

# Hillingdon Community Safety Strategy 2026-2029



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Foreword

We are pleased to introduce the Safer Hillingdon Partnership strategy that sets out the priorities for 2026-2029. This strategy forms part of a suite of strategies that ensures Hillingdon residents can enjoy life and fulfil their potential.

The Safer Hillingdon Partnership brings together the London Borough of Hillingdon, the Metropolitan Police, National Probation Service, London Fire Brigade, the Integrated Care Board, the Safer Neighbourhood Board, and other stakeholders to collectively work together on local Crime and Disorder challenges.

This strategy is based upon the findings of a Strategic Needs Assessment and consultation with the public by means of a Crime and Disorder survey. This survey will be repeated annually to ensure we keep track of public opinion and their views of crime and disorder.

We know that community safety issues are changing and becoming more complex, influenced by regional, national, and international developments. We also recognise the emerging challenges of social media that influences all of us, with a need

for community safety to adapt in respect of such challenges as well as the opportunities presented by technological developments such as AI.

This strategy sets a direction but is designed to be agile and responsive. Its success is dependent upon the commitment and partnership that will maintain Hillingdon as one of London's safest boroughs.

Cllr Eddie Lavery  
Cabinet Member for  
Community and  
Environment





# Introduction to the Hillingdon Community Safety Strategy

Under The Crime and Disorder Act 1998 each statutory Community Safety Partnership is required to produce a Community Safety Strategy. This strategy outlines Safer Hillingdon Partnership's (the Community Safety Partnership for Hillingdon) three-year plan on how we will work to ensuring Hillingdon remains one of the safest boroughs in London.

The Safer Hillingdon Partnership is responsible for this strategy through a multi-agency approach and is accountable for its effective implementation. To ensure that the priorities in this strategy are implemented, several workstreams will be established which will report back to the main group.

The strategy will be support by a Community Safety Delivery Plan and there will be workstreams in the plan for each priority. Progress will be monitored through quarterly reporting at the Safer Hillingdon Partnership to deliver the best possible outcomes for our residents. Our partnership model cuts across all our community safety priorities and

activity will range from working together on targeted initiatives, to information sharing between partners.

Working with our residents, communities, local businesses and all our stakeholders will be instrumental in keeping the people of Hillingdon safe from crime and repeat victimisation.

In addition, the Safer Hillingdon Partnership has a duty to reduce Serious Violence which was introduced by the Police Crime Sentencing and Courts Act 2022. The Duty requires specified authorities to work together to prevent and reduce serious violence, including identifying the kinds of serious violence that occur in the area and the causes of that violence. Work to deliver against this duty will encompass several other key priorities such as tackling Violence against Women and Girls (VAWG).

The strategy will be reviewed on a yearly basis by the Safer Hillingdon Partnership in line with our governance processes.



## Our priorities

The priorities identified by the Partnership are subject to annual review and are listed below. There are inter-relationships between these priorities and all community safety challenges.

We will work closely with our Local Safeguarding Partnerships to address not only these priorities, but also to tackle the factors that lead to children and adults being at risk and to protect the most vulnerable.



### Safer Neighbourhoods

This priority looks at the types of crime and anti-social behaviour that are most concerning to residents. We will tackle neighbourhood crime issues across the borough as well as focusing on areas of greatest need including localities with elevated levels of crime. We will problem solve long standing issues and be agile to local crime demands, seeking to reduce crime, ASB and improve people's confidence and feelings of safety.



### Violence Against Women and Girls

VAWG is having a huge impact on victims, their children, the economy, health services and the criminal justice system. We recognise VAWG is a complex issue with multiple underlying causes including gender inequality, power imbalances and entrenched cultural expectations.

The Safer Hillingdon Partnership will work collaboratively to pursue perpetrators of VAWG, support victims and survivors, raise public awareness of available services, and build confidence in accessing them. We will address the environmental and situational factors that contribute to women and girls not feeling safe in our borough. We will work to achieve the necessary cultural changes, as well as ensuring support to those at risk or who survive, and seeking to change harmful attitudes of men and hold perpetrators to account.

Our definition includes domestic abuse, acknowledging that men can also be victims and recognising its complex and varied forms.



### Serious violence

Serious violence, including knife crime, is complex in nature, with multiple linked drivers that include social media, county lines and gangs.

We recognise there is not a 'quick fix' to the challenge, but a necessity to drive long term change through engagement with young people, securing changes in attitudes and views, whilst also robustly tackling those who perpetrate such acts.

We will collaborate with communities, places of education and partners to reduce serious violence and its damaging impact on community confidence and cohesion



### Preventing harm and safeguarding communities

Self-Initiated Terrorism (S-IT) remains the primary terrorist threat in London, driven by both Islamist and extreme right-wing ideologies. Much of this activity involves online dissemination of extremist content, with a growing number of young people self-radicalising. We will strengthen early intervention, disrupt extremist activity, and provide tailored support for vulnerable individuals, including those with mental health conditions or neurodiverse needs.

A hate crime is defined as 'Any criminal offence which is perceived by the victim or any other person, to be motivated by hostility or prejudice based on a person's race or perceived race; religion or perceived religion; sexual orientation or perceived sexual orientation; disability or perceived disability





and any crime motivated by hostility or prejudice against a person who is transgender or perceived to be transgender’.

Hate crime can have a profound impact on victims’ physical and mental well-being and instil fear across entire communities. Targeted individuals may feel unsafe, unwelcome, and vulnerable to further harm, while affected groups often face broader social and economic disadvantages. We are committed to preventing hate crime, supporting victims, and fostering safer, more inclusive communities.

Modern Slavery is a hidden challenge in Hillingdon, taking forms such as sexual exploitation, domestic servitude, forced labour, and criminal exploitation. While not unique to the borough, local concerns include anti-social behaviour linked to the sex industry, exploitation of young people in gangs and serious violence, and the use of properties for criminal purposes, including cuckooing. We are committed to identifying and disrupting all forms of exploitation, protecting victims, and working in partnership to reduce associated harms.

## Hillingdon borough

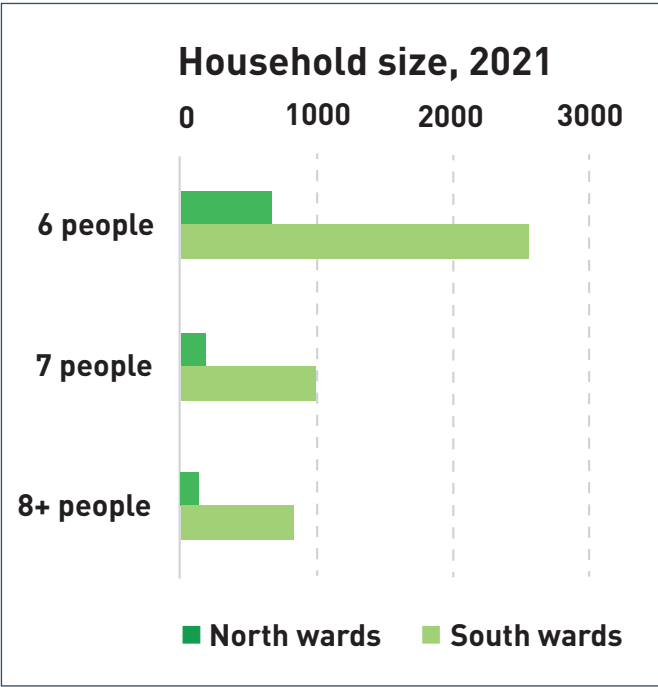
To determine priority areas of focus, the partnership considers information from a variety of sources that are brought together in a strategic needs assessment. This information includes the legislative framework within which we currently operate, and forthcoming legislation proposed by the government together with statistical information including demographic information on the population and crime data from the police. Below summarises some of the statistical information that has informed this strategy.

### Population Information

The current population of Hillingdon is 319,018, an increase of 2.6 per cent since 2022. Hillingdon has a younger population (aged 0-18) than London and England.

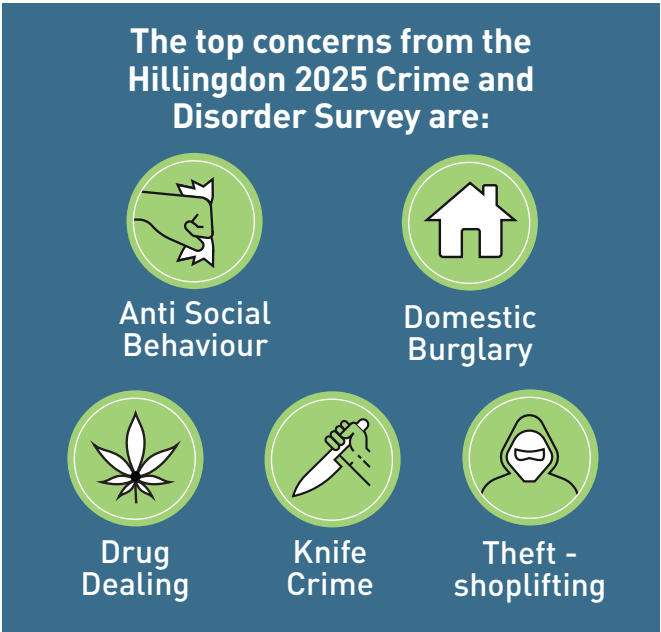
There are **higher levels of diversity in the south of the borough** with wards in the south seeing higher levels of residents from Asian, Black, and mixed heritage.

Wards in the south of the borough **have higher levels of residents aged under 25** (Uxbridge and Colham and Cowley wards have higher rates due to university accommodation), and higher proportions of females aged under 25 years.



Whilst there are differences between the north and south of the borough there are also noticeable differences within the wards in these areas.

Wards in the south have higher levels of overcrowding, with up to 20 per cent of households having fewer bedrooms than required (1 or 2 or less than needed). Wards in the south have higher proportions of households with six or more residents.



### Crime Levels

A Strategic Needs Assessment reports changes in reported crime levels that have been affected by boundary changes and crime recording systems changes. Below shows the direction of reported crime in the year 2024 versus 2023, with the highest crime by volume at the top and lowest volume at the bottom of the table.

- ▲ All victim- based crime
- ▲ Violence without injury
- ▼ Domestic abuse
- ▲ Other theft
- ▲ Shoplifting
- ▼ Violence with injury
- ▲ All crime non victim based
- ▼ Theft from a vehicle
- ▲ Criminal damage
- ▲ Theft of / or unauthorised taking of a vehicle
- ▲ Theft from the person
- ▲ Burglary residential
- ▼ Public alarm or distress
- ▼ Domestic abuse – violence with injury
- ▲ Possession of drugs

- ▲ Theft person – mobile phone
- ▲ Robbery of personal property
- ▲ Sexual offences
- ▼ Hate crime
- ▼ Racist and religious crime
- ▲ Trafficking of drugs
- ▼ Racist crime



### The voice of Children and Young People (CYP)

CYP through a variety of workshops and survey work expressed concern about knife crime, gangs, and social media.

They spoke openly about areas they feel unsafe which also included public transport. They spoke about the need for cleaner environments, more CCTV, knife bins.

They expressed a desire to improve trust with the police, social care, and teachers.





# Priority 1: Safer Neighbourhoods and perception of crime

Safer Neighbourhoods includes crimes that include acquisitive crimes such as theft-shoplifting and burglary as well as anti-social behaviour. These crimes tend to be high volume and may affect whole communities, but also negatively impact on individuals.

### 1. What we will achieve:

- Reduced incidents of anti-social behaviour and acquisitive crime.
- Communities that feel safer, through use of CCTV and partnership alliances.
- A balanced, tiered approach to preventing neighbourhood crime by:
  - Delivering universal prevention advice and awareness to the wider community.
  - Implementing targeted interventions for individuals at risk of becoming victims or perpetrators.
  - Providing intensive support for those at the highest risk

### 2. To action this priority, we will:

Whole-Population Prevention	<ul style="list-style-type: none"><li>• Carry out public facing prevention and awareness activities.</li><li>• Implement community-led safety initiatives to empower residents to take a more active role.</li><li>• Build upon the active Neighbourhood Watch scheme and develop alternative means of communication where NHW is not a preferred medium.</li><li>• Address environmental factors contributing to crime, such as poor street lighting.</li><li>• Make effective use of public space and mobile CCTV to prevent, deter and detect crime.</li><li>• Address environmental factors such as poor lighting, environmental crime such as fly-tipping and littering.</li><li>• Identified crime hotspots will be managed through the Hillingdon Enforcement and Safety Panel (HESP) and monthly precision crime fighting meeting with police partners.</li><li>• Collaborate with partners and planning to develop long term aspiration and Visions for Hayes and Uxbridge Town Centre</li></ul>
Targeted Early Intervention	<ul style="list-style-type: none"><li>• Pilot innovative technology solutions, such as AI-enhanced CCTV, for crime prevention and detection.</li><li>• Make effective use of the borough Public Spaces Protection Order</li><li>• Adopt problem solving approaches to counterterrorism in terms of focusing on victims, offenders, location and time.</li><li>• Address the emerging challenges confronting business of theft-shoplifting through partnership prevention initiatives and tackling identified repeat offenders</li></ul>
Intensive Support and Risk Management	<ul style="list-style-type: none"><li>• Ensure clear pathways and support for the most vulnerable to crime and disorder.</li><li>• Develop the success of the CMARAC to address the vulnerability and risk associated with complex/high demand ASB and crime problems.</li><li>• Make use of injunctions and the powers conferred through legislation to partially and fully close individual premises and tower blocks.</li><li>• Ensure the judicious use of legislation in relation to individuals such as CBOs</li></ul>
Perpetrators	<ul style="list-style-type: none"><li>• Identify, deter, and disrupt prolific offenders, ensuring there is an effective approach to Integrated Offender Management (IOM) via introduction of a Reduction of Re-offending Board.</li><li>• Ensure that vulnerabilities and risk factors of offenders are understood (E.g. substance misuse), and that appropriate support is available/signposted</li></ul>
Continuous Improvement	<ul style="list-style-type: none"><li>• Improve data-driven approaches to identify and address crime hotspots proactively.</li><li>• Ensure the voice of the community is captured and informs priorities and activities</li></ul>
Governance	<ul style="list-style-type: none"><li>• Collaborate with police and partners to deliver an effective Precision Crime Fighting meeting to robustly address emerging crime and ASB challenges.</li></ul>

### 3. Outputs/Outcomes:

- Increase feelings of safety and reduce fear of crime among residents in relation burglary.
- Strengthened trust and collaboration between communities, the police and partners.
- Reduction in crime rates and anti-social behaviour.
- Reduction in repeat victimisation





# Priority 2: Violence Against Women and Girls (including Domestic Abuse and Sexual Offending)

VAWG can be broken down into different strands that includes, Domestic Abuse (DA), Sexual Violence, Stalking, Harmful Practices of Female Genital Mutilation (FGM), So-called 'honour'-based abuse, Femicide, Sexual Exploitation and Abuse.

## 1. What we will achieve:

- Empower the local community and public to understand and respond to VAWG.
- Provide safe environments and spaces where women and girls feel supported and protected.
- Ensure services can recognise, risk assess and respond to early signs of abuse.
- Provision of accessible support for everyone experiencing abuse.
- Identification and disruption of repeat offenders.



## 2. To action this priority, we will:

<b>Whole-Population Prevention</b>	<ul style="list-style-type: none"><li>• Carry out public facing awareness activities, provide training to businesses and faith groups around all aspects of VAWG, to inform and challenge outdated and old-fashioned beliefs.</li><li>• Work with all education providers, from primary schools through to higher education, to deliver training on healthy relationships, VAWG including Domestic Abuse (DA).</li><li>• Create and promote safe 'Safe Spaces' where women can discretely seek help.</li><li>• Ensure that parks and open spaces remain safe spaces for all to use.</li><li>• Raise awareness of harmful practices (FGM, HBV), ensuring the partnership has a comprehensive understanding of its nature and impact.</li></ul>
<b>Targeted Early Intervention</b>	<ul style="list-style-type: none"><li>• Develop early intervention services to offer support prior to when crisis intervention support is needed.</li><li>• Work with all education providers, from primary schools through to higher education to develop training and support for staff and students to identify all VAWG and how to access support.</li><li>• Providing active bystander training to ensure residents are confident in intervening in situations to prevent situations worsening.</li></ul>
<b>Intensive Support and Risk Management</b>	<ul style="list-style-type: none"><li>• Provide accessible support services for survivors of VAWG including Independent Domestic Abuse Advisors.</li><li>• Seek to increase support locally for sexual violence victim survivors.</li><li>• Achieving DAHA accreditation.</li><li>• Ensure that the DA Multi-Agency Risk Assessment Conference arrangement is an effective forum to reduce the risk for those experiencing domestic abuse.</li></ul>
<b>Perpetrators</b>	<ul style="list-style-type: none"><li>• Identify repeat perpetrators, hold them to account and disrupt their behaviour.</li><li>• Ensure that there is an effective approach to Multi Agency Public Protection Arrangements (MAPPA) via a Reduction of Re-offending Board.</li><li>• Provide support for perpetrators who want to change their behaviours and evaluation of this support to identify what works.</li></ul>
<b>Continuous Improvement</b>	<ul style="list-style-type: none"><li>• Ensure that Domestic Homicide Reviews/ Domestic Abuse Related Death Reviews are completed, and learning informs service development.</li><li>• Seek to ensure the voice of 'survivors' informs strategy and delivery in the future.</li><li>• Deliver effective training to professionals across the partnership regarding VAWG and seeking to ensure DA training is mandatory.</li><li>• Collaborate with communities and the voluntary sector to develop a co-ordinated community response to DA that would see locally based community-based support networks such as one stop shops, assistance groups and more.</li></ul>
<b>Governance</b>	<ul style="list-style-type: none"><li>• Develop a survivor forum.</li><li>• Ensure that all VAWG is subject to oversight and governance of the Domestic Abuse Steering Executive.</li></ul>

## 3. Outputs/Outcomes:

- Prevention and early intervention with identification of responding to VAWG and DA
- Provision for survivors of domestic abuse and VAWG
- Pursuing Perpetrators by delivering targeted interventions to reduce reoffending of the most prolific and high-risk offenders of DA.
- Partnership Working to develop a co-ordinated community response and a culture of zero tolerance to gender-based violence.



# Priority 3: Reducing the number of violent incidents on the borough

This includes any form of violence or exploitation, including domestic abuse and sexual violence. It encompasses offences such as homicide, grievous bodily harm (GBH), actual bodily harm (ABH), rape, assault by penetration, sexual assault, personal robbery, threats to kill, and damage to property committed during these offences.

### 1. What we will achieve:

- Reduce the number of victims of exploitation and violence.
- Children and young people safeguarded from harm, exploitation, and violence.
- Enhanced protective environments to support growth and development.

### 2. To action this priority, we will:

Whole-Population Prevention	<ul style="list-style-type: none"><li>• Seek to change societal attitudes and behaviours towards violence by ensuring communities and young people inform and support our plans and activity.</li><li>• Collaborate with schools to deliver evidence-based approaches at primary and secondary schools.</li><li>• Take problem solving approaches to higher risk locations and seek to make public spaces feel safer through effective partnership, CCTV and environmental design.</li><li>• Ensure professionals and communities have appropriate knowledge to enable them to respond to vulnerabilities (e.g. trauma informed practice, bystander training, stalking and harassment awareness, etc.)</li></ul>
Targeted Early Intervention	<ul style="list-style-type: none"><li>• Ensure effective early identification and intervention for those at risk of involvement in violence and ensuring risk management plans in place.</li><li>• Work to keep young people in education and employment.</li><li>• Deliver an effective 'outreach' programme that works with those at risk of violence and exploitation.</li><li>• Ensure clear pathways to intervention are in place that inform professionals of how to 'recognise and respond' to risk.</li><li>• Making changes to the local environment to make public spaces safer, utilising CCTV where able.</li></ul>
Intensive Support and Risk Management	<ul style="list-style-type: none"><li>• The systemised identification of high-risk cohorts and those who are repeat offenders:</li><li>• Identification of needs and vulnerabilities of those cohorts.</li><li>• Planning appropriate interventions for those cohorts.</li><li>• Working as a partnership to reduce the risk of reoffending.</li><li>• To reduce the incidence of violence through proactive tackling of the street drugs markets, cuckooing of vulnerable people's properties, and by disrupting 'gangs'/criminal networks.</li></ul>
Perpetrators	<ul style="list-style-type: none"><li>• Identify repeat perpetrators and those who present the highest risk, seek to understand their vulnerabilities to provide appropriate support, but disrupt their behaviour and hold them to account.</li><li>• Provide support for perpetrators who want to change their behaviours and evaluation of this support to identify what works.</li><li>• Where required in response to identified risks, ensure whole systems partnership approach through 'serious harm prevention' meetings.</li><li>• Identify, deter, and disrupt prolific offenders, ensuring there is an effective approach to Integrated Offender Management (IOM) via introduction of a Reduction of Re-offending Board.</li></ul>
Continuous Improvement	<ul style="list-style-type: none"><li>• Ensure that all homicides and near misses are subject to swift learning exercises focusing on the commission of violent acts.</li><li>• Seek to ensure the voice of 'young people' informs strategy and delivery in the future, supporting the development of forums such as the Hayes Youth Forum (HYF).</li></ul>
Governance	<ul style="list-style-type: none"><li>• Implement a serious violence forum to oversee progress in respect of the serious violence strategy.</li><li>• Collaborate with police and partners to deliver an effective Precision Crime Fighting meeting to robustly address emerging crime and ASB challenges</li></ul>

### 3. Outputs/Outcomes:

- Reduction in violent incidents and exploitation on the borough.
- To create a robust response to prevent and deter the involvement in violence.
- Target and rehabilitate the perpetrators of violence.
- Reducing the number of people being drawn into drug activity on the borough.





# Priority 4: Preventing harm and safeguarding communities

The main terrorist threat to the UK and London is Self-Initiated Terrorism (S-IT), which is unpredictable and often ideologically driven, especially by Islamist extremism. Right-wing extremism also contributes, fuelled by grievances like racism and anti-establishment views. Online radicalisation is rising, especially among youth with increasing CT cases involving individuals with ASD or mental health issues.

Hate crime harms victims’ well-being, spreads fear in communities, and makes targeted groups feel unsafe and unwelcome. It can also lead to wider social and economic impacts.

Modern Slavery (MS) is a hidden challenge in Hillingdon taking many forms such as sexual exploitation, domestic servitude, forced labour and criminal exploitation. It links to local issues like gang-related youth exploitation, sex industry ASB, and cuckooed addresses.

### 1. What we will achieve:

- Raise awareness, educate and inform to increase awareness of these issues.
- Raise the confidence of targeted groups to report hate crime.
- Ensure professionals can recognise and respond to warning signs to ensure early intervention is taken.

### 2. To action this priority, we will:

- Work through the Hillingdon Prevent Partnership who ensure we are deliver against the Prevent duty and identify priorities to address local risks and trends
- Form a Hate Crime Forum for Hillingdon to help shape the partnership response.
- Ensure that allegations of crime or ASB which are motivated and/or aggravated by ‘Hate’ are prioritised.

Whole-Population Prevention	<ul style="list-style-type: none"><li>• Raise awareness of Self-Initiated Terrorism and its unpredictable nature.</li><li>• Promote digital literacy to help the public recognise and report extremist content online and Cyber bullying.</li><li>• Encourage community resilience against extremist ideologies.</li><li>• Raise awareness of the physical, mental, and emotional harm caused by hate crime.</li><li>• Promote inclusivity and respect to reduce prejudice and discrimination.</li><li>• Encourage community reporting and support for victims.</li><li>• Raise awareness of the various forms of Modern Slavery (MS): sexual exploitation, domestic servitude, forced labour, and criminal exploitation.</li><li>• Educate the public on how to spot signs of Modern Slavery and report concerns.</li><li>• Promote community vigilance and zero tolerance for exploitation.</li></ul>
Targeted Early Intervention	<ul style="list-style-type: none"><li>• Identify individuals at risk of radicalisation, especially youth engaging with extremist content online.</li><li>• Provide support for those with vulnerabilities such as neurodiversity or mental health conditions.</li><li>• Monitor and respond to early signs of ideological influence or grievance-based narratives.</li><li>• Identify individuals and communities at heightened risk of hate crime.</li><li>• Provide early support to those showing signs of vulnerability or distress.</li><li>• Address local tensions that may escalate into hate incidents.</li><li>• Identify individuals at risk, especially young people vulnerable to gang involvement and serious violence.</li><li>• Address anti-social behaviour (ASB) linked to the sex industry and exploitation.</li><li>• Intervene early in cases involving properties at risk of being cuckooed.</li></ul>
Intensive Support and Risk Management	<ul style="list-style-type: none"><li>• Offer tailored interventions for individuals showing signs of radicalisation.</li><li>• Coordinate multi-agency case management for high-risk individuals.</li><li>• Ensure mental health and social care services are integrated into counterterrorism efforts.</li><li>• Offer trauma-informed care and mental health support to victims of Hate Crimes.</li><li>• Ensure safety planning and protection for repeatedly targeted individuals or groups.</li><li>• Coordinate multi-agency responses to high-risk cases.</li><li>• Provide victim-centred support, including safe accommodation and trauma-informed care.</li><li>• Disrupt exploitative networks and safeguard those affected.</li></ul>

Perpetrators	<ul style="list-style-type: none"><li>• Investigate and disrupt individuals involved in disseminating extremist propaganda.</li><li>• Address both Islamist and extreme right-wing inspired threats.</li><li>• Use legal tools to manage and prosecute those engaged in terrorist activity.</li><li>• Investigate and prosecute hate crime offenders.</li><li>• Challenge and disrupt hate-motivated behaviours early.</li><li>• Use restorative approaches where appropriate to address harm and prevent reoffending.</li><li>• Investigate and prosecute individuals and groups involved in Modern Slavery.</li><li>• Disrupt criminal operations linked to forced labour, sexual exploitation, and cuckooing.</li><li>• Use enforcement powers to deter and manage repeat offenders.</li><li>• Identify, deter, and disrupt prolific offenders, ensuring there is an effective approach to Integrated Offender Management (IOM) via introduction of a Reduction of Re-offending Board.</li></ul>
Continuous Improvement	<ul style="list-style-type: none"><li>• Analyse trends in CT casework to refine early intervention strategies.</li><li>• Share learning across agencies to improve detection and response.</li><li>• Invest in training for professionals on identifying and managing radicalisation risks</li><li>• Monitor hate crime trends and community impact.</li><li>• Evaluate the effectiveness of interventions and victim support.</li><li>• Share learning and best practices across agencies and communities.</li><li>• Monitor trends and adapt strategies based on local intelligence and case data.</li><li>• Provide ongoing training for frontline professionals.</li></ul>
Governance	<ul style="list-style-type: none"><li>• Embed counterterrorism priorities in local safety and safeguarding strategies.</li><li>• Ensure oversight through multi-agency panels and strategic boards.</li><li>• Monitor outcomes and adapt approaches based on evidence and intelligence</li><li>• Embed hate crime as a priority in local safety and equality strategies.</li><li>• Ensure oversight through multi-agency boards, community partnerships and strategic partnerships.</li><li>• Track performance and outcomes to inform policy and practice.</li><li>• Embed Modern Slavery as a priority in local safeguarding and community safety strategies.</li><li>• Track outcomes and performance to inform policy and practice.</li></ul>

### 3. Outputs/Outcomes:

- Raise awareness of radicalisation and emerging risks and how to raise concerns.
- Increased awareness of Hate crime and increase public confidence to report hate crimes.
- Increased awareness and understanding of the issues of modern slavery and response to support those affected by modern slavery.
- Continued engagement and to hear the “voices” of faith and community-based groups.





