<td>Within 6 months</td>
</tr>
<tr>
<td>13. YCS will co-operate with the Housing Department to set up a mechanism for involving young people in a Tenant Participation Scheme.</td>
<td>All Youth Officers</td>
<td>Within 12 months</td>
</tr>
<tr>
<td>14. The YCS will continue to engage with Social Services, Education, Housing, Police and other agencies in joint working and resolve of localised ‘hot-spots’.</td>
<td>All YCS and youth work staff</td>
<td>Ongoing</td>
</tr>
<tr>
<td>15. The YCS Officer responsible for Community Associations will seek to involve Community Associations in achieving the Council’s Community</td>
<td>ST/BC</td>
<td>6 months</td>
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<tr>
<td>TASK</td>
<td>BY WHOM</td>
<td>WHEN</td>
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<tr>
<td>Safety Objectives through the Hillingdon Federation of Community Associations.</td>
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<tr>
<td>16. The Youth Service Counselling Service (LINK) will continue to provide support to young people who present themselves to the Agency as victims of harassment.</td>
<td>DL/PL</td>
<td>Ongoing</td>
</tr>
<tr>
<td>17. The YCS will continue to advise voluntary organisations including uniformed groups having HQs (eg Scouts) and Community Associations to provide adequate external lighting to their premises and to avoid creating circumstances under which young people and adults using those facilities are endangered.</td>
<td>All Youth Officers</td>
<td>Ongoing</td>
</tr>
<tr>
<td>18. Youth and Community organisations will be referred to the CPO and appropriate Council service for advice and help in resolving their safety needs.</td>
<td>All Youth Officers</td>
<td>Ongoing</td>
</tr>
<tr>
<td>19. YCS will continue to provide safe transport for vulnerable groups engaged in YCS activities, such groups being particularly young women.</td>
<td>All Youth work staff</td>
<td>Ongoing</td>
</tr>
<tr>
<td>20. Continue to liaise with the following agencies:-</td>
<td>PL/BT</td>
<td>Ongoing</td>
</tr>
<tr>
<td>• Crime Prevention Panel</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Youth Crime Prevention Panel</td>
<td></td>
<td></td>
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<tr>
<td>• Multi-Agency Cautionary</td>
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<tr>
<td>• Police Consultative Group Panel</td>
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on issues relating to crime prevention in the community.
1. **Community Safety Policy Statement**

1.1  The Social Services Department is committed to the Council’s Community Safety policy and is engaged in carrying out activities which make a contribution to the safety and overall well-being of the community.

1.2  The social services commitment to the above will be demonstrated in the action plan as follows:-

2. **Community Safety Strategy - Adult Services**

<table>
<thead>
<tr>
<th>TASK</th>
<th>BY WHOM</th>
<th>WHEN</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Service Managers meet regularly with crime prevention officers to plan safety/security measures for vulnerable adults.</td>
<td>CM and SM</td>
<td>Ongoing</td>
</tr>
<tr>
<td>2. Crime prevention officers in conjunction with Social Services are doing a series of talks and discussions to adult client groups in day centres, sheltered housing complexes.</td>
<td>S.Mgrs.</td>
<td>start May ‘95 Ongoing</td>
</tr>
<tr>
<td>3. Attendance at Police working groups with community representation.</td>
<td>3rd/4th tier</td>
<td>ongoing</td>
</tr>
<tr>
<td>4. Regular contact with local police patrols at area team offices.</td>
<td>4th tier</td>
<td>ongoing</td>
</tr>
<tr>
<td>5. Liaison with the Fire Brigade on general fire precaution matters in council homes and those of vulnerable clients.</td>
<td>D.Hardman</td>
<td>ongoing</td>
</tr>
<tr>
<td>6. Over 400 home care staff are part of the local community and work within it. They are often the first to be contacted on safety matters and receive regular supervision and training on health and safety matters to raise awareness, plus instruction on appropriate action to take on prevention and following incidents.</td>
<td>Service Manager (Home Care)</td>
<td>ongoing</td>
</tr>
</tbody>
</table>
7. Policy on the Abuse of Adults living within the community as well as those being cared for in Health and Social Services independent establishments sector has been agreed and will be implemented. (This includes police involvement).

M. Smith
Sept ‘95

3 Community Safety Strategy - Childrens’ Services

1. Child protection procedures have been devised and revised in conjunction with relevant outside agencies and council departments. This includes police representatives. They are to be published and launched.

D. McPhail
Nov. 1995

2. Social Services, Education and the police are developing a diversion from crime strategy for young people together with a voluntary group in the borough and Housing and Youth & Community.

J. Capaldi
L. Crellin
ongoing

3. A pilot project designed to engage young people who live on or around the Bell Farm Estate is being set up. Social Services are taking a lead role with Probation, Local Services, Education and considering future partnerships with voluntary organisations.

J. Capaldi
R. Paton
October 1995

4. Social Services are raising awareness of domestic violence and how to deal appropriately with the problem where this features in children and families work. Police liaison is a feature of this work.

J. Capaldi
ongoing

5. The Hillingdon Womens’ Refuge are using SSD facilities for meeting and running groups.

S. Barrett
ongoing
SUMMARY

This report describes progress on the council’s proposed initiative to tackle poverty and social exclusion in Hillingdon, including details of current services targeted at the needs of the least well off, and sets out proposed initiatives and further work for the committee’s approval.

RECOMMENDATIONS

It is recommended that the Committee:

1. Notes progress made in implementing its decision of 12 July 1995 on tackling poverty and exclusion.

2. Agrees the Draft Aims set out in Appendix A as a statement of the council’s overall aims in tackling poverty and social exclusion.

3. Requests officers to continue the work of auditing current programmes to ensure that they are addressing the issues of poverty and social exclusion set out in the Leaders’ report, and to consult fully on these issues.

4. Refers the report to service committees with the request that they consider what practical steps are necessary in order to achieve the council’s aims.

5. Requests a further report on progress on the above to its next meeting.

6. Notes the proposals for a review of anti-poverty related personnel policies and practice, and requests further work on the areas identified as part of an action programme to be agreed and monitored by Personnel Committee.

7. Notes the current and proposed initiatives to regenerate communities in the Hayes-West Drayton Corridor, and approves the specific proposal for the appointment of a development worker responsible for initiating estate-based projects to tackle the social exclusion of women in the Corridor area.
INFORMATION

Leader’s report May 1995

6.1 The Report from the Leader of the Council (18 May) set out an explicit commitment to anti-poverty work:

“As a Community Council we intend to set about dealing with social isolation and the cycle of social deprivation both of which exclude local people from participating fully in the life of the community. In doing this we will ensure that people are treated with dignity and respect.”

Policy Committee July 1995

6.2 This commitment was taken up as part of the Policy Committee’s Service Plan for 1995/96. The Committee (12 July 1995) agreed a recommendation that:

• “Service Committees audit their current programmes to ensure that they are addressing the issues of poverty and social exclusion set out in the Leader’s report,

• set up arrangements to consult fully on these issues and

• report back to this Committee with both a programme for action and evidence of practical steps being taken now.”

6.3 The Committee also agreed to membership of the National Local Government Forum Against Poverty, a member-level lobbying and campaigning body.

Progress

6.4 Since these recommendations were agreed, the following progress has been made:

Briefings

• A lunchtime seminar on anti-poverty was held for 55 senior managers in July, with presentations from Paul Thornton (Head of the Local Government Anti-Poverty Unit) and the Chair of Social Services.

• A “Serving Our Community” briefing paper on poverty and social exclusion has been produced and widely circulated to Members, managers and other agencies.

• Briefings have been held for all Group management teams.
Audit

- Officers have been nominated from each Group to lead on implementing the Policy Committee’s recommendations, and a planning day has been held to organise the audit exercise (led by the Head of the Local Government Anti-Poverty Unit).

- Information on existing services targeted at meeting the needs of the least well-off is set out below.

- A draft set of overall aims for the council in tackling poverty and social exclusion has been drawn up and is appended to this report (Appendix A).

Research

- A profile of poverty in the borough was produced in March 1995. Additional data has been extracted from council tax and housing benefits computerised record systems, to produce a breakdown of residents on low incomes by ward in order to assist in future service planning.

- A summary of the information is appended to this report (Appendix B).

Consultation

- An invitation was made to members of the Voluntary Sector Forum to join a working group on anti-poverty. This group has now met and discussed a number of possible areas for future cooperation.

- Work is also taking place with the Forum to examine how adult education classes might be made more accessible, and to identify opportunities where the European Social Fund might benefit the Voluntary Sector.

- Following a presentation to headteachers and chairs of school governors, a Schools Anti-Poverty Working Party has been set up to consider:
  - LEA Support Services (clothing/uniform grants - eligibility, second-hand clothing scheme, young carers’ initiative, advice on benefits, home-school travel)
  - Support in schools (school policies on action against poverty, increasing take-up of free school meals, avoiding discrimination in how meals are served, funding for educational visits and activities within delegated budgets, and the possibility of a social deprivation factor in the LMS scheme based on free school meals entitlement).

- The Housing Consultative Forum has debated anti-poverty issues with tenants’ representatives, who will report back with their response.
• The corporate team responsible for developing health and fitness initiatives, which includes representation from the Health Agency, Community Health Council and HAVS, is jointly developing a statement on health and poverty issues, to provide a framework for community development projects.

• Further presentations are planned to other internal and external groups, including GP fundholders.

National campaigns

• Following a decision by the Policy Committee (12 July 1995), the council has become a member of the National Local Government Forum Against Poverty. A London Region of this Forum has now been formed, with the council’s active support, to ensure better representation of London Borough interests, and at its inaugural meeting Hillingdon’s representative, Councillor Stocker, was elected Chair.

Existing Anti-Poverty Initiatives

6.5 There is a range of council services with important anti-poverty implications already agreed or underway.

The following list is far from exhaustive but includes the most significant services or initiatives specifically directed at meeting the needs of the least well off.

Economic Regeneration

• The Hayes-West Drayton Corridor has suffered particularly from the decline in the manufacturing and defence sectors, with significant job losses amongst skilled/semi-skilled manual workers. The council’s recently submitted bid for resources from the Single Regeneration Budget (SRB) aims to reverse the trend and ensure that local people are equipped with the relevant skills to secure and retain newly created jobs. Bids have been made to support estate-based work in job search, careers guidance and basic skills training.

• The SRB bid includes childcare provision, with additional after-school and childminder provision to help to free carers to access work and training opportunities.

• In a joint venture with the West London Training & Enterprise Council (WLTEC) and BAA, the council is opening the Hayes Opportunities Centre. This will give local people - referred by estate-based workers, the Employment Services, WLTEC, Hayes One Stop and other agencies - access to comprehensive up-to-date information on employment or training options. The Centre will be managed by staff from the Education department, its main promoter.

• Contracts have recently been exchanged on Jupiter House, Hayes, which is to house the borough’s first FOYER scheme. This is intended to allow young people to break out of the ‘no home - no job’ cycle by providing accommodation and help with employment and training.
• Two recent bids have been made for EC funding made available for social exclusion projects.

• Training courses are already being delivered through the European Social Fund to Women returning to the labour market after being at home with children for some time, with additional courses being planned for next year.

• Education Committee have also allocated resources to support young people with Special Training Needs in the light of funding being reduced nationally for such programmes.

**Information and Access**

**General**

• Committee Services have initiated work with Single Homeless in Hillingdon and Housing Services to encourage electoral registration of homeless people in temporary accommodation.

• Complaints procedures are being reviewed across the council to address groups with special needs and publicise the right to have an advocate present.

• Articles on poverty in Hillingdon and the council’s anti-poverty aims have already appeared in “In-House” and “Hillingdon People”, and a booklet is being prepared to provide one parent families with access to employment, benefits and other services.

• There is an ongoing initiative for plain and accessible language on how to obtain services and how to exercise rights.

• As an experiment to improve access to council meetings, it is proposed to hold a future meeting of the Social Services Committee in the afternoon.

• In some parts of the council (e.g. Education, Social Services Inspection & Complaints Unit) it is standard practice to offer to call back (or pay for the call) for those people who are phoning from call box and may need to be on the line for some time.

• Education and Social Services offer transport to meetings for service users. Social Services also pays carers’ transport and expenses for participation in consultation.

**One Stops**

• The One Stops at Hayes and Uxbridge will provide single access points for information and services to the public. Close involvement of the CAB, Health Agency and other agencies will enable a multi-agency approach. One Stops will hold comprehensive information on benefits available and regular displays are planned with local voluntary organisations on anti-poverty themes, including a Help the Aged national campaign to avoid hypothermia and encourage benefit take-up by the elderly.
Housing Advice

- Changes have been introduced into the Housing Advice service aimed at extending the range of services given. The major client groups now being assisted are:
  - victims of domestic violence
  - young single homeless people
  - people with mortgage arrears
  - victims of racial harassment
  - landlord/tenant disputes.

- During 1996 Housing Advice services will be taken out of the Civic Centre through outreach work (e.g. to women’s refuges, CAB offices, hospitals and hostels).

Benefits and Income

Council Tax Benefits

- Turnaround of Council Tax benefit applications within 14 days has been improved from 39.5% to 68.5%, ensuring that reduced bills are despatched as early as possible to allow the maximum number of instalments available to taxpayers.

- Front-line staff are trained to advise on and encourage other benefit take-up. A standard letter has been designed to advise those near the threshold to claim Income Support - with a positive response.

- The Council Tax Benefit application form has been redesigned to be more user friendly and to include a paragraph in five ethnic languages about where to obtain further advice.

- A new leaflet has been designed to help boost benefit take-up entitled “How to Pay Less Council Tax”.

- Liaison with Housing using shared software ensures that all Council tenants can be easily identified for targeting initiatives.

- Free payment of Council Tax and other council charges can be made at all branches of Lloyds Bank within the Borough.

Housing Benefits

- The aim of the Housing Benefit section is to ensure that low income households receive benefit to meet their rent. This is achieved by:
− helpful and sensitive service and an ‘on demand’ interview service
− speedy calculation of entitlement within the statutory limit of 14 days
− maximising entitlement working within council policy and the Housing Benefit regulations, including backdating claims and flexibility of approach when examining the claimant’s circumstances.

• Benefit take-up is maximised in the following way:
  − area offices offer a benefit claim form to all new tenancies and where there are rent arrears
  − information on benefit is given to all tenants not already in receipt when rent increases are applied
  − publicity is undertaken periodically by way of poster campaigns
  − leaflets on possible entitlement and how to claim are available from advice agencies
  − advice given by staff where entitlement to other benefits exist.

Education
• Applications for uniform grant applications no longer have a deadline.
• Allocation of the clothing fund budget is being reviewed.
• Work is in hand to review and modify the Discretionary Awards Policy. A paper will go to Education Committee in February 1996 with details of how funding might be diverted to support those students who wish to attend Further Education Colleges, for which there is currently no entitlement to a grant.

Social Services
• Take-up of benefits by Mental Health users is maximised, funded by Mental Illness Specific Grant.
• Social Services teams advise and assist people who referred about benefits entitlements and assist in take-up, specifically:
  − duty officers have a referral check list to ascertain what benefits are/could be claimed
  − people are given leaflets about benefit claims in 9 languages and application forms
− people are advised to contact local organisations such as DASH, CAB, Age Concern, etc

− workers visiting people referred to them always assess benefit take-up and will assist person to claim (this includes social workers attending DSS tribunals with client).

• In Social Services there is currently a vacant post of Welfare Rights Adviser under review to ensure greater emphasis on anti-poverty strategy.

**Charges and Debt Recovery**

**Finance**

• Finance & Property Sub-Committee has introduced a Finance Appeals Panel (Members) to consider taxpayers’ circumstances prior to a Means Enquiry Hearing at the Magistrates Court. All correspondence to taxpayers at this stage will advise them of the right to have their case considered by this Panel.

• A Recovery Strategy is being developed, which will investigate:
  − a wide variety of payment methods and frequencies of payment to suit diverse community’s needs
  − making early contact with defaulters and so immediately identify the difficulties, offer appropriate advice and allow arrangements to commence as soon as possible.
  − training staff to make more realistic arrangements with defaulters taking into account other priority debts and any other commitments in the process.
  − liaising with CAB to give some debt counselling training.
  − recommending that an SAE goes out with benefit review forms for all recipients of Income Support.
  − reviewing Post Office charges for counter payments, thus aiding those people on benefits and low incomes, and who do not have dealings with banks.

**Review of Social Services Charging Policy**

• Assessment of clients’ income is already included in Hillingdon’s procedures but Social Services have set up a working group to undertake a review of current policy specifically in the light of anti-poverty principles.

**Contracts and Services**
• Instructions have been included in Housing CCT contract documents which ensure that future housing management services are delivered sensitively in accordance with existing quality standards.

• In the council’s bid for the provision of school meals, the agreed strategy is to provide the most nutritious meals possible for the price. In the provision of welfare meals for Social Services clients meals can now be selected from a multicultural range.

• Vehicle hire at attractive rates is available to Council-approved recognised community groups for social, leisure or cultural use.

Local Services

• A Leisurecard scheme is to be introduced in April 1996, which would provide a range of concessions to people on low incomes, using a computerised system to avoid stigmatisation.

• Community & Environment Committee (27 March) agreed that the Council would provide a low cost funeral service which would be well below the ceiling on claims for help with funeral costs imposed by the DSS.

• The council runs ‘mother and toddler’ schemes in some libraries during school holidays (at a small charge); also summer schemes for children in leisure centres, and a ‘narrow boat’ scheme to provide free holidays for vulnerable children.

• The mobile library provides a service to parts of the borough not covered by branch library network - free reservations and no fines. Libraries hold local and community information files, ‘Help’ sections including National CAB files, citizen’s rights, how to complain, etc., and loan resources to playgroups, childminders and residential homes.

• a wide range of concessions is offered to people on low incomes, elderly, etc., on council services including pest control and Compass Theatre.

Housing

• A comprehensive range of housing tenancy services is geared to helping low income households including:
  
  − a quarterly newsletter sent to all tenants and leaseholders providing information on particular initiatives e.g. the Racial Harassment Victim Support Scheme
  
  − a programme of works to reduce heating costs of over £2.5m in 1995/96, including installing and upgrading central heating, improving insulation and improving ventilation plus insulation and heating controls
  
  − providing smoke alarms for all tenants at no individual charge
two-room redecoration provided free of charge to the elderly and disabled

welfare officers visit all tenants to provide debt counselling advice, help with moving home, bereavement advice, help and support in incidents of racial harassment.

local surgeries are currently held weekly in Harefield. During November 1995 a new surgery is to be held in tenants’ meeting rooms on Hayes Town Centre Estate.

peripatetic wardens visit the elderly not resident in sheltered accommodation.

a care and repair scheme run by Frays Housing Association helps elderly house owners to meet maintenance costs and remain in their homes.

Many private sector housing initiatives address the problems of those with low incomes by ensuring landlords keep properties in proper repair and fit for occupation. We:

- restore gas, water or electricity supplies where landlords have failed to pay bills
- provide renovation grants to make homes fit for occupation including energy saving measures where appropriate
- provide advice on energy conservation, conservation, HEES, etc..
- provide disabled facilities grants, to allow people with disabilities access to and from their homes and to all amenities.

Education

Education Welfare provides a range of services for those on low incomes, including help with completing benefits claim forms, and a clothing store.

Social Services

Social Services Legal Team provides advice to parents on their right to legal aid, and advises social workers on their powers, e.g. to pay fares to facilitate parent-child contact, pay residence order allowance to discharge children from care.

Social Services have produced a Carers Action Plan following Community Care Plan consultation; the Benefits Agency also attends Carers’ Conferences. Publicity to promote access and availability of services is also being reviewed.

Home care workers notify organisers of all clients at risk of hypothermia during the winter, provide dietary advice and guidance to clients on low income, and receive training on regulating central heating for people at risk.
Workforce

Childcare

- The council’s Childcare Assistance Scheme which provides eligible employees with childcare vouchers for use as part payment for registered childcare explicitly prioritises low income earners. One of the criteria for eligibility is that the joint income (or sole income for single parents) should not be more than £11,737 (the top of Scale 3 in the APT&C scale).

- The council ran a four week ‘Holiday Fun For Kids’ holiday playscheme for council employees in conjunction with a local school. The council’s contribution to running costs of the scheme and a small subsidy from the West London Training & Enterprise Council enabled the charges to parents to be considerably cheaper than other comparable commercial schemes run in the area. There are plans to run the scheme again in Easter and Summer 1996.

Training, etc.

- There are some corporate training programmes being run to largely cater for the training needs of employees who are on lower income levels. These include the Personal Development Programme designed to equip employees with greater understanding of the council’s objectives and of their own role in implementing them, and Springboard Women’s Development Programme aimed at providing a personal and career development opportunity for women at non-managerial grades.

- In conjunction with West London Training & Enterprise Council, Hillingdon Direct Services intend to offer a number of Modern Apprenticeships, aimed at young people between the ages of 16 and 22, designed to give the opportunity to train for a work-based nationally recognised qualification while at the same time gaining work-related knowledge and experience.

- In the Catering Service (HDS) it is also proposed to offer a small number of training places to local young people.

- Two pilot courses will be run in the New Year in HDS in partnership with UNISON Open College, on the ‘Return To Learn’ theme, concentrating on numeracy and communications skills. If these are a success a programme of similar courses will be planned for 1996.

Flexible working

- The council has a number of flexible working practices including flexi-time, job-sharing, career breaks, designed to assist employees to meet home responsibilities without losing their place on the employment/career ladder.
The council has reduced the working hours for manual workers to 38 hours and is one of the few London Boroughs to have achieved this.

Other initiatives

- In Cleaning Services (HDS), where the majority of employees work part-time and earn relatively low wages, a profit share scheme has now been agreed.

- In 1990 the council agreed to set up a credit union for use of Hillingdon employees, and gave a three-year commitment of support. The employee credit union currently has over 250 members and has provided over 400 loans to members amounting to nearly £400,000. The council’s commitment was renewed for another three years in April 1995.

- The council’s Occupational Health Unit has run various awareness campaigns on health and fitness issues and has enabled employees to refer themselves to the clinic.

Further Work And New Initiatives

Community Regeneration

There are a number of existing community regeneration initiatives:

- **Peabody Estate, Willow Tree Lane.** 250 people have been identified on the estate as being in need of employment and/or training. An employment and training initiative is in planned to support residents by offering surgeries to support Careers Guidance, Job Search and referral on to mainstream programmes. Work is also in hand with Social Services to support child-care training and accreditation.

The council has particularly identified the need for strategic initiatives to regenerate the Hayes-West Drayton Corridor area. In addition to the current SRB bid, which includes estate-based job search, careers guidance and basic skills training, with additional childcare provision, there are a range of existing or proposed initiatives aimed at the regeneration of communities within the Corridor area, targeted at specific groups or estates:

- **Employment projects** targeted at high unemployment rates particularly among young men. The council’s bids for SRB and European KONVER’ funding (designed to redress the effects of contraction in the defence sector) include personal and social development courses for 14-19 year olds to help prepare for employment, job search and IT training, and retraining packages.

- In addition, HAL is discussing with the council the creation of an informal ‘forum’ linking the major airport employers, to improve training and job opportunities, particularly for young unemployed people on local estates.
• **The West Drayton Initiative** based on multi-agency working to address issues such as diversion from crime activity and dealing with persistent offenders, education and other community-focused action.

• **Social exclusion of women.** Additional childcare provision to assist carers in returning to work has already been identified within SRB and other bids, but the residents survey has also highlighted fear of crime in the area, and other related issues.

Based on the success of estate-based projects in other local authorities (e.g. Cathall/Avenue Estates, LB Waltham Forest), it is proposed to appoint a development worker responsible for initiating estate-based projects to tackle the social exclusion of women in the Corridor area. This is intended to complement existing council initiatives to regenerate the Hayes-West Drayton corridor.

The role of this new post would include pump-priming for estate-based projects from external resources.

**Community Credit Unions**

Proposals have also been made for a council initiative to support development of community-based credit unions in Hillingdon. Following the investigation of funding options, these will be reported back to the Committee as part of the anti-poverty audit.

**Personnel**

As part of the work of auditing existing programmes, in order to implement the recommendations of the Committee, it is proposed to review existing personnel policy and practice. This will include:

- equal opportunities employment policy
- eligibility criteria for Childcare Assistance Scheme
- flexitime scheme
- Job-Share
- support for employees who are single parents
- low pay and other financial support
- harmonisation of manual/’white collar’ terms and conditions
- recruitment
- training
- and staff health and fitness.

An action programme for the next two years will be produced for approval by the Personnel Committee.

**Financial Implications**

6.6 The cost of a development worker for the estate-based project on social exclusion of women is approximately £25,000. This expenditure will be met from within existing
budgets. Possible sources of external funding for this project will be investigated (European Social Fund, etc.).

6.7 The resource implications of further initiatives to tackle poverty and social exclusion will be identified in future reports to this Committee.

BACKGROUND DOCUMENTS

Report from the Leader of the Council (18 May 1995)
Policy Committee Service Plan (12 July 1995)
TACKLING POVERTY AND SOCIAL EXCLUSION IN HILLINGDON:

DRAFT AIMS

GENERAL

1. To focus our activity on the needs of the least well off.

2. To take practical steps to improve the income, access and participation of people who are poor.

3. To work to ensure equal access to education, employment, healthcare, leisure and social activities, good housing and adequate food and clothing.

4. To treat people with equal dignity and respect.

CONTRACTS AND SERVICES

1. To ensure that all contracts fully reflect the council’s anti-poverty objectives and the needs of the least well off.

2. To ensure that all our services are planned, resources allocated on the basis of local needs, and targeted towards the least well off.

INFORMATION AND ACCESS

3. To ensure that all services are fully accessible to the least well off.

CHARGES AND DEBT

4. As far as possible, to provide services on the basis of need rather than ability to pay.

5. To deal with all outstanding debts and charges in a sensitive and understanding way to ensure that further hardships are minimised.

WORKFORCE

6. To ensure that the council’s anti-poverty aims are fully reflected in our staffing policies and management style.

BENEFITS

7. To do everything we can to maximise the income levels of the least well off, for example through:
benefits take-up campaigns
prompt, sensitive and accurate distribution of benefits
welfare rights advice and debt counselling.

CONSULTATION

8. To plan services and allocate resources in consultation with people on low incomes/vulnerable groups/the socially excluded.

9. To work closely with local communities to enable them to empower themselves and articulate their needs.

PARTNERSHIP

10. To do everything possible to influence relevant external agencies to improve the situation for people on low incomes.

11. To do all we can to campaign and lobby on behalf of the least well off against poverty and causes of poverty.

12. To communicate our anti-poverty objectives to relevant local employers, quangos, local statutory, non-statutory and voluntary agencies.
SUMMARY

At the Policy Committee meeting on 12th July 1995 officers were requested to report back on the progress made with the enhancement of a Corporate Training Centre.

RECOMMENDATIONS

1. That Members note the progress made with the enhancement of a Corporate Training Centre.

2. That Members authorise the demolition of the sixth form block, the cost being met from the maintenance contingency within the Finance and Property Capital estimates.

3. That Site Management for the Council's occupation of the premises be transferred to the Education Group.

INFORMATION

7.1 The Education Training and Development Service relocated from Deansfield to Barnhill so that Education Training was delivered from Barnhill from September 1995. In order to achieve this five rooms have been taken under licence from the Barnhill Community Association.

7.2 Similarly the Barnhill Community Association have agreed to licence to the Council four rooms in Corridor B so that Social services training staff can relocate from the Civic Centre and from Moorcroft enabling the Social Services Group to deliver their training from January 1996. Staff moved to Barnhill on 21st November 1995.

7.3 There are five Training rooms located in Corridor D and these will be used to deliver training by all Groups within the Council. When these rooms are fully booked it will be necessary to book other rooms in Corridor A from the Community Association and negotiations have begun to bring these rooms to the same standard as those in Corridor D.

Site Management

7.4 By the end of the financial year the Council will have the following Services located at Barnhill:
Corridor B - Social Services Training Staff and Resources Room

Corridor C - Social Services Day Services Young people with Disabilities

Corridor D - Corporate Training Rooms

Corridor E - Social Services Adult Employment Services

Corridor F - Social Services Adult Employment Services (CAWS Group)
- Training Conference/Catering Facilities
- Social Services Alzheimers Group
- Crown Centre for the Deaf

Rooms 24, 25, 26, 181, 182 - Education Training Staff and Resources Room

7.5 The budget responsibility and Site Management at present remain the responsibility of Local Services who will have no directly managed services operating from Barnhill. New arrangements for Site Management therefore need to be implemented. Social Services and Education are the main users and therefore it would be appropriate to nominate either of these Groups as they have staff based at the premises.

7.6 Given the need to relocate from Deansfield, Education have had to take a leading role in the establishment of systems and budgets for the Corporate Training Centre and therefore it would be practical for this practice to continue and to lead on budget monitoring for the Council's responsibilities as well as responsibility for the management and booking of the Corporate training room.

Lease Negotiations

7.7 The main priority of acquiring sufficient space and Barnhill to achieve the relocation of Training staff has been achieved by occupying rooms under licence rather than by renegotiating the lease. Negotiations regarding the content of the lease will continue and amended as appropriate to reflect change in use to ensure the continued use of the areas for the delivery of training.

BACKGROUND DOCUMENTS:

Policy Committee - 12th July 1995
SUMMARY

This report informs Members that the Social Services Committee has declared the Walnut Avenue premises surplus its requirements and makes recommendations for suitable alternative use.

RECOMMENDATION

That Housing Officers investigate the feasibility of conversion of the Walnut Avenue premises for hostel use.

INFORMATION

8.1 The Social Services Committee at its meeting on Tuesday 14 November 1995 declared the premises at Walnut Avenue surplus to its requirements.

8.2 The Director of Housing comments that the premises is a large detached building on a site of about one third of an acre. It is in good structural condition and would probably be suitable for conversion into a hostel providing about six family units at relatively little cost. It is therefore suggested that Housing Officers investigate the feasibility and cost of this approach and report back to Members in the near future.

BACKGROUND DOCUMENTS

Reports and minutes SSC 14/11/95