

London Borough Of Hillingdon

Performance Report 2024/25
(Appendix 1)



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For councils, performance management uses data to drive evidence-based decision making, challenging current ways of working and service delivery models. Our digital transformation investment has made this report efficient. It helps local government take responsibility for its performance and allows our residents to hold us to account, ensuring we are meeting local needs and spending their money wisely.

Performance management involves setting shared goals and measuring progress towards them. It ensures governance arrangements are in place to achieve an authority's objectives. In Hillingdon, performance is aligned with the Council Strategy, providing performance reports to services, senior management teams, the Corporate Management Team, and the Leader and Cabinet.

This annual report uses key performance indicators and monitoring data to show the performance of key services for the financial year 2024/25. Where possible, we have benchmarked these against comparable authorities

Leader of the Council: Cllr Ian Edwards



Council Strategy 2022-2026

Our ambition for residents

Hillingdon is a safe, inclusive, green, more digital borough with a strong economy.

We want all our residents to:

- Live active and healthy lives
- Enjoy access to green spaces, leisure activities, culture and arts
- Live in a sustainable borough that is carbon neutral
- Be/feel safe from harm
- Live in good quality, affordable homes in connected communities
- Stay living independently for as long as they are able
- Achieve well in education, with opportunities for learning at all ages
- Have opportunities to earn an income that supports their families

Our ambition for the council

We will strive to be an efficient, well-run, digital-enabled council working with partners to deliver services to improve the lives of all our residents.



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Safe and strong communities

Hillingdon is a safe place with resilient, strong communities with access to good quality, affordable housing.

We will:

- Work to keep residents safe from harm.
- Actively work in partnership with the Police, other partners and communities to prevent and tackle crime, including anti-social behaviour and drug-related crime.
- Support all residents across the Borough in their ability to have equal access to information, advice and services and to play an active role in resilient and respectful communities.
- Take enforcement action to protect residents and the environment.
- Enable more new homes to be available, in the appropriate places.
- Increase the number of affordable homes available each year.
- Work to prevent homelessness, including rough sleeping.

A thriving economy

We are actively working with local businesses and partners to create a borough where businesses grow within a strong economy and local people can improve their skills and enjoy good quality jobs.

We will:

- Work with partners and local businesses to promote investment and business growth, including attracting new companies to the borough.
- Procure services that supports local businesses and adds social value.
- Work in partnership with local employers and other stakeholders to provide opportunities for residents to learn new skills, to find local jobs and progress into better-quality jobs.
- Strengthen the digital infrastructure in the borough.
- Create opportunities for investment in sustainable local infrastructure to support economic growth.
- Work with partners to help tackle low pay.
- Support thriving multi-purpose, viable town centres, including estate regeneration, creating a new master plan for Uxbridge and exploring similar opportunities for other areas of the borough.
- Target support to help residents out of financial hardship.

Our commitments to residents



A digital-enabled, modern, well-run council

We are a well-run, sustainable council with sound financial management, achieving positive outcomes for residents.

We will:

- Be a strong leader of joined-up public services for Hillingdon residents.
- Continue to advocate on behalf of residents and businesses to promote and protect the best interests of the borough.
- Promote resident engagement across all communities.
- Embrace technology to be efficient and make it easier for residents to use council services, including supporting those who are unable to use technology.
- Continue to deliver a modern, responsive customer service.
- Make the best use of our land and buildings.
- Ensure value for money in the procurement and delivery of services.
- Continue to review and develop services to achieve the best possible outcomes for residents and communities.
- Develop a diverse, committed and skilled workforce in the borough.

Thriving, healthy households

Children, young people, their families and vulnerable adults and older people live healthy, active and independent lives.

We will:

- Work with partners, including schools and the voluntary sector, to deliver a range of innovative programmes that help improve the health of our residents and tackle differences in health outcomes.
- Support the most vulnerable residents in our communities to live independently.
- Develop housing options for vulnerable adults and older people that promotes active independent living.
- Develop innovative ways for residents to access early advice and support when they need it, to help prevent needs escalating.
- Work with the NHS and other partners to continue to develop joined-up services to meet the health, care and support needs of residents in the community, including the development of a new Hillingdon Hospital.
- Work with partners to ensure better access to healthcare in the community.
- Explore ways to work innovatively with the voluntary sector to help improve health and wellbeing outcomes for residents.
- Ensure every Hillingdon child has access to a school place, including children with additional needs.
- Improve educational outcomes with partners and work to reduce the achievement gaps for children, including those with vulnerabilities and special educational needs and/or disabilities (SEND) in a 'Good' and 'Outstanding' local education setting.
- Increasing supported employment and apprenticeships for vulnerable people.
- Develop opportunities to support children with social, emotional and mental health and wellbeing at an early stage.
- Improving digital access for all.
- Develop programmes that enrich the lives of young people and support them to move successfully into adulthood and be ready for work.

A green and sustainable borough

Hillingdon will be a sustainable, carbon-neutral borough, protecting Hillingdon's heritage, built environment and valued green spaces. Residents will live in pleasant neighbourhoods with access to sustainable waste management and transport.

We will:

- Work towards being a carbon-neutral organisation by delivering Hillingdon's Climate Action Plan with partners, including planting more trees and enabling investment in new sustainable infrastructure. Create opportunities to increase biodiversity across the borough.
- Protect the heritage, built environment, green belt, parks and open spaces.
- Promote sustainable transportation, including walking, cycling, the use of public transport and electric vehicles.
- Help residents and businesses to reduce waste and increase recycling.
- Help to improve the energy efficiency of homes.

HILLINGDON



Cabinet Member: Cllr Steve Tuckwell
Portfolio: Planning, Housing and Growth

Our commitments to residents

A digital-enabled, modern, well-run council

A green and sustainable borough

Thriving, healthy households

A thriving economy

Safe and strong communities



Corporate Director: Dan Kennedy – Homes and Communities

As with many boroughs in London, high levels of demand from homeless households is a significant risk and challenge for the local authority.

In line with the London picture, demand from homeless households in Hillingdon remains high and has increased by more than 50% since 2022/23. The unit cost of interim accommodation is rising by more than 30% per year. The rise in homelessness is due to the changing market conditions, the high purchase cost of homes and high rental costs combined with the borough being a port authority with the associated infrastructure which leads to Hillingdon experiencing a higher relative level of need than many other boroughs.

The competing demands on social housing providers to improve the condition of their existing homes is also re-directing resources away from providing new affordable housing supply.

The lack of affordable housing is putting significant pressure on the council's finances and ability to meet its statutory responsibilities in this area. Insufficient supply of affordable good quality housing in both the private and public sector can lead to a detrimental impact on the health, wellbeing and educational attainment of residents.

The total approaches to the council from residents threatened with homelessness remains high and has doubled since April 2023. A number of actions are in place to improve the situation over the course of 2025/26 as part of the Temporary Accommodation Strategy approved by Cabinet in February 2025. This includes:

- increasing proactive, homeless prevention actions with those evicting, to reduce levels of homeless presentations (reduce by 25 placements per month)
- implementing a price cap for all temporary accommodation nightly charged placements
- securing 100 new leases for use as temporary accommodation in 2025/26
- increasing the supply of private rented accommodation by 25 units (total =349 units in 2025/26 for general fund placements)
- increasing the supply of social rented homes available to homeless households, to include delivery of 245 new council properties in 2025/26.

Corporate Director: Karrie Whelan – Place

To maintain our corporate plan ambitions for sustainability, good quality affordable homes for our residents and maintaining a strong local economy, we have improved many areas of business within the Place Directorate over the last year.

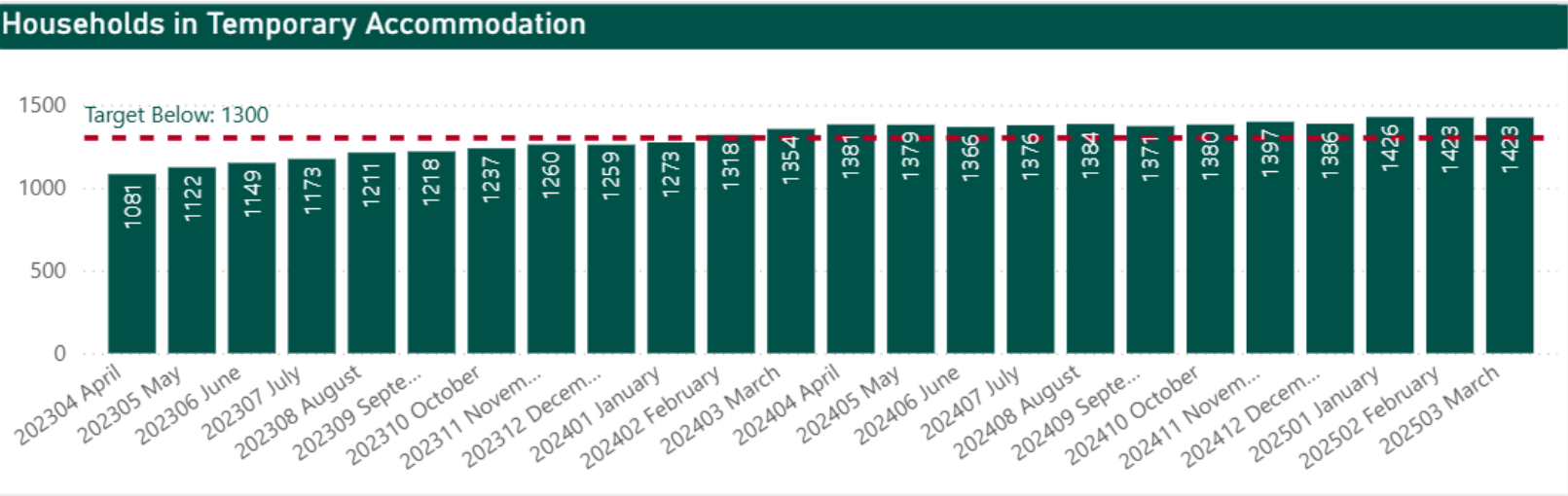
Our highways maintenance is one of the best across London with many of our roads being maintained to higher than the London average. We are also increasing the level of EV charging points across the borough as well as effectively managing our street works to ensure effective traffic management during our repairs.

We have delivered over 400 new homes for the borough in the last year with more scheduled for delivery this year. Our regenerations schemes at Hayes Town Centre and the Former RAF Uxbridge site are progressing well with the first phases of the Hayes Regeneration scheme scheduled for completion later this year. Our Grays Road development is also progressing with first stages of consultation with local residents completed earlier this year. This level of new acquisitions and built homes ensures we are growing our housing stock to meet the demands for housing across Hillingdon.

Our Planning and Building Control teams are continuing to deliver effective services across the borough and seek to enforce planning and building control breaches across Hillingdon to ensure we live in safe and well-designed buildings. We are currently refreshing our Local Plan for Hillingdon as well as actively working with our local businesses to promote inward investment and economic growth initiatives; these will support more local jobs, provide greater opportunities for local businesses to grow and the delivery of opportunities for enhanced skills and apprenticeship opportunities through our UK SPF funding initiatives including our recent conference at the Battle of Britain Bunker, Hillingdon Takes Off where we saw over 100 local and regional businesses come together to share our local experiences of working to deliver new initiatives across Hillingdon.

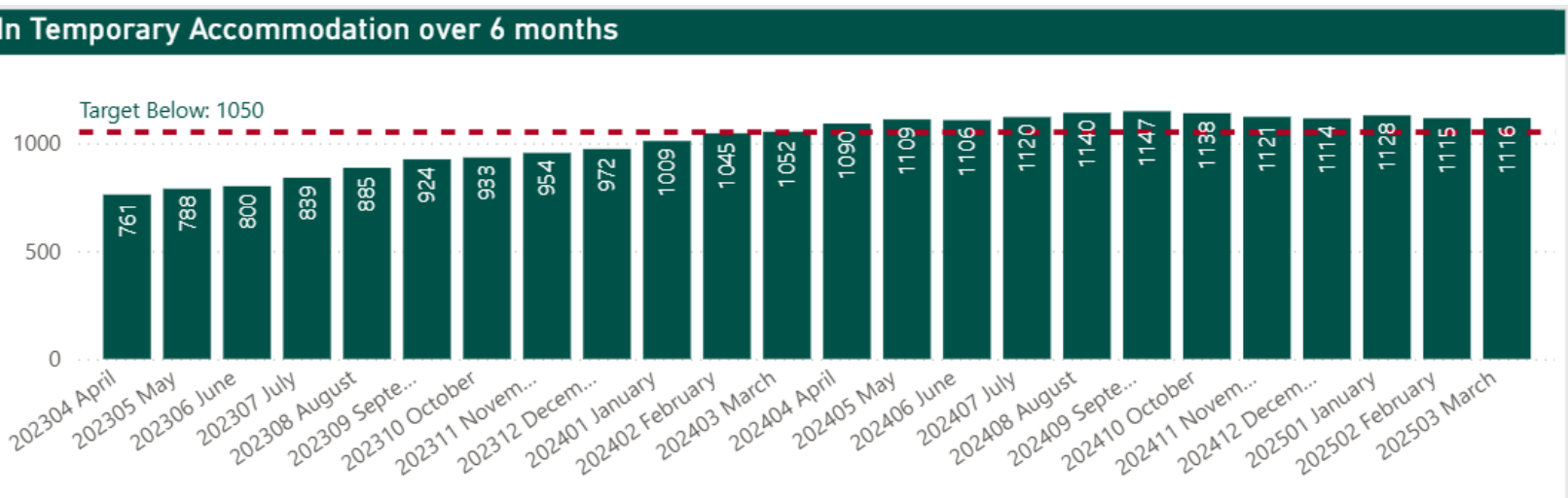
Our Housing repairs and maintenance of council stock is improving creating good quality homes which are safe and comfortable for our residents increasing their general health, safety and wellbeing within their homes. This last year completing over 3,000 repairs across our council owned dwellings culminating in a good C2 rating from our recent housing inspection.

Planning, Housing and Growth



The number of households currently occupying temporary accommodation. When a household approaches us at risk of homelessness, we have a duty to help them. If attempts to prevent homelessness are unsuccessful, we place the household into temporary accommodation.

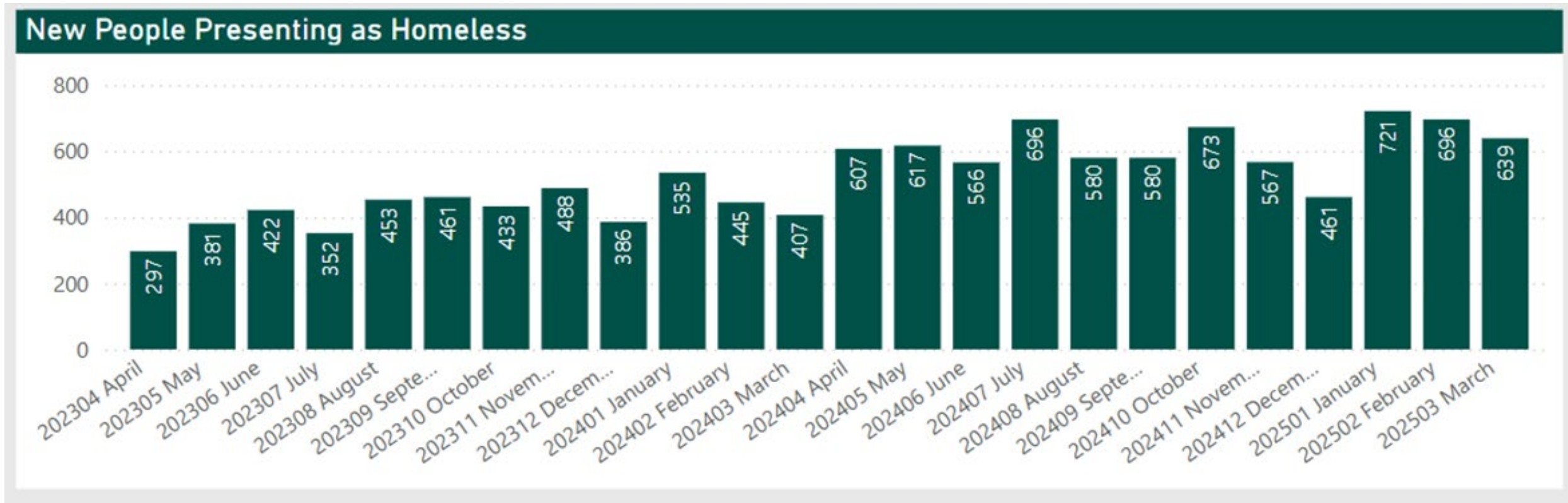
The number of households in temporary accommodation has continued to rise steadily since mid-2023, breaching the initial 1,300 target in early 2024 and peaking at 1,426 in January 2025. Figures have since plateaued, but remain significantly above target, with 1,423 recorded in March 2025.



Alongside this, the number of households staying in temporary accommodation for over six months (lower slide) has exceeded the target of 1,050 since March 2024. This group peaked at 1,147 in October 2024 and remains persistently high, indicating growing challenges in moving people on to settled housing.

The continued rise in both overall usage and duration reflects sustained pressure on housing supply and limited exit pathways from temporary accommodation.

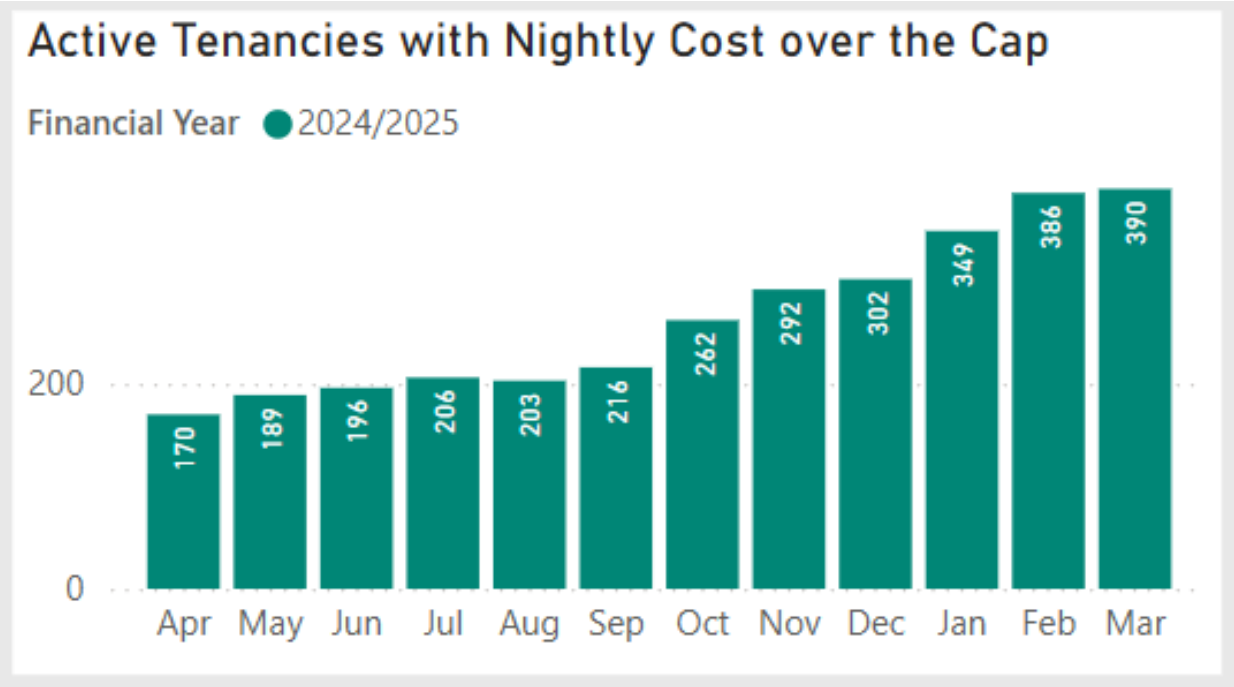
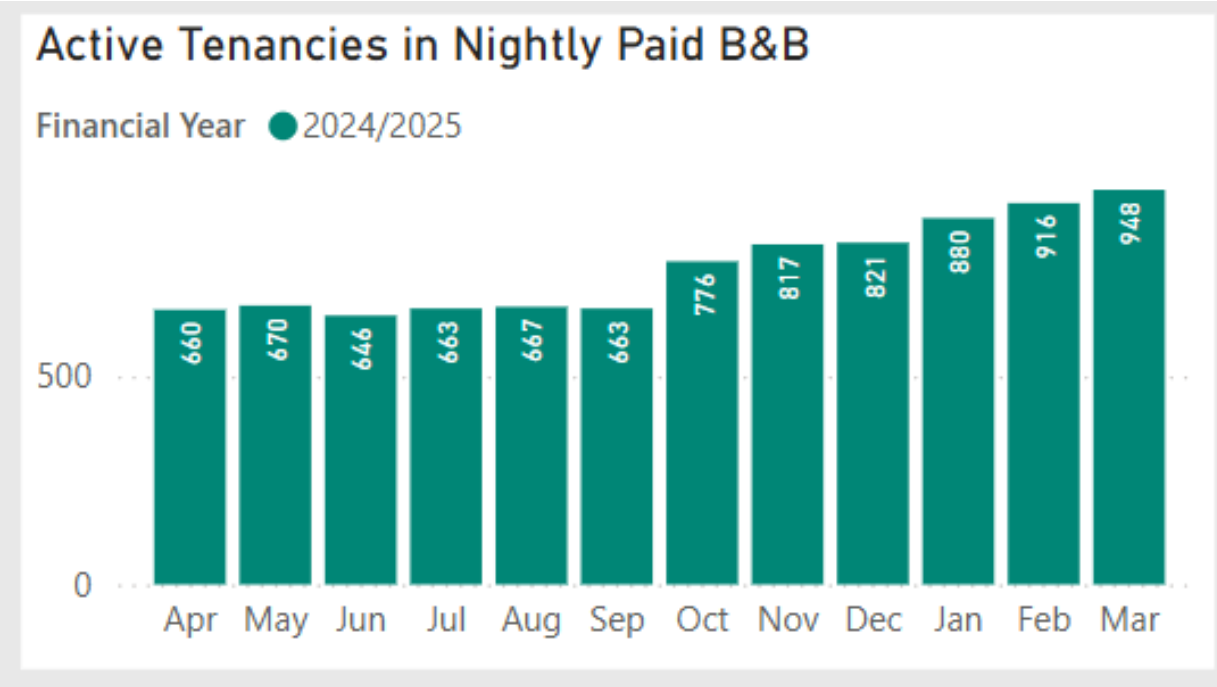
Planning, Housing and Growth



This is the number of new residents who are asking for support that are at risk of being homeless leading to increases in temporary accommodation spend.

The number of new homelessness presentations has shown a significant increase over the two-year period. In **April 2023**, there were **297** new cases, rising sharply to a peak of **721** in **February 2025**. Most months in the **2024/25 financial year** recorded higher figures than the same months in the previous year, indicating a **year-on-year upward trend**. This suggests increasing pressure on housing and support services, particularly during the **winter months**, where figures were consistently above **600**.

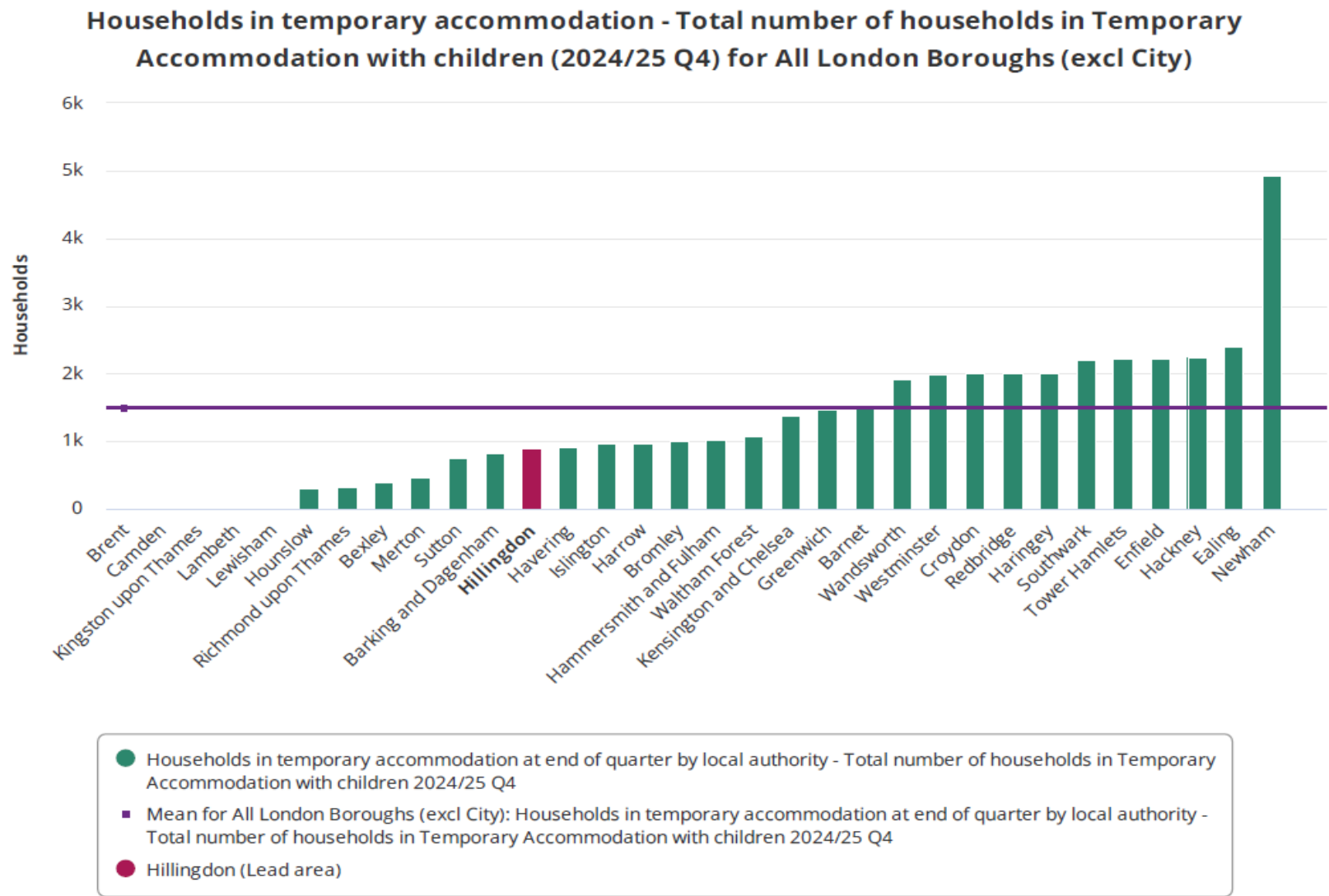
Planning, Housing and Growth



The cost of paid accommodation and the number of high-cost tenancies continued to increase in 2024/25. This is largely due to increasing demand and the rising cost of renting accommodation from private landlords and that cost has been offset by the council using more of its own properties for temporary accommodation.

We have also introduced a new policy to cap nightly costs, and we are already seeing the benefits of both initiatives in 2025/26.

Planning, Housing and Growth



Overall, the number of children living in temporary accommodation placed by Hillingdon is below the London average.

Source:

Ministry of Housing, Communities and Local Government, Statutory homelessness live tables, [Households in temporary accommodation - Total number of households in Temporary Accommodation with children](#), Data updated: 06 May 2025

Planning, Housing and Growth

Preventing people sleeping rough

People estimated to be sleeping rough who are new

76

new people sleeping rough over the month

67%

of people sleeping rough over the month are new

14

new people sleeping rough on a single night

44%

of people sleeping rough on a single night are new

People estimated to be sleeping rough who have left institutions

39

people sleeping rough over the month who have left an institution

1%

of people sleeping rough over the month had left prison in the last 85 days

0%

of people sleeping rough over the month had left other justice accommodation in the last 85 days

0%

of people sleeping rough over the month had left hospital in the last 85 days

0%

of people sleeping rough over the month had left UK armed forces in the last 85 days

34%

of people sleeping rough over the month had left asylum support in the last 85 days

0%

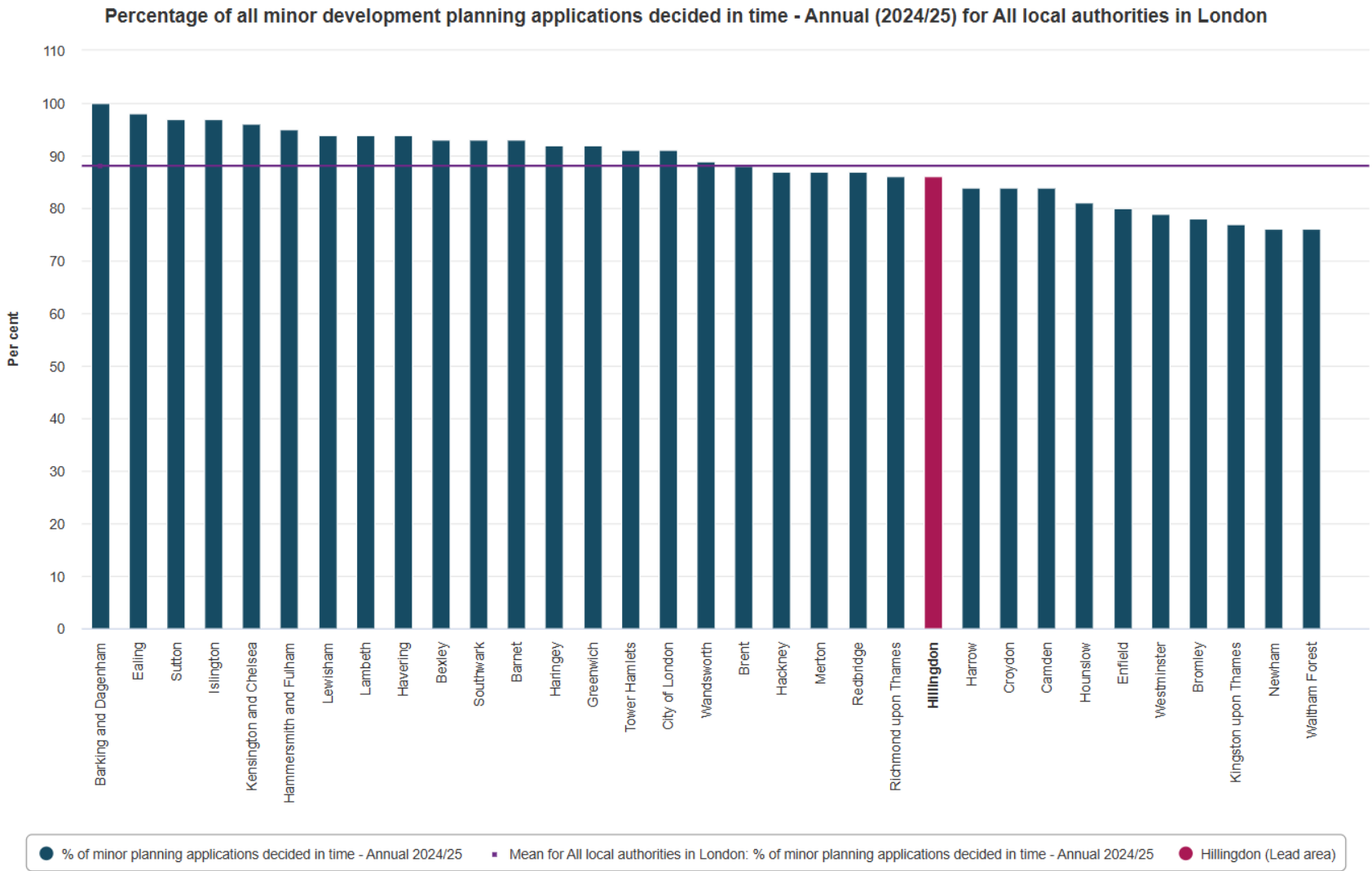
of people sleeping rough over the month are care leavers aged under 25

As of March 2025, there were 76 new people sleeping rough over the month (67%, compared to 36% in London and 32% in England).

34% of those sleeping rough had left asylum support in the last 85 days – compared to 7% in London and 4% in England; the high number of placements of asylum seekers and subsequent high eviction rates from hotels, by the Home Office in the borough, has contributed to higher levels of rough sleeping in the borough.

(source: Ministry of Housing, Communities and Local Government and Department for Levelling Up, Housing and Communities)

Building Control, Housing and Growth



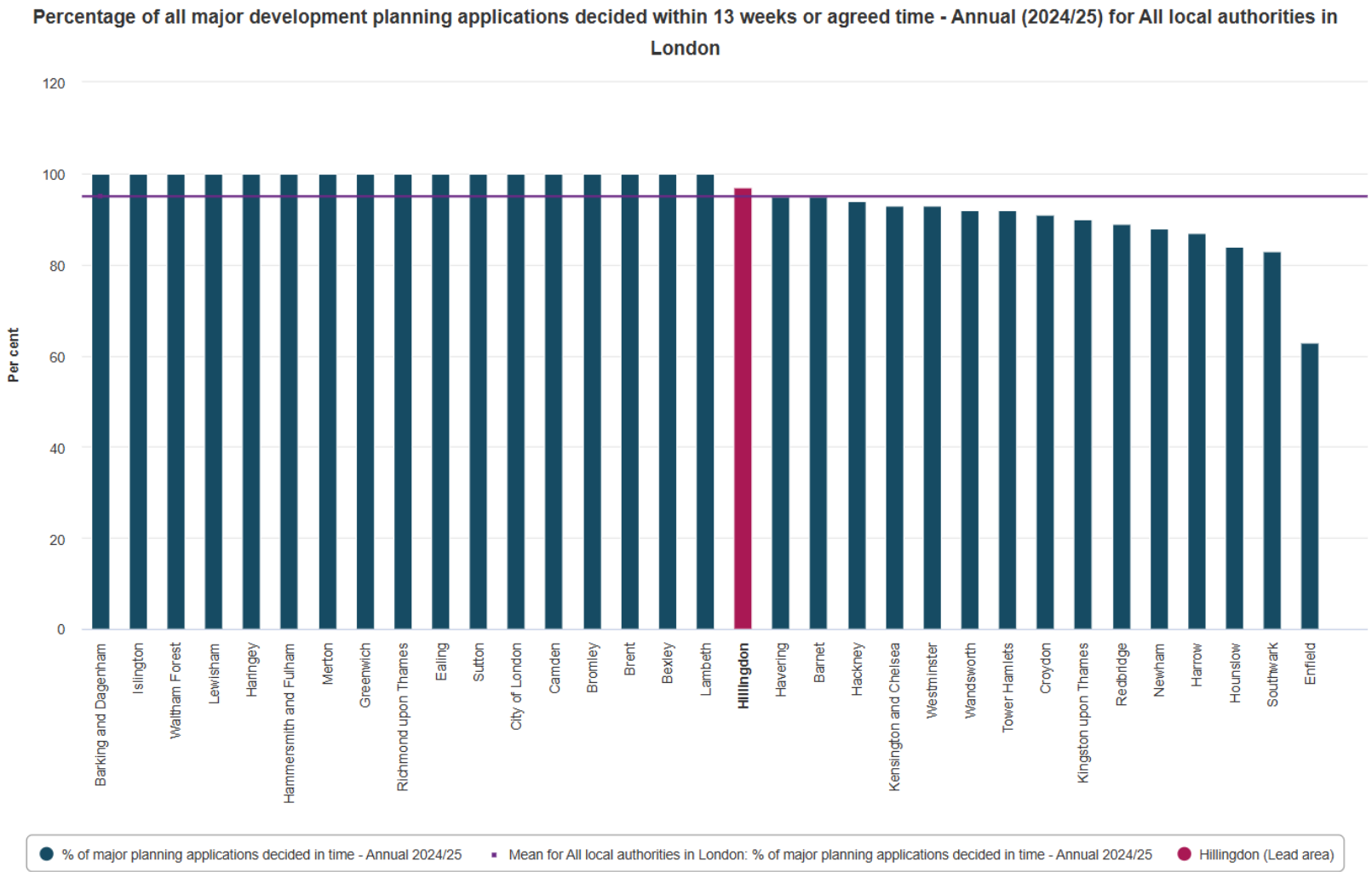
Source:
Ministry of Housing, Communities and Local Government

This is the percentage of all minor development planning applications (PAs) whether or not they have a Planning Performance Agreement (PPAs), Extension of Time (EoT) and/or Environmental Impact Assessment (EIA), determined in a timely manner.

A timely manner is statutory defined as within eight weeks or unless an application is subject to Environmental Impact Assessment, in which case a 16-week period applies, for all minor applications.

Minor includes:
dwellings, general industry / storage and warehousing, offices, light industry, retail and services, traveller caravan pitches and other developments.

Building Control, Housing and Growth



Source:
Ministry of Housing, Communities and Local Government

This is the percentage of all major development planning applications (PAs) whether or not they have a Planning Performance Agreement (PPAs), Extension of Time (EoT) and/or Environmental Impact Assessment (EIA), determined in a timely manner, each financial year.

A timely manner is statutory defined as within 13 weeks or unless an application is subject to Environmental Impact Assessment, in which case a 16-week period applies, for all major applications.

Major includes the same categories as Minor but also public service infrastructure developments.



Cabinet Member: Cllr Jonathan Bianco
Portfolio: Corporate Services and Property

Our commitments to residents

Thriving, healthy households

A green and sustainable borough

A digital-enabled, modern, well-run
council

Safe and strong communities



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Corporate Director: Karrie Whelan – Place

To maintain our corporate plan ambitions for sustainability, good quality affordable homes for our residents and maintaining a strong local economy, we have improved many areas of business within the Place Directorate over the last year.

We have delivered over 400 new homes for the borough in the last year with more scheduled for delivery this year. Our regenerations schemes at Hayes Town Centre and the Former RAF Uxbridge site are progressing well with the first phases of the Hayes Regeneration scheme scheduled for completion later this year. Our Grays Road development is also progressing with first stages of consultation with local residents completed earlier this year. This level of new acquisitions and built homes ensures we are growing our housing stock to meet the demands for housing across Hillingdon.

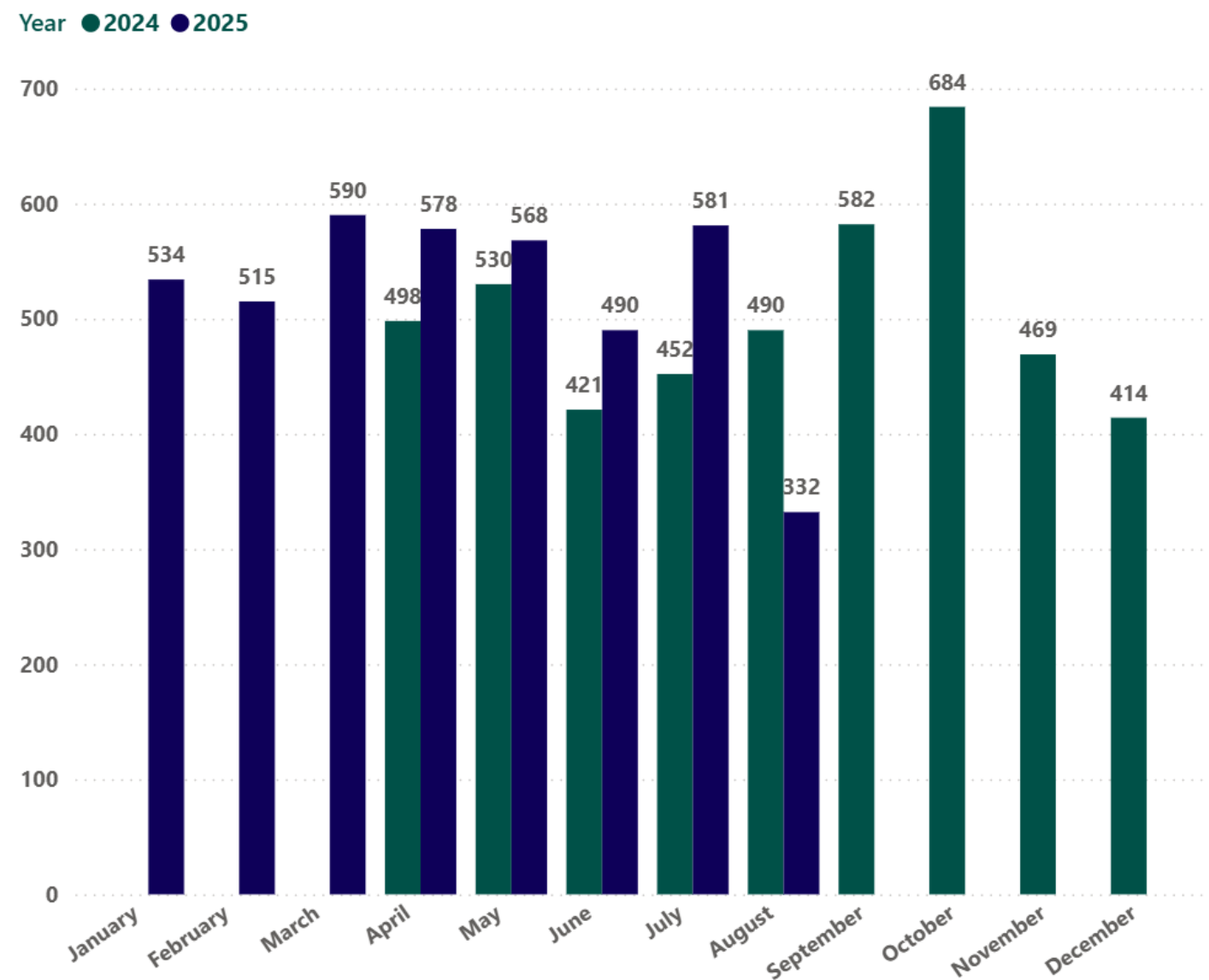
Our capital programmes across the borough are building new homes, a new leisure centre and many new facilities across Hillingdon.

Our Housing repairs and maintenance of council stock is improving creating good quality homes which are safe and comfortable for our residents increasing their general health, safety and wellbeing within their homes. This last year we completed over 3,000 repairs across our council owned dwellings culminating in a good C2 rating from our recent housing inspection. These initiatives ensure our assets are kept to a high standard of maintenance and efficiency which in turn assist our residents to control increases in energy costs.

We are currently reviewing our assets to ensure we utilise our corporate estate efficiently and have introduced decarbonisation initiatives in a number of our corporate buildings including the Civic Centre. We have also carried out extensive refurbishment works to many properties across the borough and this year have seen the new library and registrars' offices open to the public with the new Jubilee Leisure Centre opening shortly. Our capital works programme is also ensuring we are improving our schools with many new facilities.

We are also working hard to ensure our property lettings are increasing the council's ability to raise income for residents whilst also supporting community groups to continue to use our assets to support local initiatives across the borough. This year we have managed to work in partnership with other providers to keep the Beck Theatre and re-open the Uxbridge Golf course.

Member Enquiries



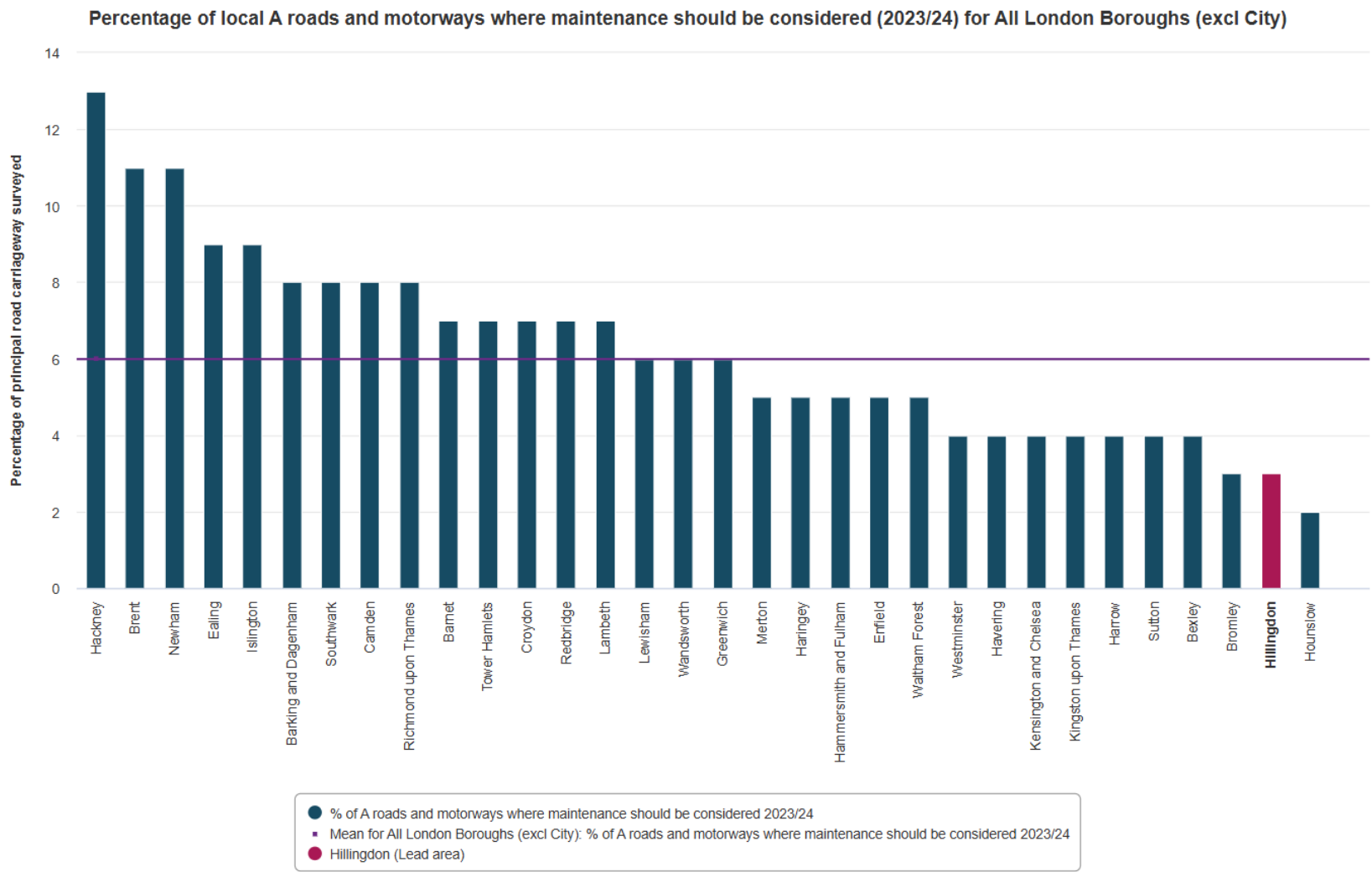
The chart shows the number of Member Enquiries (MEs) made each month, comparing this year and last year. MEs are questions or requests for information that residents raise with their local councillors—sometimes about problems with council services, sometimes just for more details about a situation.

The number of enquiries that are made demonstrates how often Members are requesting assistance to resolve resident queries.

The council aims to respond to these enquiries within 10 working days, which helps make sure that any issues or questions Members raise are dealt with promptly.

Tracking these numbers over time helps the council improve services.

Highways – Classified roads

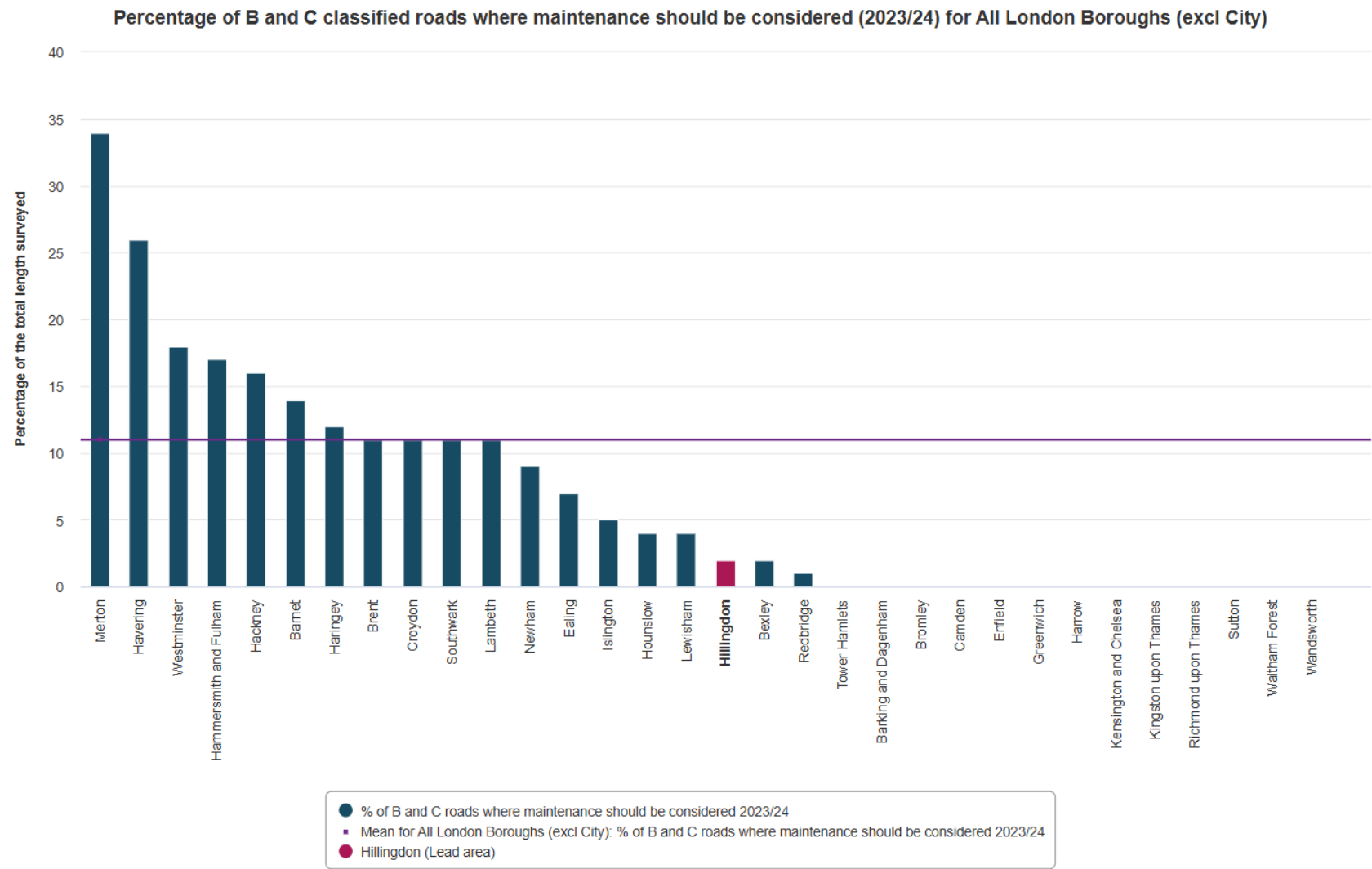


This is the percentage of the local authority's A roads and motorways (owned principal roads) where maintenance should be considered. This represents the percentage of road that is in the worst condition measured in 10 metre sections.

In 2023/24, the percentage of Hillingdon's A roads and motorways where maintenance should be considered was 3%, which is below the London and England average (6% and 4%).

Source:
Department for Transport

Highways – Classified roads

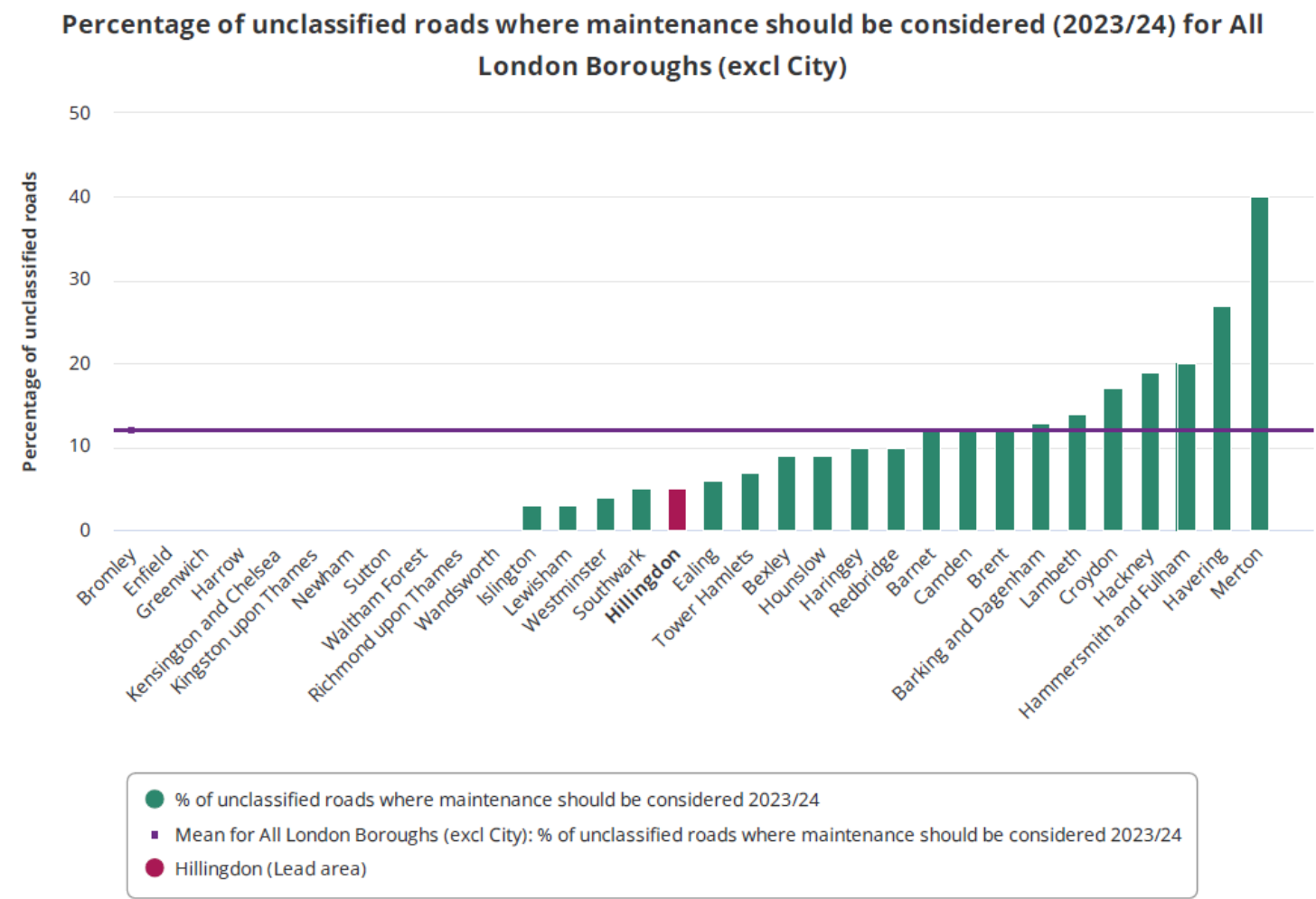


This is the percentage of the local authority’s B and C roads (non-principal roads) where maintenance should be considered. This represents the percentage of road that is in the worst condition measured in 10 metre sections.

In 2023/24, the percentage of Hillingdon’s B and C roads where maintenance should be considered was 2%, which is below the London and England average (12% and 7%).

As the Graph demonstrates some authorities have not submitted data to the Department for Transport.

Highways - Unclassified roads

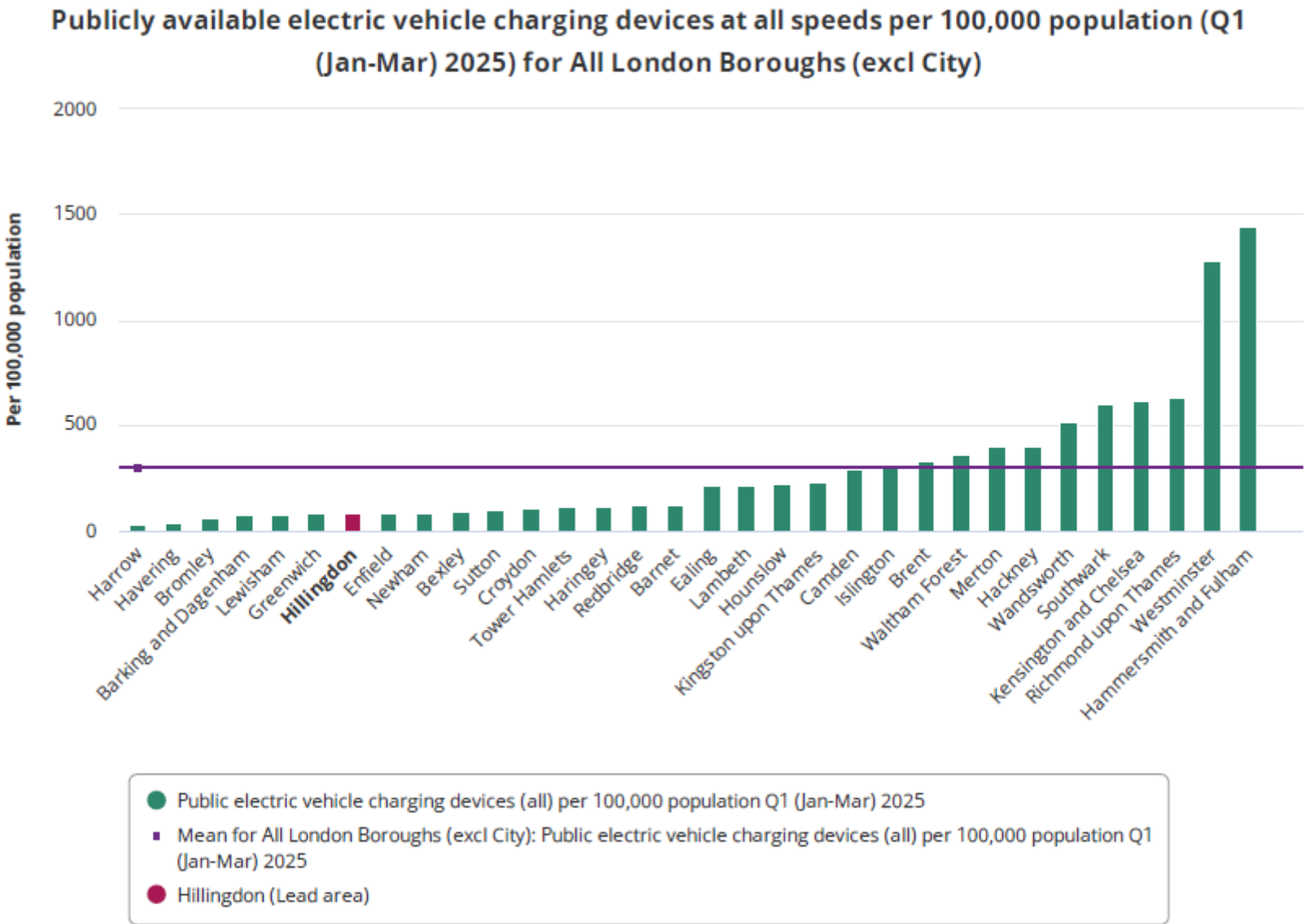


This is the percentage of the local authority's unclassified roads (U roads) where maintenance should be considered. There is no mandated method for collection of U road condition, hence a variety of road condition monitoring techniques are used by local authorities.

In 2023/24, the percentage of Hillingdon's unclassified roads where maintenance should be considered is 5%, which is below the London and England average (12% and 16%).

As the Graph demonstrates some authorities have not submitted data to the Department for Transport.

Highways – Electric Vehicle (EV) Charging



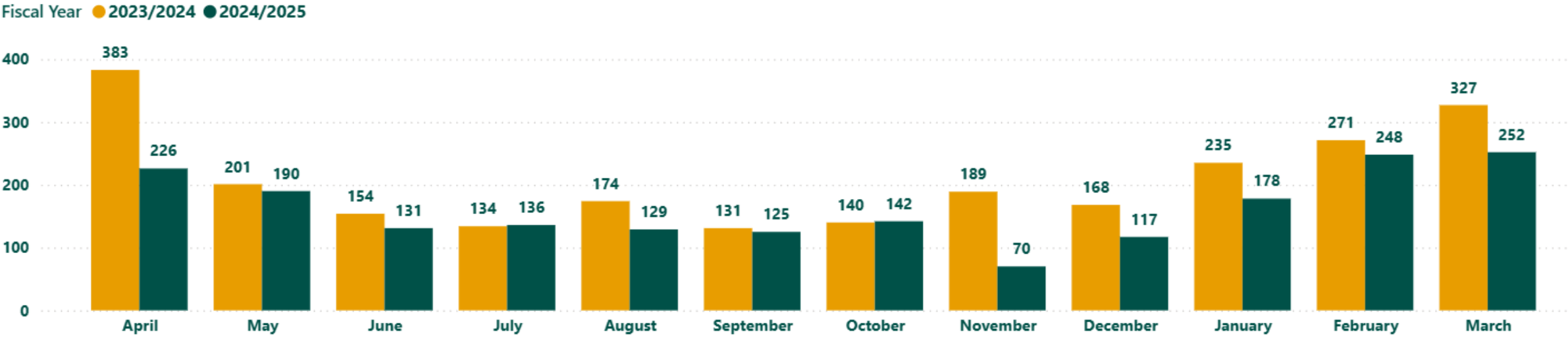
Public EV charging devices per 100,000 population

In Q1 (Jan-Mar) 2025, the number of publicly available electric vehicle charging devices per 100,000 population in Hillingdon was 78.9, which is below the London rate of 295.5 (based on charging devices at all speeds).

The council has joined forces with Brent, Ealing, Hammersmith & Fulham, Haringey and Harrow to secure £7.5 million from the government's Local Electric Vehicle Infrastructure (LEVI) fund.

The partnership is in the process of procuring a supplier to install and manage the new EV charge points across all five boroughs, with 1,673 new EV charging points set to be installed across Hillingdon.

Community and Environment - Potholes

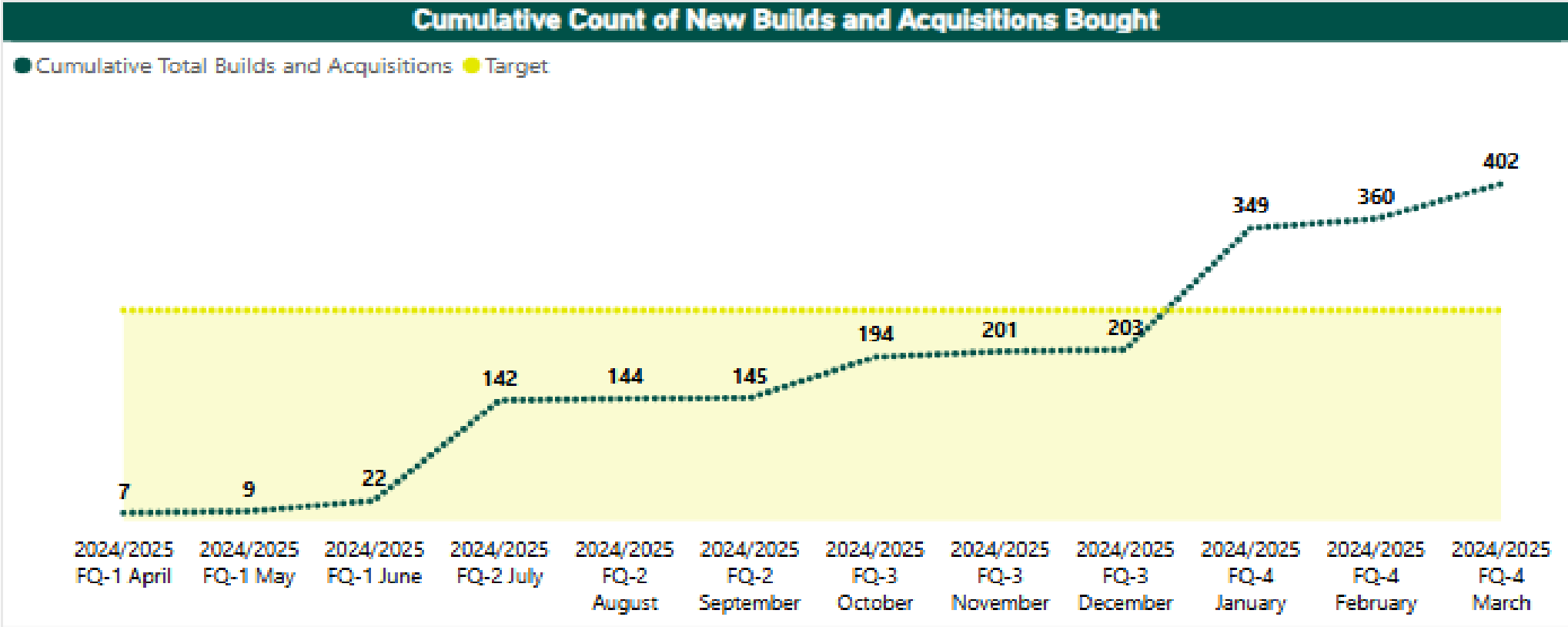


This chart shows the number of potholes reported each month over the past two financial years. Potholes are a common concern for many residents, as they affect road safety and can damage vehicles.

Looking at the data, you can see that the number of reported potholes can change a lot from month to month, often spiking in winter and early spring, when cold and wet weather causes the most damage to road surfaces. Compared to last year, this year has seen fewer reports in several months, especially in April and November, which shows improvement.

By tracking these numbers, the council can better understand when and where road repairs are needed most and focus resources to keep roads safer and smoother for everyone in Hillingdon.

Corporate Services and Property – New Builds and Acquisitions

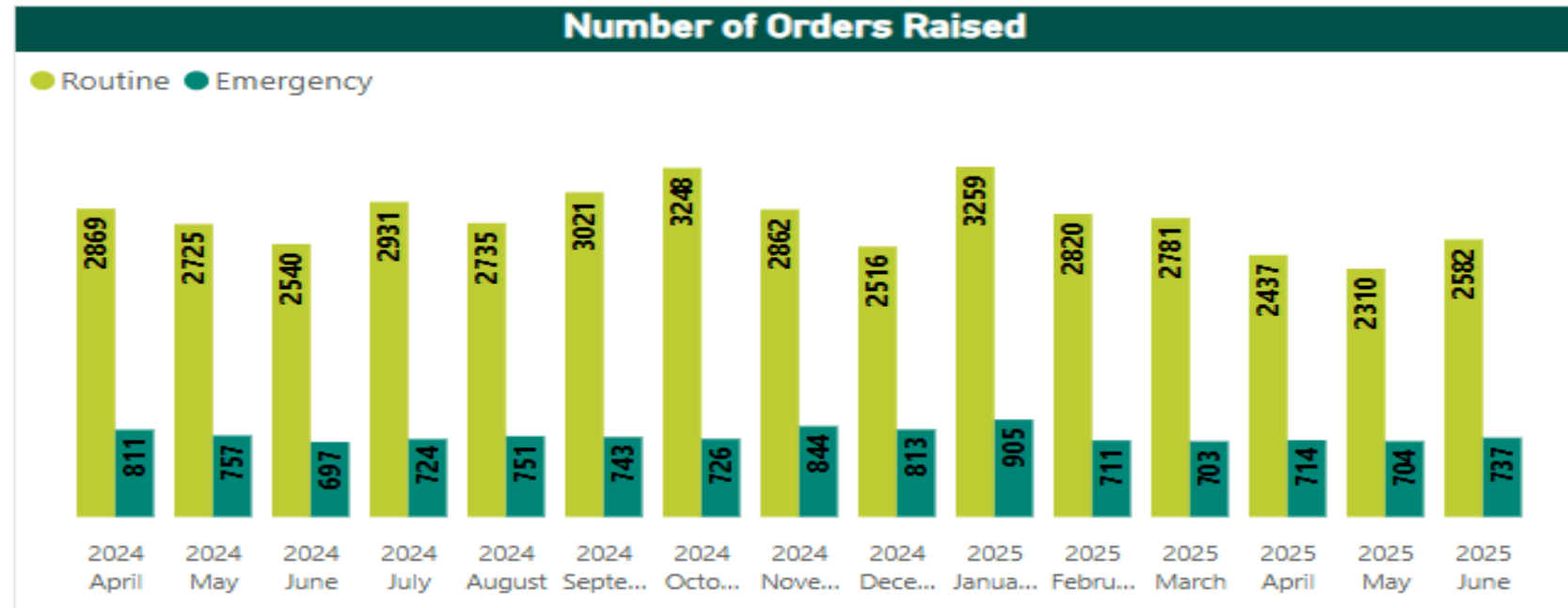


The number of properties acquired by Hillingdon Council which includes new builds and acquisitions to housing stock.

By the end of the financial year, the council significantly exceeded its target of increasing housing stock by 300 properties, contributing to a more sustainable and secure supply of homes for local residents.

This growth reflects the council’s continued investment in addressing housing need across the borough.

Homes and Communities – Repairs



The top graph looks at the number of jobs that have been logged that are either classed as emergency or routine.

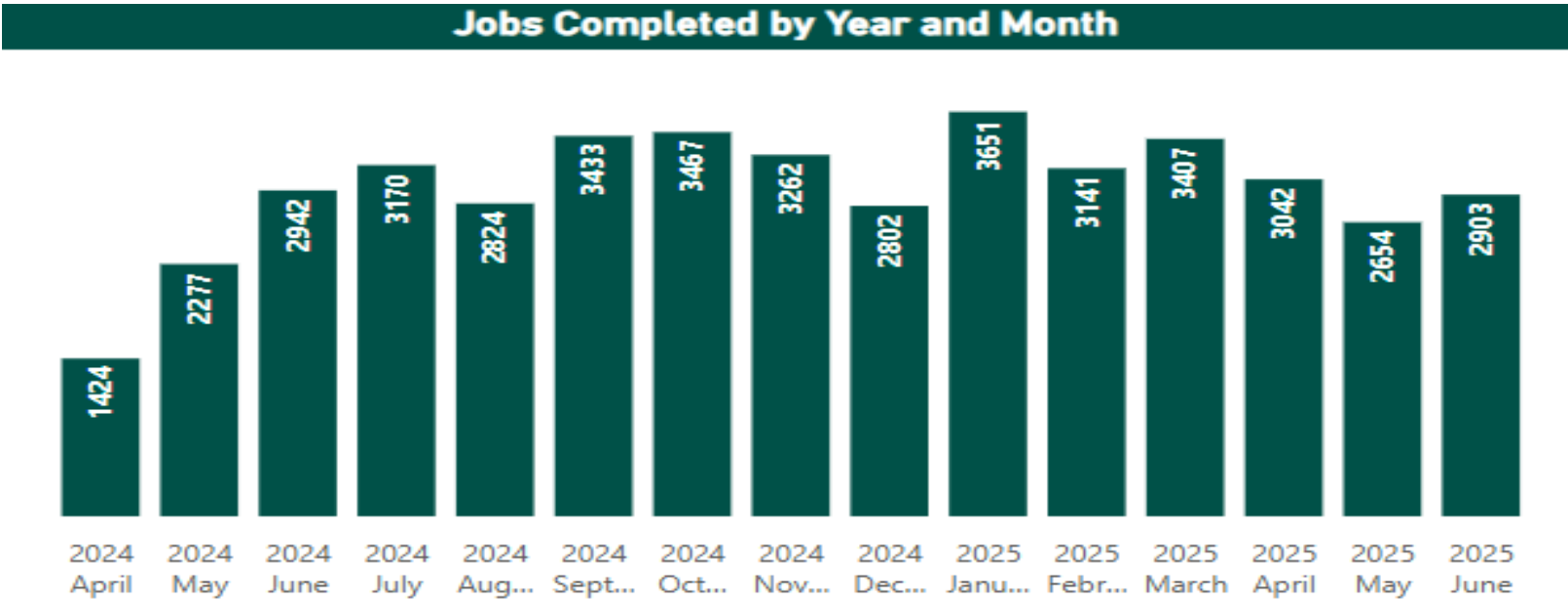
Emergency jobs require either next day or out of hours attendance.

Routine jobs are up to 90 working days depending on the severity.

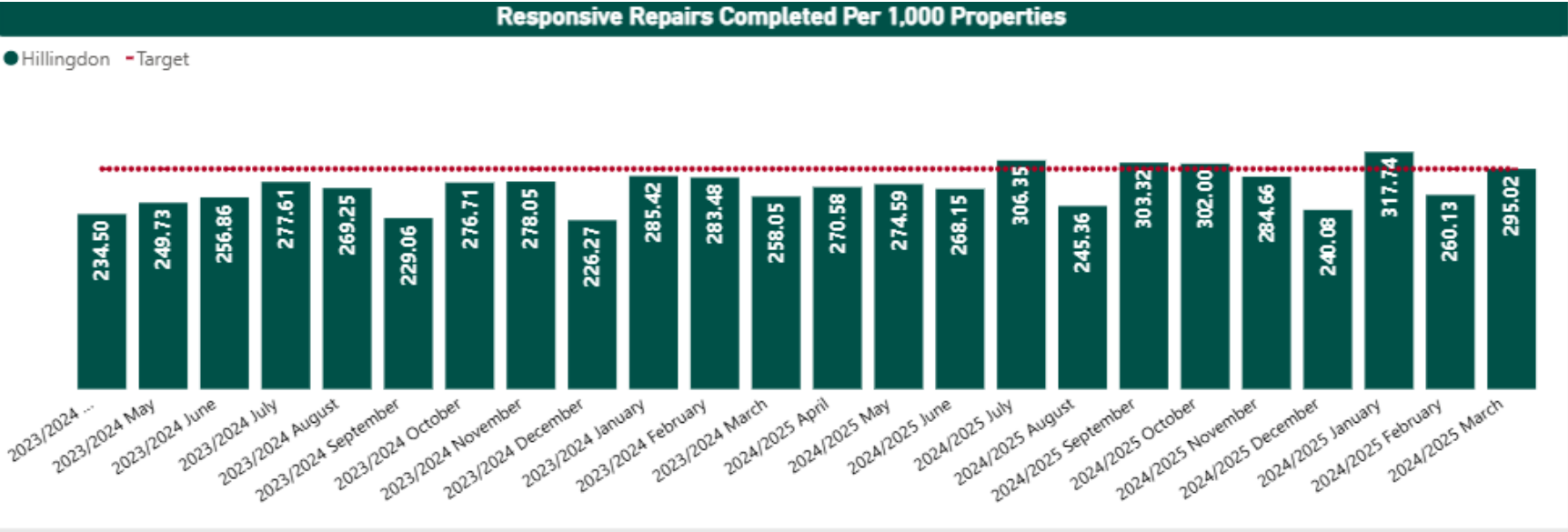
The bottom graph looks at overall jobs completed.

Each month, more than 3,000 repair requests are logged. Emergency job volumes have remained stable, while routine repairs have fluctuated slightly. Despite this, overall repair completion rates have steadily improved, meaning more issues are being resolved on time. This improvement helps ensure that homes remain safe, functional, and comfortable.

A more reliable repair service also means residents experience fewer delays and less stress, with reduced need for repeated follow-ups.

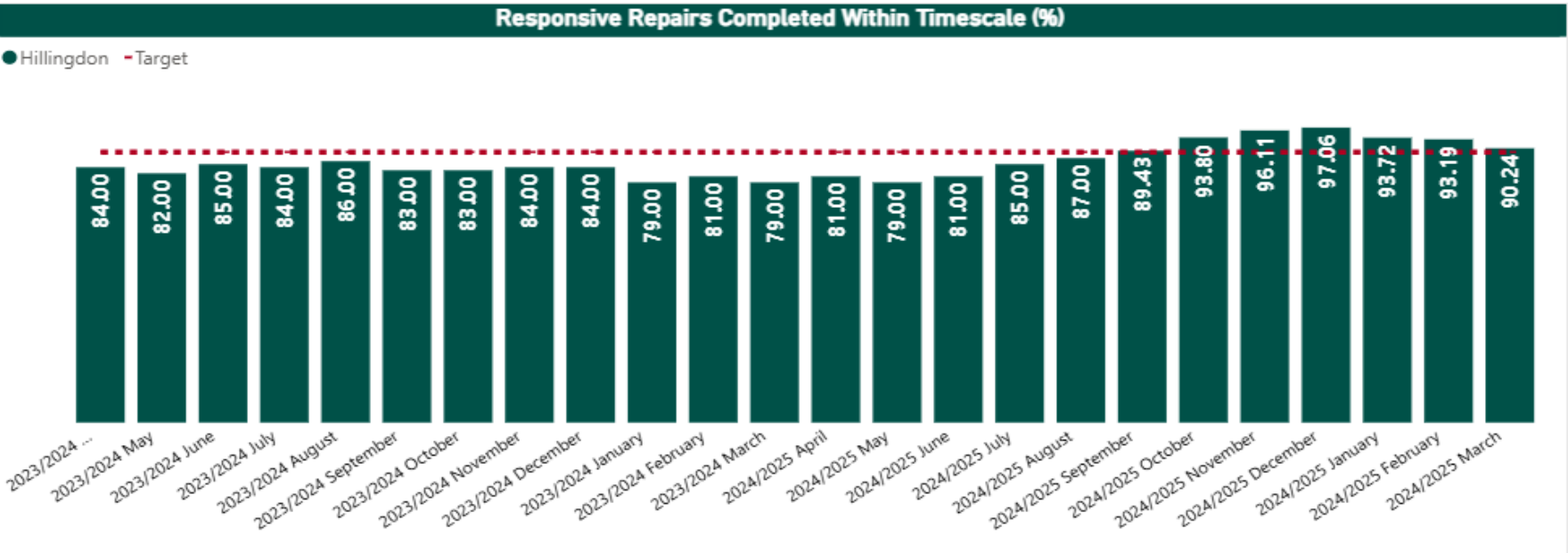


Homes and Communities - Repairs



The top graph shows the number of responsive repairs completed for every 1,000 properties. This is used to measure the average core demand (Target Line) placed on the sector. Based on this the sector's average is 295.

The bottom graph also looks at responsive repairs completed on time but as a percentage and the target for this is 89%.



Since September 2024, Hillingdon has consistently achieved the target of responsive repairs completed within the required timescales each month which means most residents can now expect a more dependable and timely repairs service.



Cabinet Member: Cllr Susan O'Brien
Portfolio: Children, Families and Education

Thriving, healthy households

Corporate Director: Julie Kelly – Children Services

Children’s Services has demonstrated a strong commitment to delivering safe, inclusive, and responsive support for children and families across Hillingdon. The service continues to operate in a complex and high-demand environment, shaped by national pressures, local demographics, and the borough’s unique role as a port authority. Despite these challenges, there is clear evidence of progress and resilience across key areas of delivery.

Safeguarding remains a central focus, with well-established referral pathways and robust multi-agency engagement. The service has maintained a consistent approach to identifying and responding to risk, ensuring that children receive timely and appropriate support. Assessment processes are embedded and continue to reflect a culture of accountability and professional rigour.

Placement sufficiency is a growing concern, particularly in relation to high-cost residential settings and the availability of local options. The service is actively working to rebalance provision, reduce reliance on external placements, and strengthen the stability of care arrangements. This includes ongoing efforts to recruit and retain foster carers and residential staff, as well as exploring innovative models of care that better meet the needs of children and young people.

SEND provision continues to evolve, with increasing demand for Education, Health and Care Plans and a rising volume of assessment activity. The service is responding with improvements in process efficiency and decision-making, while also recognising the financial and operational pressures associated with specialist provision. Inclusion remains a strategic priority, with a focus on supporting children in mainstream settings wherever possible and working closely with schools to build capacity and confidence.

The borough’s role in supporting unaccompanied asylum-seeking children and care leavers adds further complexity to the landscape. These young people often present with significant vulnerabilities and require tailored, trauma-informed support. The service is committed to strengthening its care leaver offer, ensuring that young adults are equipped with the skills, stability, and opportunities they need to thrive.

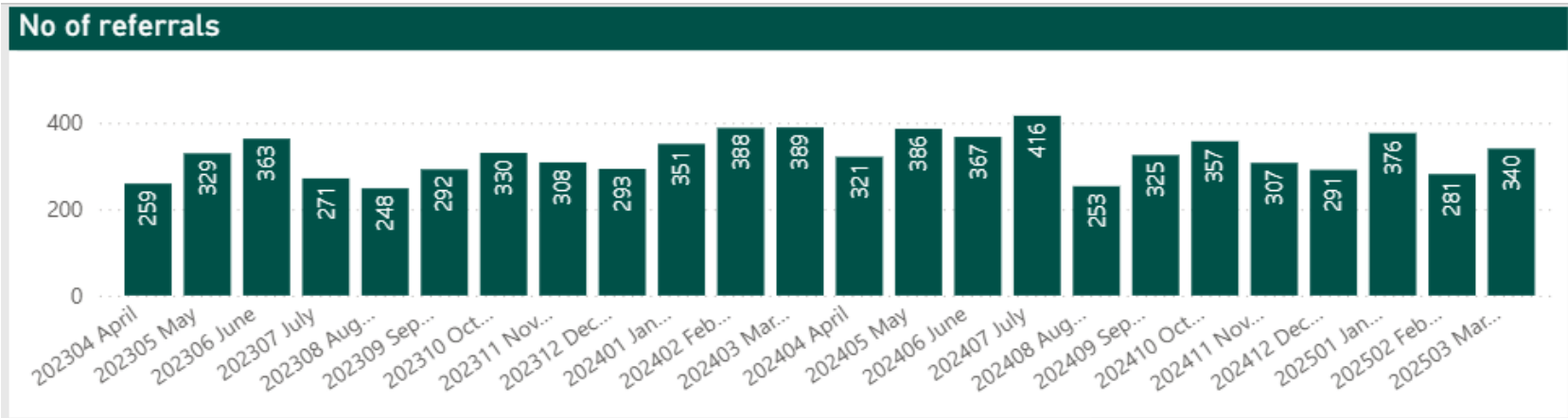
Youth justice performance reflects a positive trend in early intervention, with fewer young people entering the system for the first time. However, reoffending remains a concern, highlighting the need for more joined-up and sustained support for those already engaged with services. The strategic focus on prevention and restorative practice is well placed to address these challenges.

Workforce stability is a critical enabler of service quality. Recruitment and retention of social workers continues to be a priority, with investment in professional development, supervision, and wellbeing. The service recognises the importance of a skilled and resilient workforce in delivering consistent, high quality support to children and families.

Overall, Children’s Services is navigating a demanding operating environment with determination and strategic clarity. The alignment between performance data and service priorities is evident, and the focus on transformation, inclusion, and financial sustainability positions the service well for the future. Continued collaboration across the council and with partners will be essential to maintain momentum and deliver improved outcomes for Hillingdon’s children and young people.

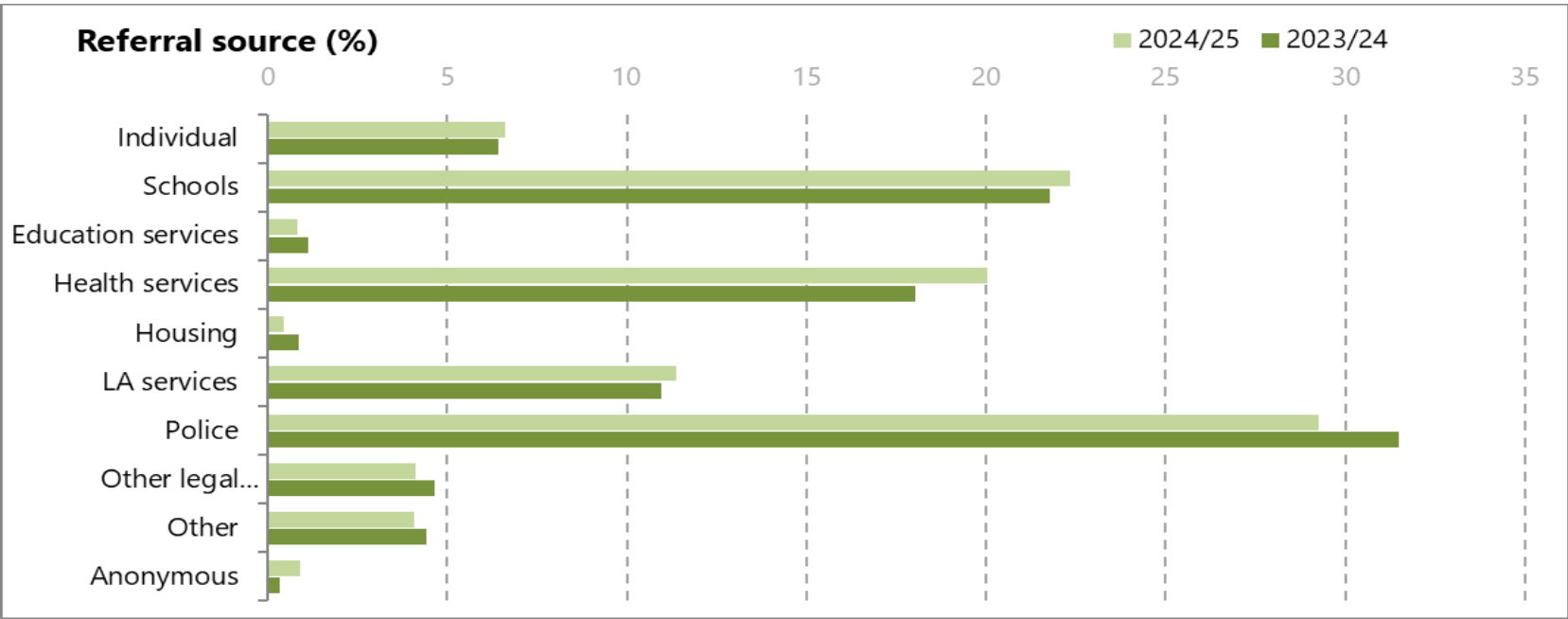
Performance information within this pack that benchmarks Hillingdon will be the latest available that has been a validated and normalised data set from national statutory returns to ensure fair and consistent reporting. There is always a delay due to the nature of collection, therefore you may see 2023/24’s data as this is the most recent at time of publishing this report.

Children, Families and Education – Social Care Demand - Referrals



A referral to children’s social services happens when someone is concerned that a child may be at risk of harm. This prompts the local authority to assess whether the child or family needs support or protection. All referrals require statutory intervention.

The top graph shows the number of referrals received each month during the past two financial years. This helps us understand demand for services, spot emerging concerns, and evaluate the impact of early help and prevention work.

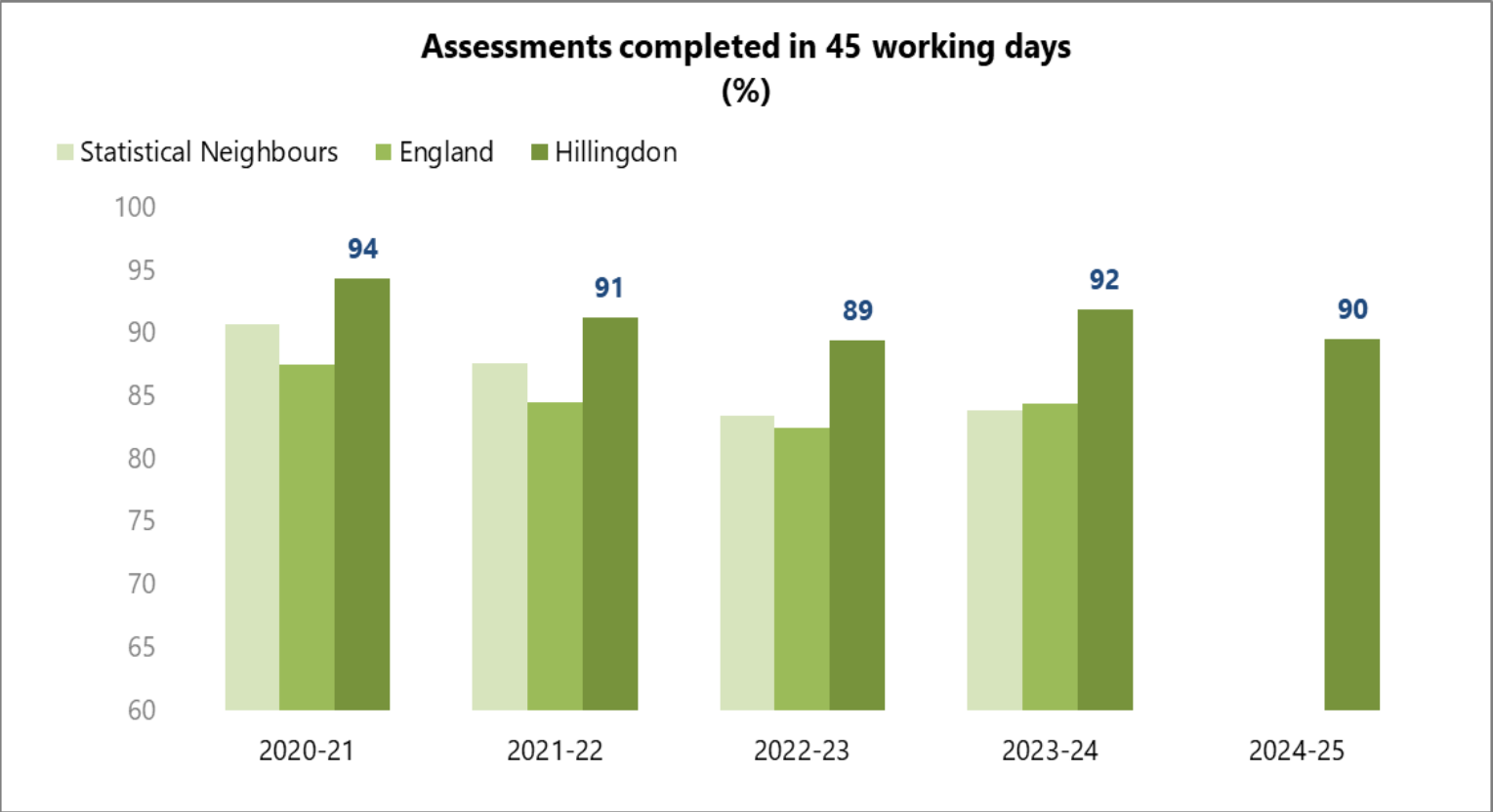


The bottom graph shows the source of the referrals, such as residents, schools, health professionals, or the police. Tracking this helps ensure that residents and professionals are aware of safeguarding concerns. Lower referral rates compared with our statistical neighbours may indicate a need to strengthen safeguarding partnership’ training and awareness.

The highest number of referrals continue to come from the police, followed by schools and health services which is in line with statistical neighbours and local expectations.

(Statistical neighbours are local authorities with similar characteristics, used to make fair comparisons in areas such as education, health, and children’s services.)

Children, Families and Education – Social Care Demand - Assessments



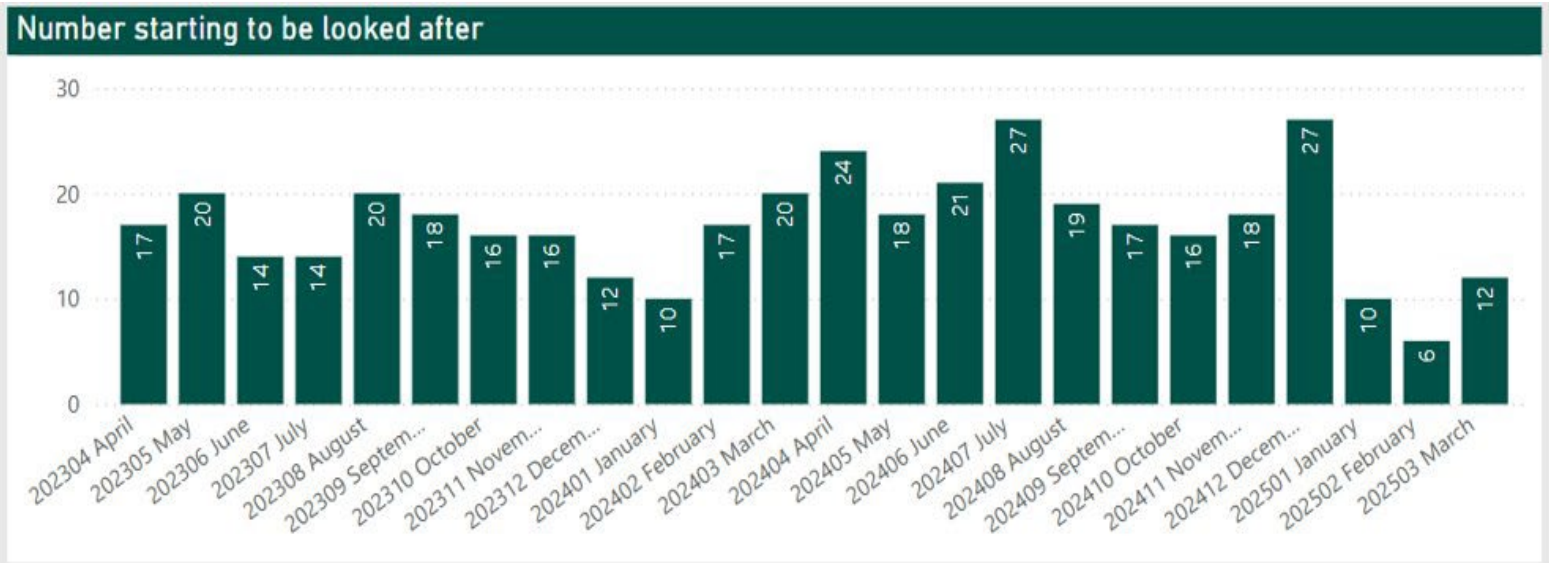
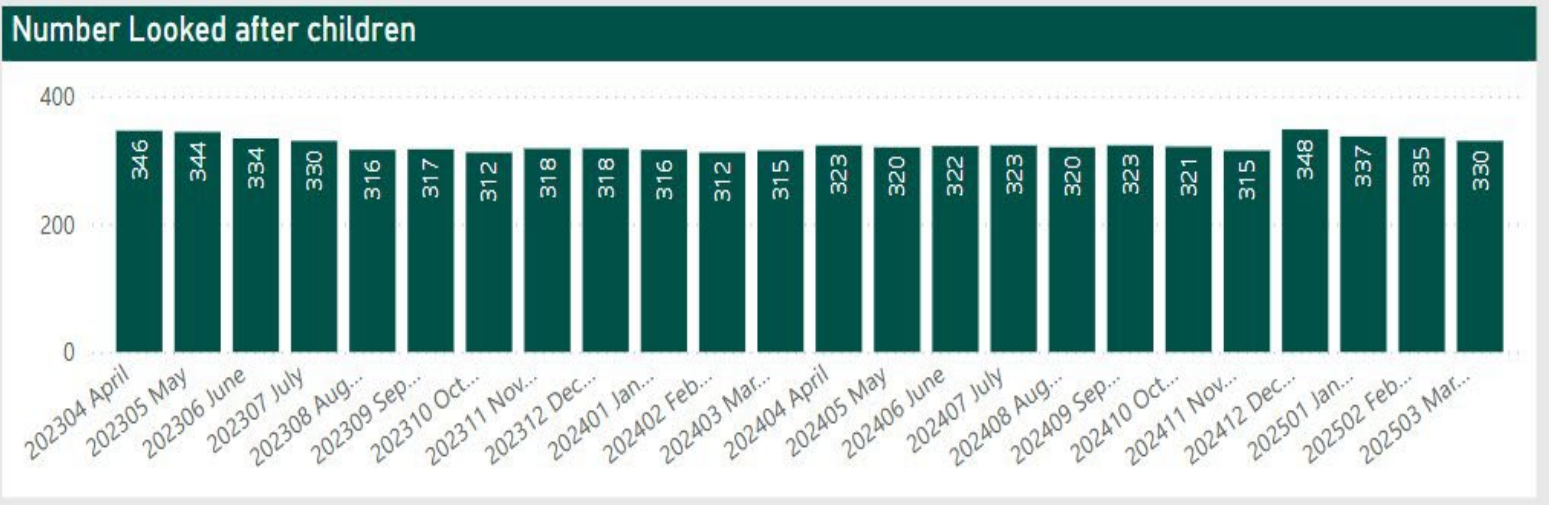
National 2024/25 data not yet available

Each contact received by Children’s Social Care goes through a rigorous screening process to determine the most appropriate response. Wherever possible, the service explores whether support can be provided through universal services, Early Help, or other preventative pathways to avoid unnecessary escalation. For children where concerns are more significant, a full statutory assessment is undertaken to understand the child’s needs and determine whether further support or protection is required. These assessments are subject to a national target of completion within 45 working days, ensuring that children and families receive timely and appropriate help without unnecessary delays.

Assessment times can vary depending on complexity, and in some cases, may take slightly longer. However, we continue to complete the majority of assessments within the target timeframe. Hillingdon has consistently performed above the England average and better than our statistical neighbours for the past four years.

(Statistical neighbours are local authorities with similar characteristics, used to make fair comparisons in areas such as education, health, and children’s services.)

Children, Families and Education – Looked After Children (Our Cared for Children)



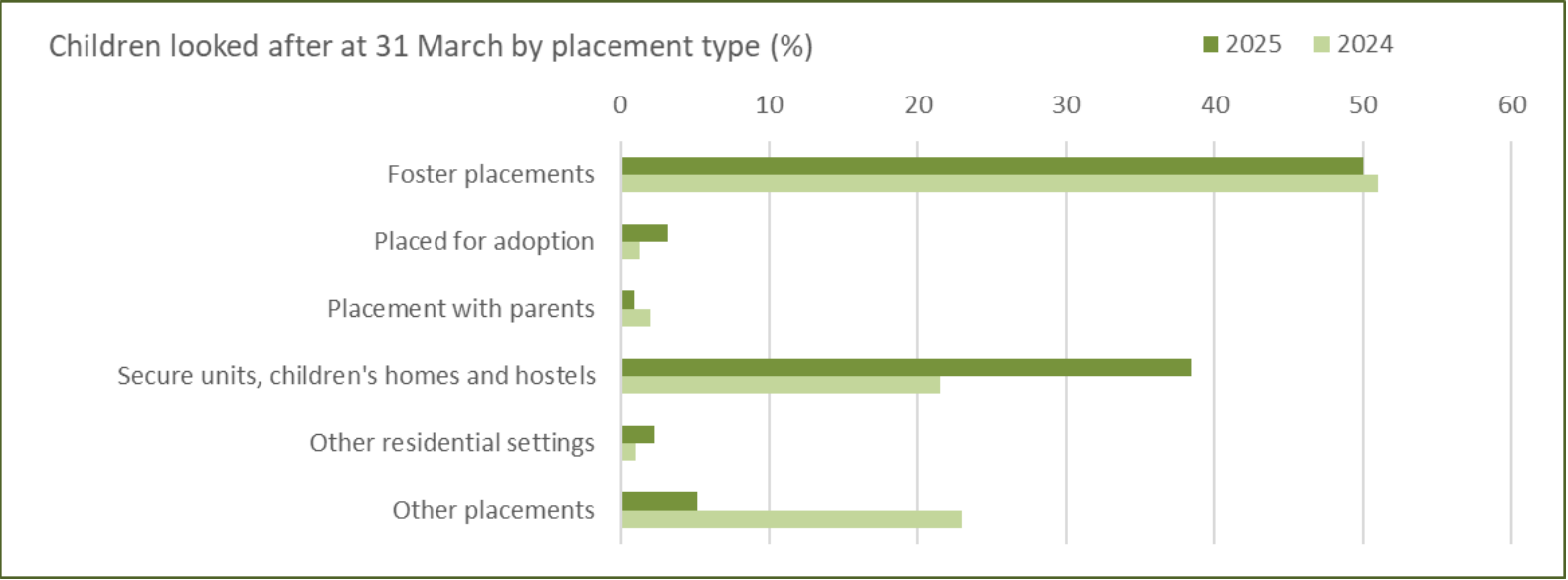
Our children are those cared for by the local authority. This includes children seeking asylum who have no parent or guardian in the UK. The council and the elected members hold parental responsibility and corporate parenting duties for most of these children.

The top graph shows the total number of our children at the end of each month. This helps us track long-term demand and plan the right level of support and resources. Higher numbers generally mean increased pressure on council services and budgets.

Hillingdon had corporate parenting duties to 330 children at the end of March 2025. The figure has remained relatively consistent throughout the year.

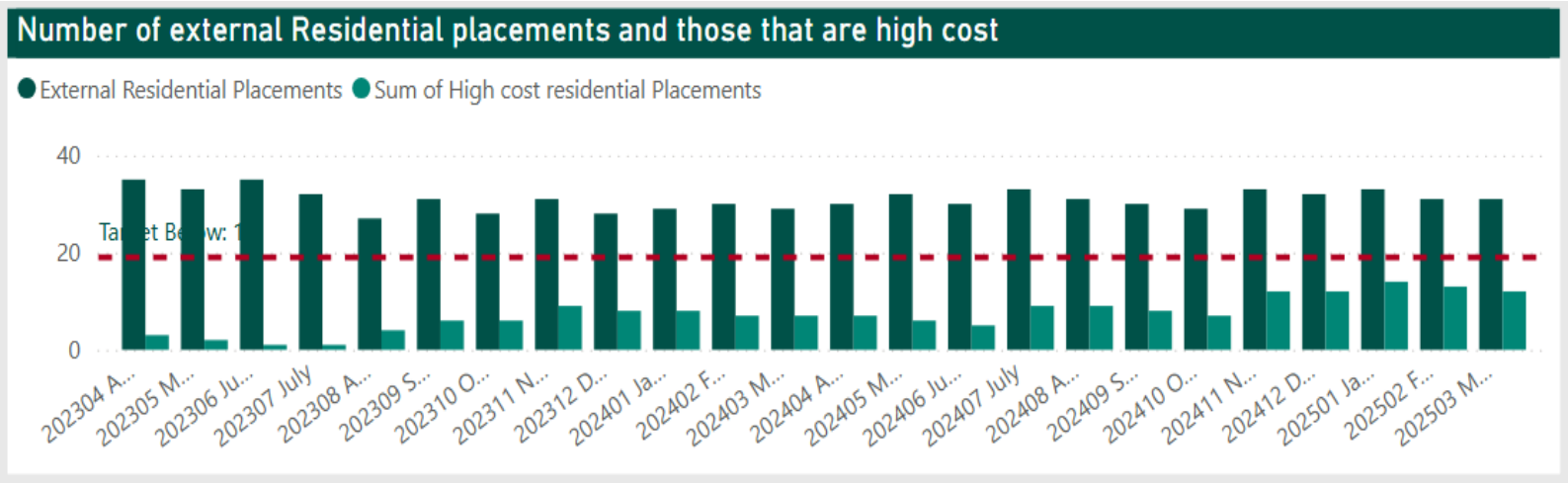
The bottom graph shows how many children came into our care each month. Spikes in this data highlight pressure points in safeguarding and a growing need for placements, especially during times of increased family breakdown or risk to children.

Children, Families and Education – Placements – Where Our Children Live



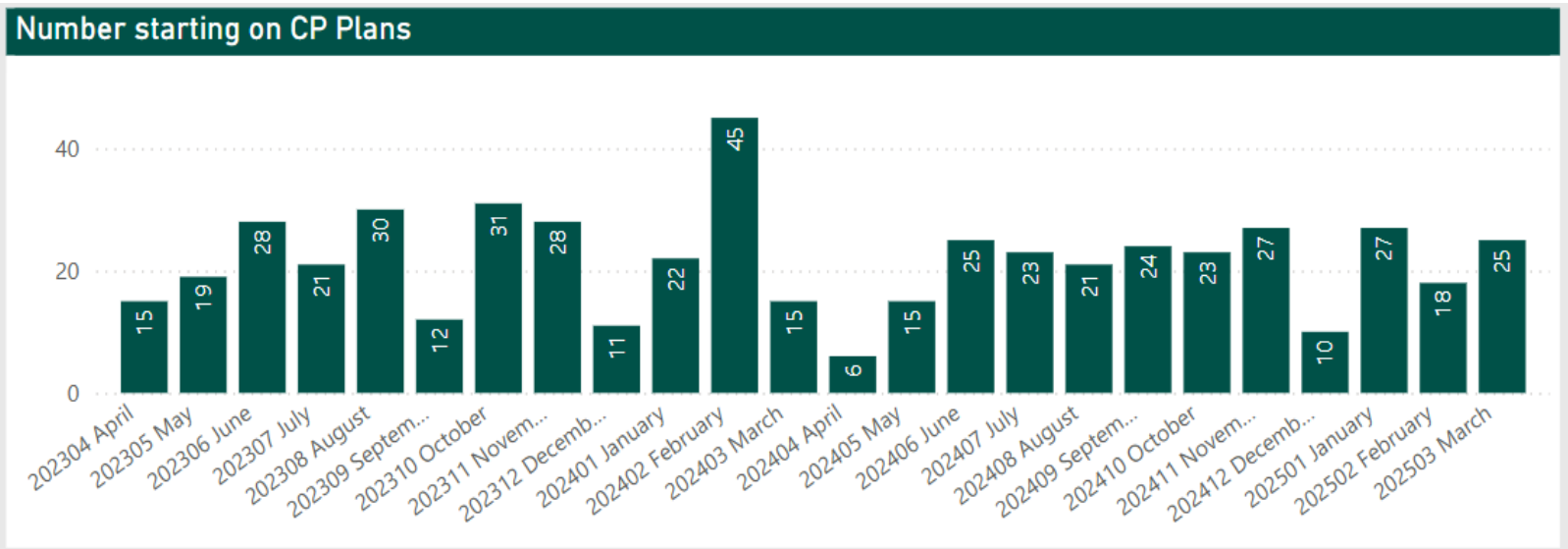
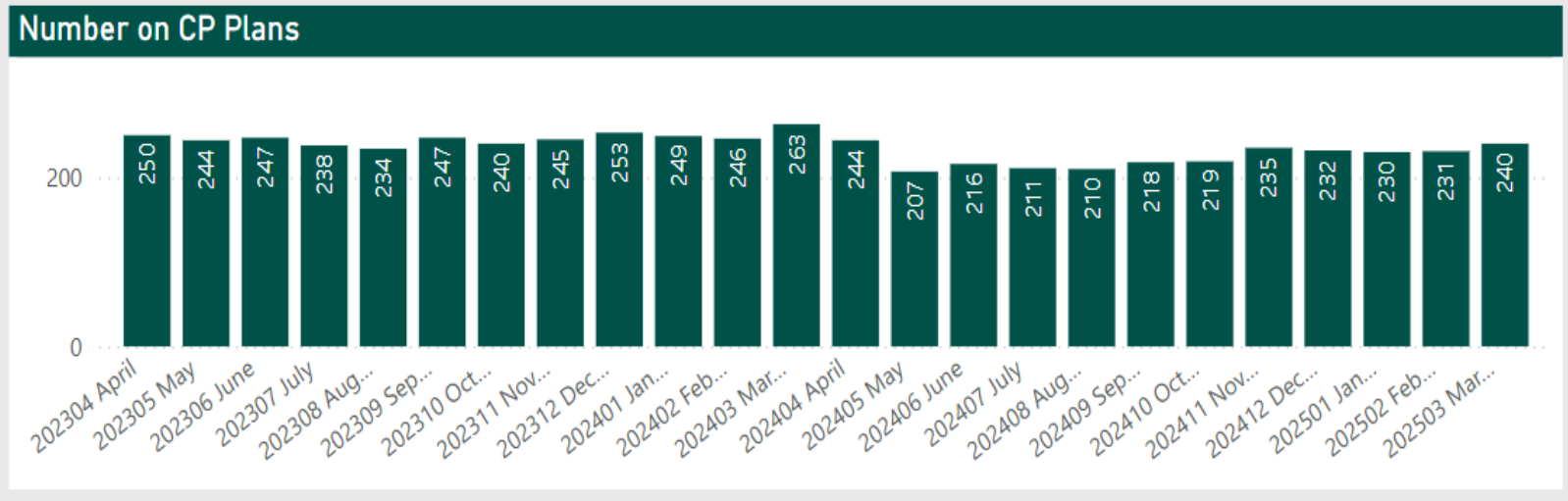
The top graph shows the types of placements for our children. Foster care remains the preferred option, as it provides a stable, family-based environment for those children who cannot live with their own families. However, alternative placement types may be required depending on a child's individual needs.

The bottom graph focuses on high-cost residential placements, which are often used in emergency situations or for children with high-risk needs. Monitoring these placements helps us plan more effectively, manage costs, and explore more local, sustainable options. It also highlights the number of children placed in external residential settings, those not managed by Hillingdon which are significantly more expensive than in-house alternatives. By tracking this data, we aim to meet children's needs while maintaining financial sustainability.



In line with the national trend, the high-cost residential placements have increased throughout the financial year and now represent a significant proportion of the Children's Social Care budget.

Children, Families and Education – Child Protection Plans



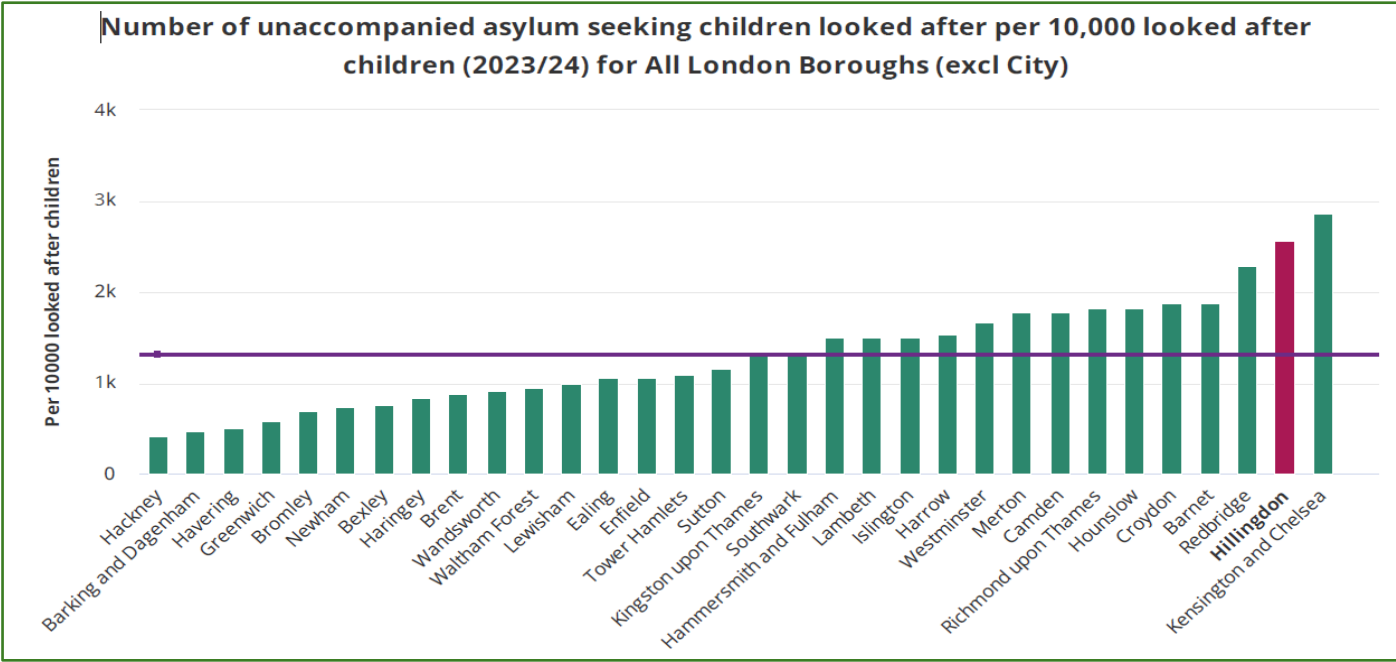
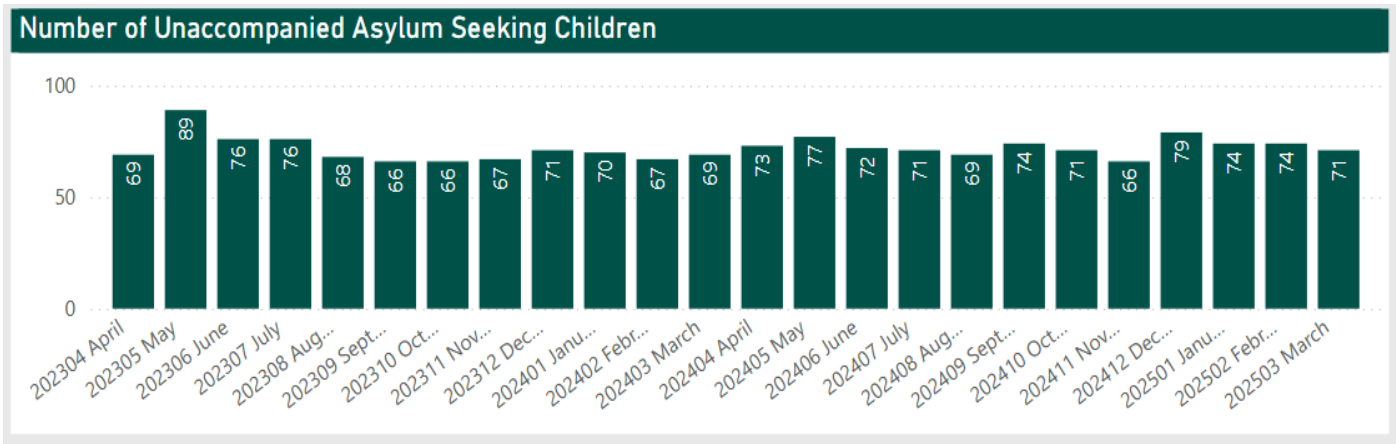
Child Protection Plans (CPPs) are implemented when there is a significant concern that a child may be at risk of harm, including abuse, neglect, or other forms of abuse. These plans are developed through multi-agency collaboration and outline specific actions to safeguard the child and promote their overall wellbeing. They are reviewed regularly to ensure that the support provided remains appropriate and effective.

The top graph illustrates the total number of children subject to an active Child Protection Plan at the end of each month. Monitoring this figure helps us understand the overall level of safeguarding demand and informs workforce and resource planning.

The bottom graph shows the number of new Child Protection Plans initiated each month. Fluctuations in this data can indicate changes in local safeguarding pressures, such as increased risks within families or improved identification of harm through professional vigilance.

As of March 2025, there were 240 children with active Child Protection Plans, an increase from a low of 207 in May 2024.

Children, Families and Education – Unaccompanied Asylum-Seeking Children

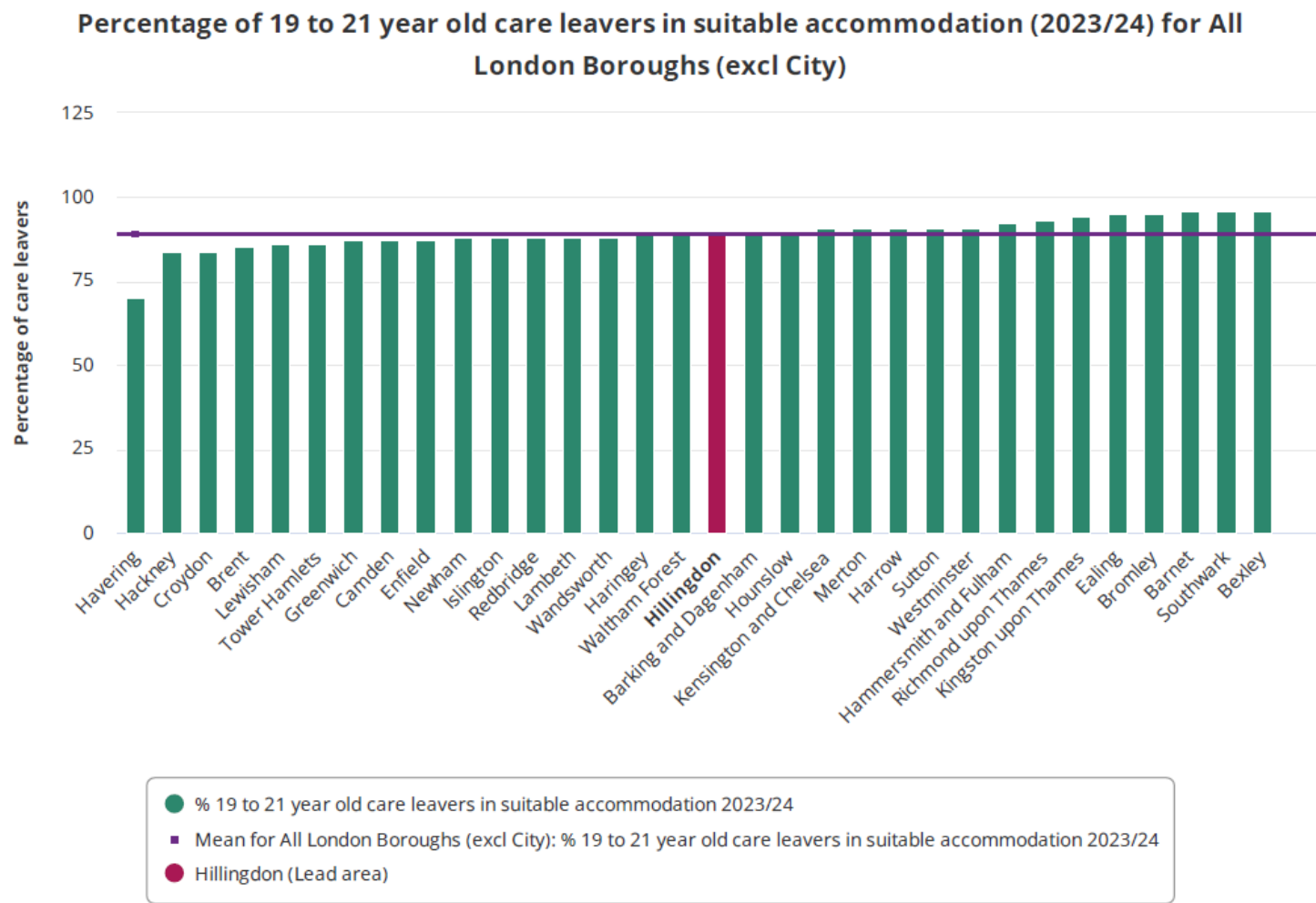


As a port authority area, due to the presence of Heathrow Airport, Hillingdon continues to play a critical role in supporting Unaccompanied Asylum-Seeking Children (UASC). These young people arrive in the UK without a parent or guardian and therefore have significant vulnerabilities. Consequently, they require tailored support to ensure their safety, wellbeing and integration.

The top graph shows the number of UASC in Hillingdon's care at the end of each month. While these figures have remained relatively stable over the past year, 71 in March 2025 compared to 73 in April 2024, this stability is in part due to the operation of the National Transfer Scheme (NTS). The NTS enables the redistribution of UASC across local authorities to ensure a more equitable sharing of responsibility and to prevent disproportionate pressure on port authority areas like Hillingdon. Throughout the year, a number of UASC have been successfully transferred to other local authorities through this scheme, helping to manage local capacity while ensuring children continue to receive appropriate care.

The bottom graph shows the number of UASC supported by each London borough in 2023/24, adjusted per 10,000 looked after children. This allows for fair comparisons between boroughs of different sizes and highlights the continued importance of national coordination in supporting this vulnerable group.

Children, Families and Education – Care Leavers



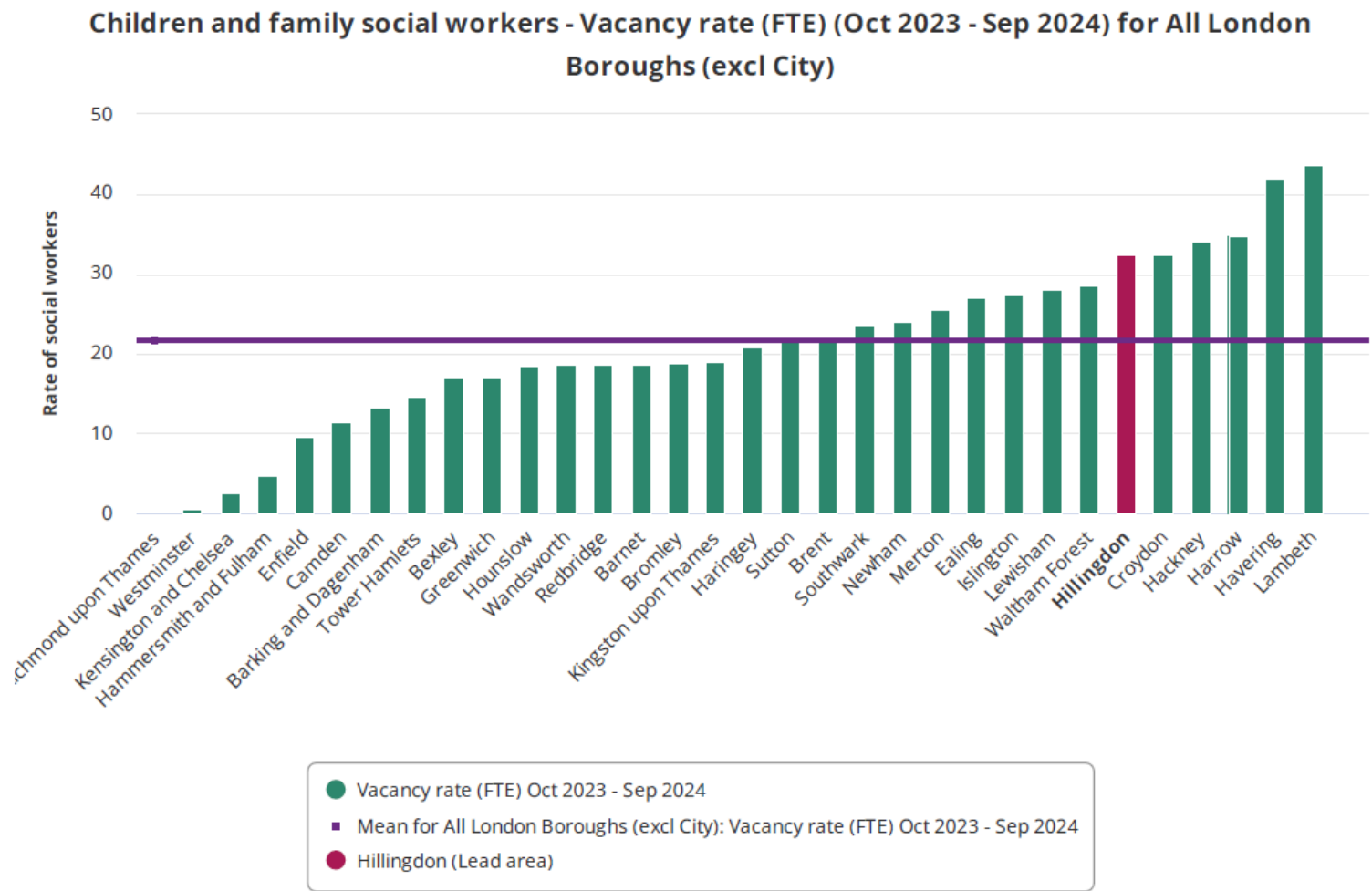
Source:
Department for Education, Children Looked After by Local Authorities in England (including adoption and care leavers), [Percentage of 19 to 21 year old care leavers in suitable accommodation](#) , **Data updated:** 25 Nov 2024

Local authorities have a statutory duty to support care leavers, young people who have been in the care of the local authority, as they transition into adulthood. This support extends beyond the age of 18 and includes the provision of a personal adviser, pathway planning, and access to advice, emotional support, and practical assistance with housing, education, employment, training, and financial management. The duty continues until at least the age of 21, and in many cases up to age of 25, depending on the young person’s needs and level of engagement.

A key measure of this support is the suitability of accommodation provided to care leavers. Ensuring that young people have access to safe, stable, and appropriate housing is fundamental to their wellbeing and long-term outcomes. The graph on this page shows how each London borough performed on this measure in November 24, based on the latest published data (next update due late 2025).

As a port authority borough, Hillingdon supports a significantly higher number of care leavers than many other local authorities, due in part to the volume of Unaccompanied Asylum-Seeking Children (UASC) who enter care locally and later transition into care leaver status. This places additional pressure on housing, education, and support services. In response, Hillingdon continues to strengthen its care leaver offer, with a focus on increasing access to suitable accommodation, improving pathway planning, and ensuring young people are well supported to achieve independence and thrive in adulthood.

Children, Families and Education – Social Worker Recruitment and Retention



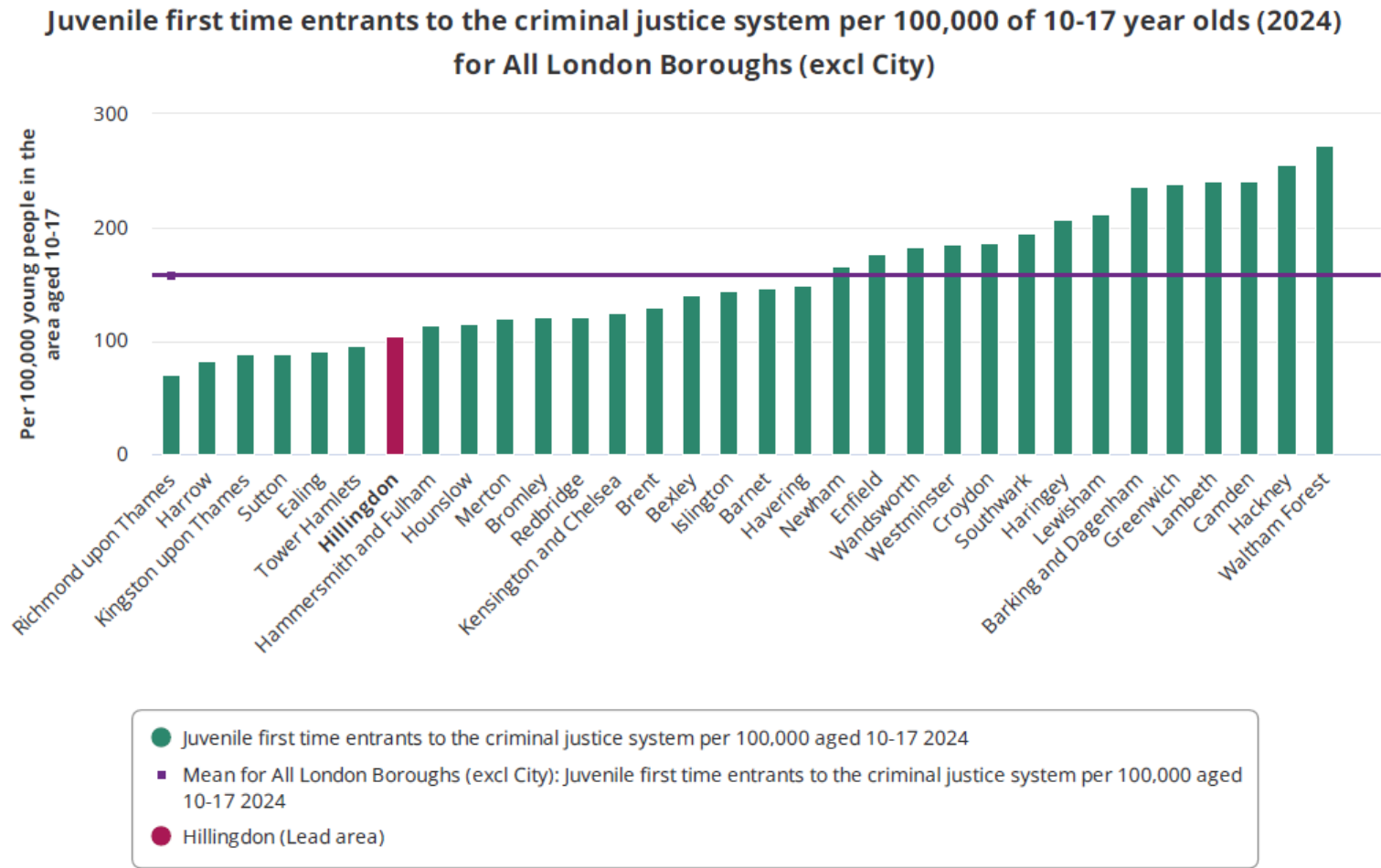
Source:
Department for Education, Children's social work workforce, [Children and family social workers - Vacancy rate \(FTE\)](#) , **Data updated:** 03 Mar 2025

Recruiting and retaining qualified children’s social workers remains a significant national challenge, driven by rising demand, high caseloads, and increasing competition across the sector. These pressures are particularly acute in areas like Hillingdon, where the complexity and volume of cases, especially linked to our role as a port authority, require a highly skilled and resilient workforce. Maintaining a stable and experienced team is essential for building trusted relationships with children and families, ensuring continuity of care, and delivering high quality, timely interventions.

The graph on this page shows the latest published vacancy rates for children’s social workers across London. Monitoring these rates is critical for identifying workforce pressures and informing strategic planning. In Hillingdon, we have taken proactive steps to strengthen recruitment and retention, including the introduction of a refreshed workforce strategy, enhanced supervision and support structures, and targeted recruitment campaigns. We are also investing in professional development pathways and promoting Hillingdon as a place where social workers can thrive and make a meaningful impact.

Despite these efforts, vacancy rates remain a concern, and we continue to work closely with regional partners and national bodies to explore innovative approaches to workforce sustainability. Our aim is to ensure that every child and family receives consistent, high-quality support from a skilled and stable workforce.

Children, Families and Education – Early Contact with the Youth Justice System



Source:
Ministry of Justice, First time entrants (FTE) into the Criminal Justice System, [Juvenile first time entrants to the criminal justice system per 100,000 of 10-17 year olds](#) , **Data updated:** 19 May 2025

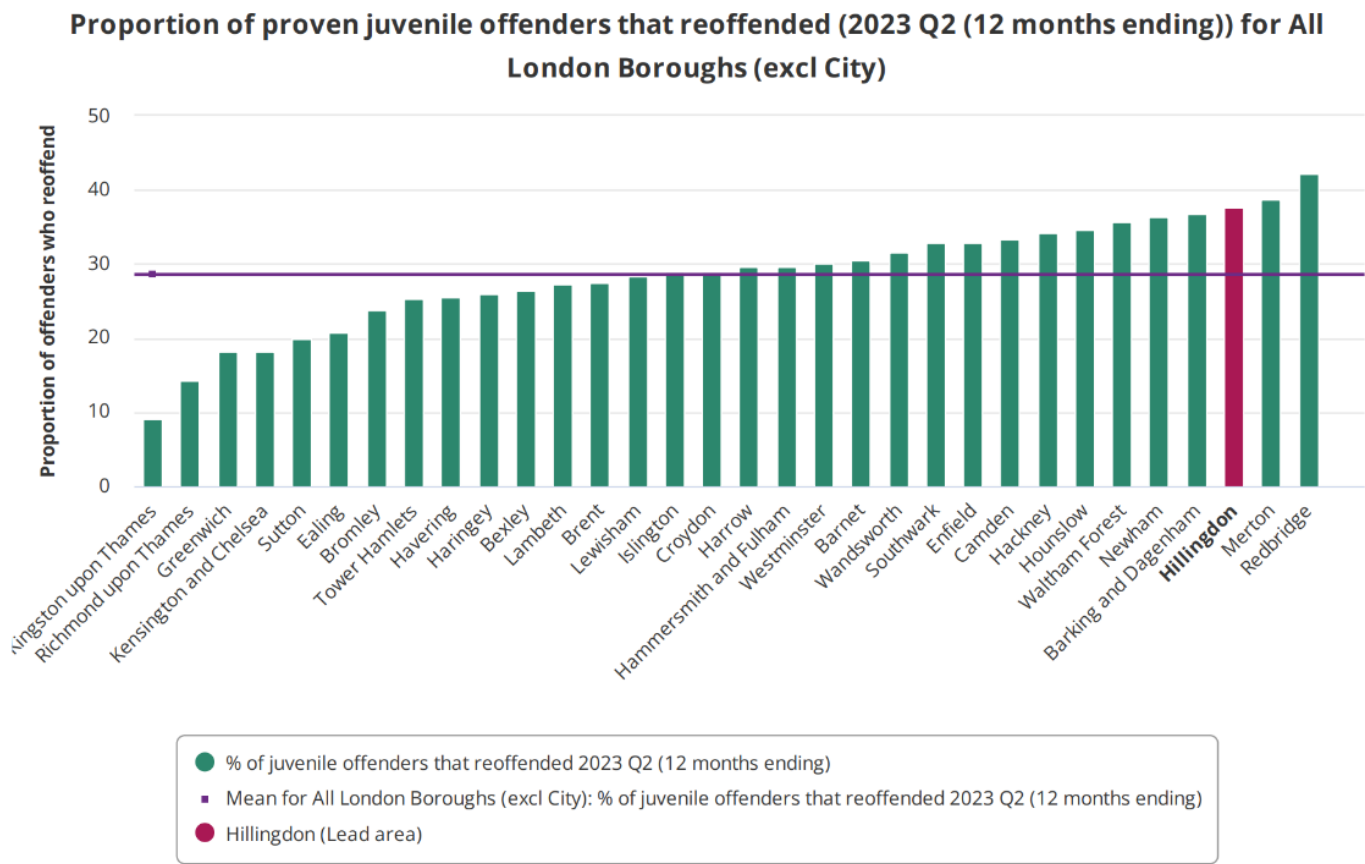
In 2024, Hillingdon recorded 104 first-time entrants to the youth justice system per 100,000 young people aged 10–17, a figure notably below the London average of 158 per 100,000.

This metric is a key indicator of how many children and young people are entering the criminal justice system for the first time, either through conviction or youth caution.

A lower rate of first-time entrants is often interpreted as a sign of effective early intervention and prevention strategies, reflecting the strength of local safeguarding partnerships and the proactive work of services across education, social care and health .

In Hillingdon, this positive trend aligns with the borough’s strategic commitment to a child first approach, which prioritises the rights, needs, and potential of children while aiming to divert them from formal justice pathways wherever possible.

Children, Families and Education – Youth Justice: Reoffending Rates



Source:
Ministry of Justice, Proven reoffending statistics, [Proportion of proven juvenile offenders that reoffended](#) , **Data updated:** 25 Apr 2025

While the rate of first-time entrants is encouraging, it is important to note that reoffending rates remain a concern. In the 12 months to Q2 2023, 37.7% of young people known to have committed an offence in Hillingdon reoffended, which is above the London average of 28.6%.

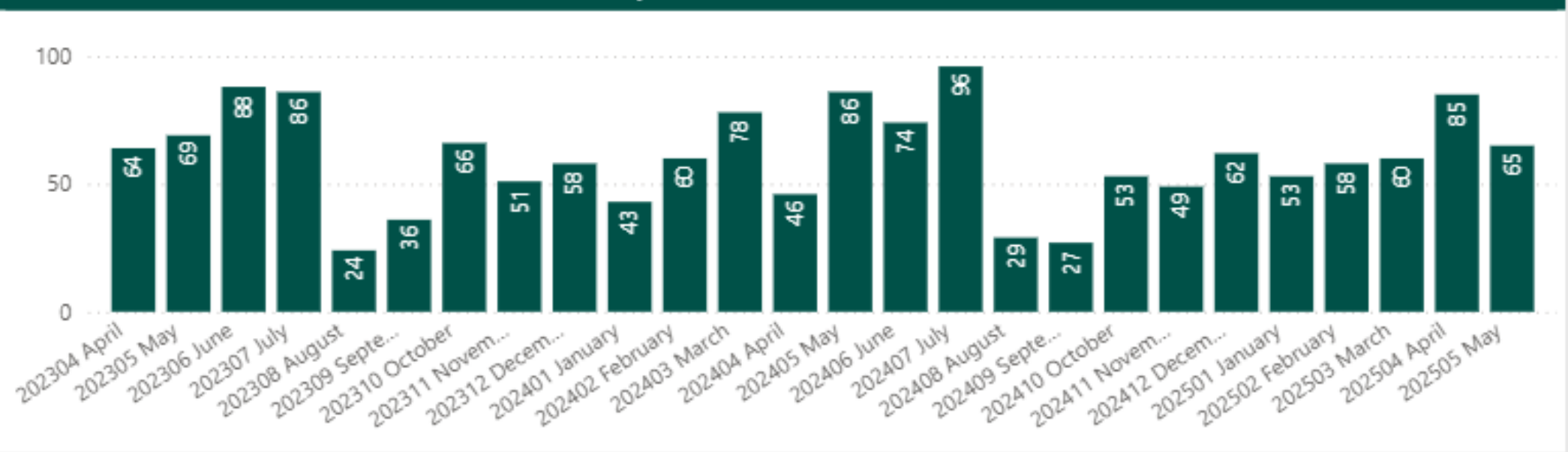
This measure tracks the proportion of young people who commit a further proven offence within a year of a previous offence. A higher rate may indicate challenges in rehabilitation, support, or community intervention. Therefore, this suggests that while initial diversion efforts are working, there is a continued need for targeted, multi-agency support to address the complex needs of young people already within the system.

Children in the youth justice system often face multiple and overlapping challenges, including social deprivation, trauma, discrimination, and unmet health needs. These factors underscore the importance of joined-up working across sectors, ensuring that interventions are not only timely but also holistic and tailored to individual circumstances.

The borough's strategic documents, including the Hillingdon Youth Justice Service Strategy 2024-2029 emphasise a commitment to early identification, inclusive practice, and continuous improvement, with a focus on reducing disproportionality and promoting restorative justice.

Children, Families and Education - Children with SEND – Need Assessment

Education Health Care Needs Assessment requests

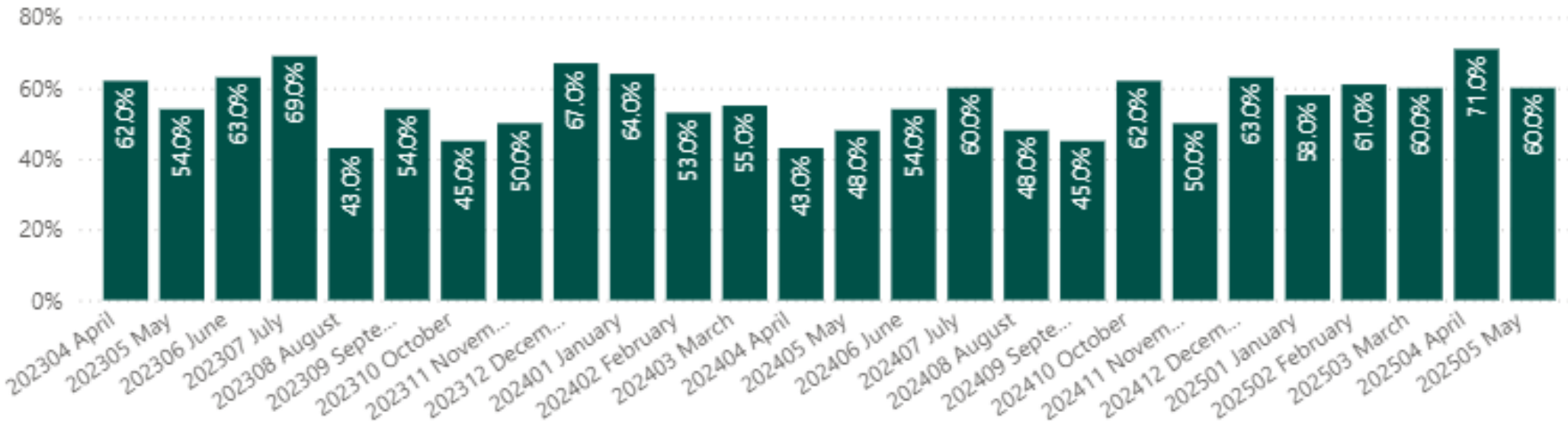


Education, Health and Care Needs Assessment (EHCNA) Requests are formal applications that trigger a multi-professional review of a child’s needs. Increasing numbers may indicate greater awareness, earlier identification, or growing demand for support, all contributing to timely and appropriate provision.

The year began with 46 requests and saw several peaks in demand, particularly in the early months. A noticeable dip occurred during the summer period, with numbers rising again in the latter part of the year. By the end of March 2025, the number of requests had increased to 60.

Children, Families and Education - Children with SEND – Need Assessment

Education Health Care Needs Assessment - agreed to assess



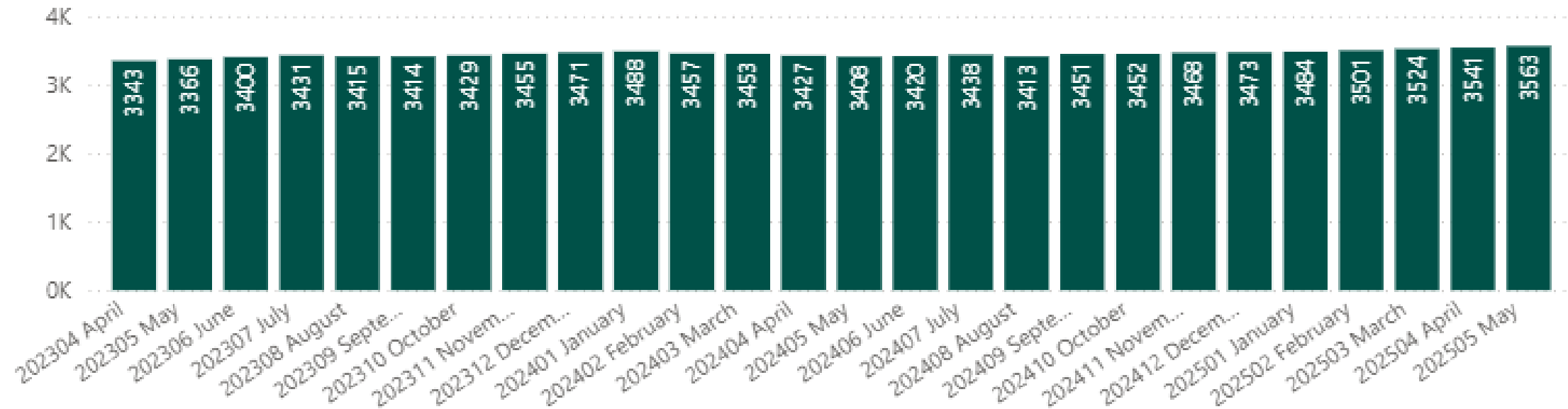
EHC Needs Assessments Agreed to Assess:

The EHCNA Agreed to Assess stage reflects the council’s decision to proceed with a full Education, Health and Care Needs Assessment. This represents a formal commitment of professional and administrative resources to thoroughly assess and understand the child’s needs. Rising volumes increase pressure on council services. This demand also drives higher assessment and support costs, impacting overall budget sustainability.

At the start of the 2024/25 financial year, 43% of EHCNA requests were agreed to proceed to assessment in April. By the end of the year, this had increased to 71% in March 2025. This represents a positive shift of 28 percentage points over the year, indicating a higher proportion of requests being progressed to formal assessment. This suggests more appropriate requests are being received for assessment.

Children, Families and Education – Children with SEND – EHCP Demand

Number of Education Health Care Plans

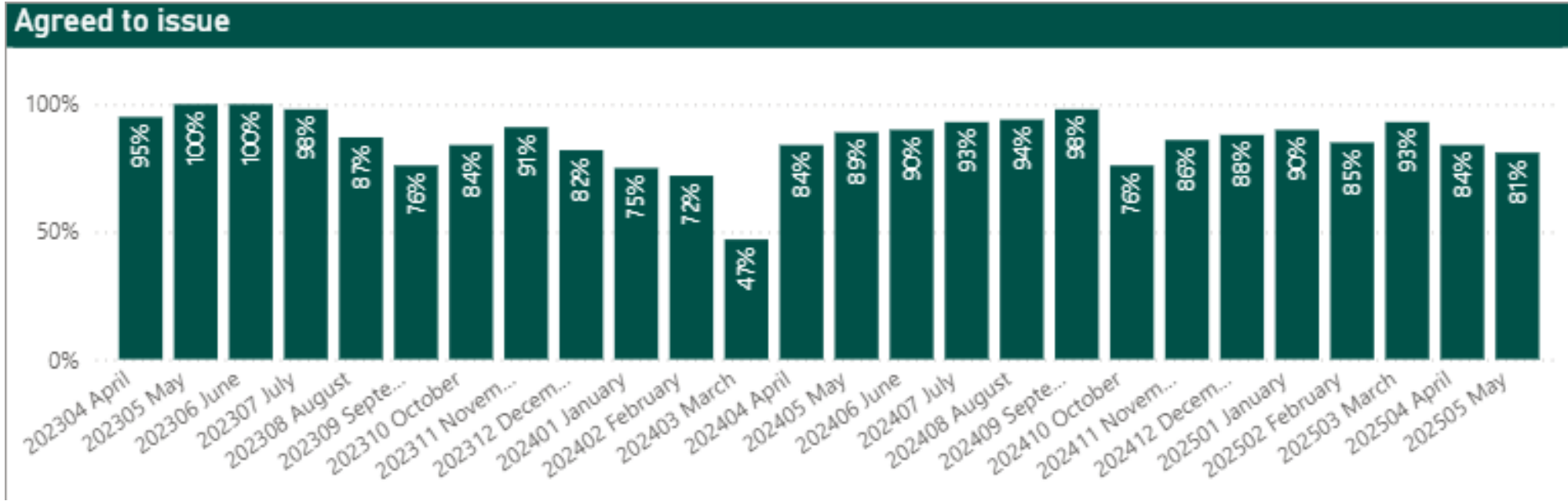


We are tracking both the number of Education, Health and Care Plans (EHCPs) issued and the volume of Needs Assessment Requests. EHCPs define the tailored support that children and young people with SEND are entitled to, ensuring they have access to the appropriate education, health, and care services.

Number of Education Health Care Plans (EHCPs):

At the start of the financial year, there were 3,427 active EHCPs. Over the year, the number steadily increased, reflecting continued demand for support. As of the end of March 2025, the total stood at 3,524—representing an overall increase of approximately 2.8% compared to the start of the year. This is a lower increase to prior years.

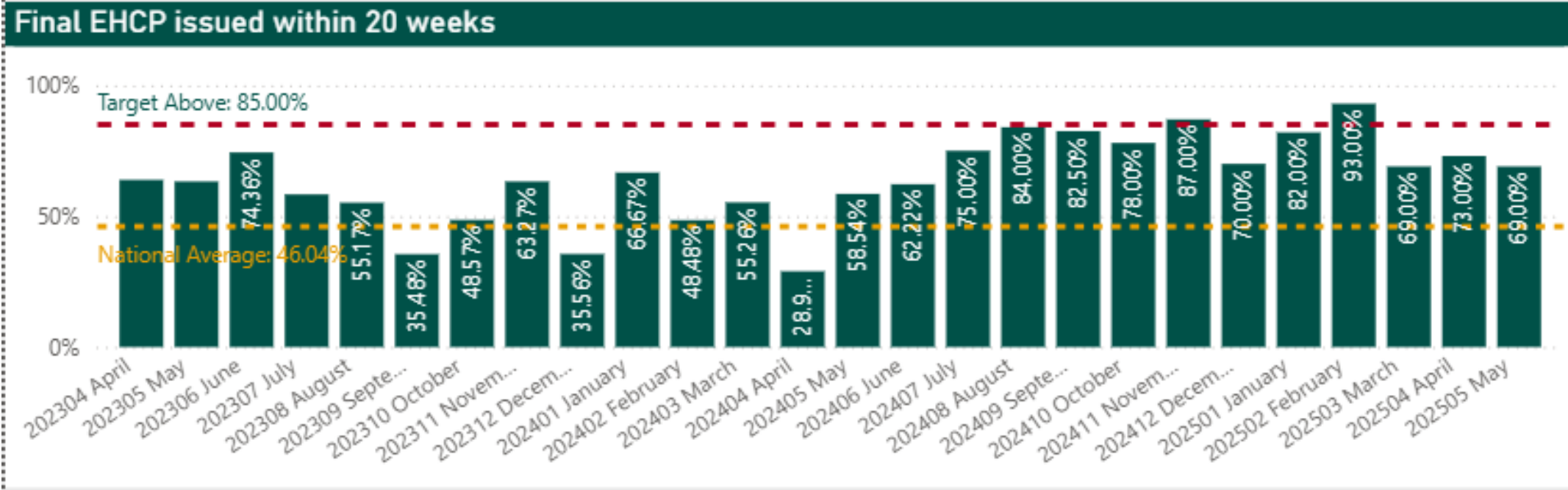
Children, Families and Education – Children with SEND – EHCP Demand



The Agreed to Issue decision is made by week 16 of the process. This measure captures whether, following an Education, Health and Care Needs Assessment (EHCNA), the decision is to issue an EHCP. It reflects how often the council agrees that statutory support is needed and will be provided for a child or young person with SEND.

In 2024/25, the rate of agreed-to-issue decisions fluctuated over the year — starting at 84% in April 2024 and rising to 93% by March 2025. Typically, this outcome does vary throughout the year.

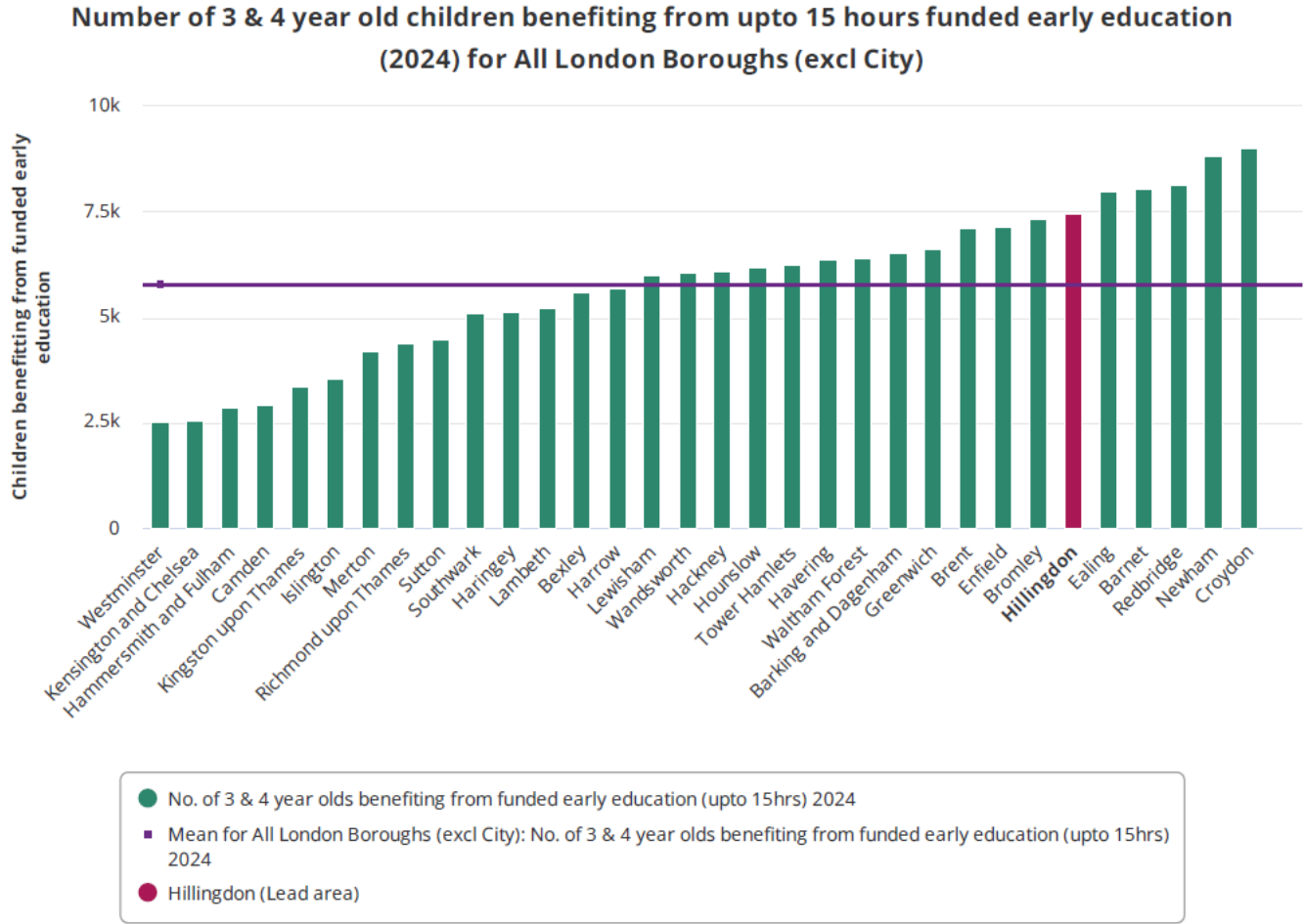
Children, Families and Education – Final EHCP 20 Week Timeliness



This indicator tracks the percentage of final Education, Health and Care Plans (EHCPs) issued within 20 weeks of the initial request, in line with the statutory timescale set out in the SEND Code of Practice. Exemptions apply in limited cases (e.g. during periods of school closures), but in most circumstances, a plan should be completed within 20 weeks. A higher percentage reflects better timeliness and system responsiveness to children and young people with special educational needs.

At the start of the financial year 2024/25, 28.95% of final EHCPs were issued within 20 weeks. The early dip in performance was as a result of the three-week local area Ofsted inspection which took place in April 2024. Timeliness increased significantly throughout the year but then faced a dip by the end of March 2025 at the time of phase transfer. However, performance in March was above national (46.4%) and significantly improved position compared to the start of the year, reflecting a clear upward trend in the timeliness of plan finalisation.

Children, Families and Education – Funded Early Education for 3 and 4-Year Olds



Take-up Rate of the 3 and 4-Year-Old 15 Hours Childcare Offer

In 2024, 7,417 children aged 3 and 4 in Hillingdon received up to 15 hours of funded early education. This is higher than the average for London (5,780 children).

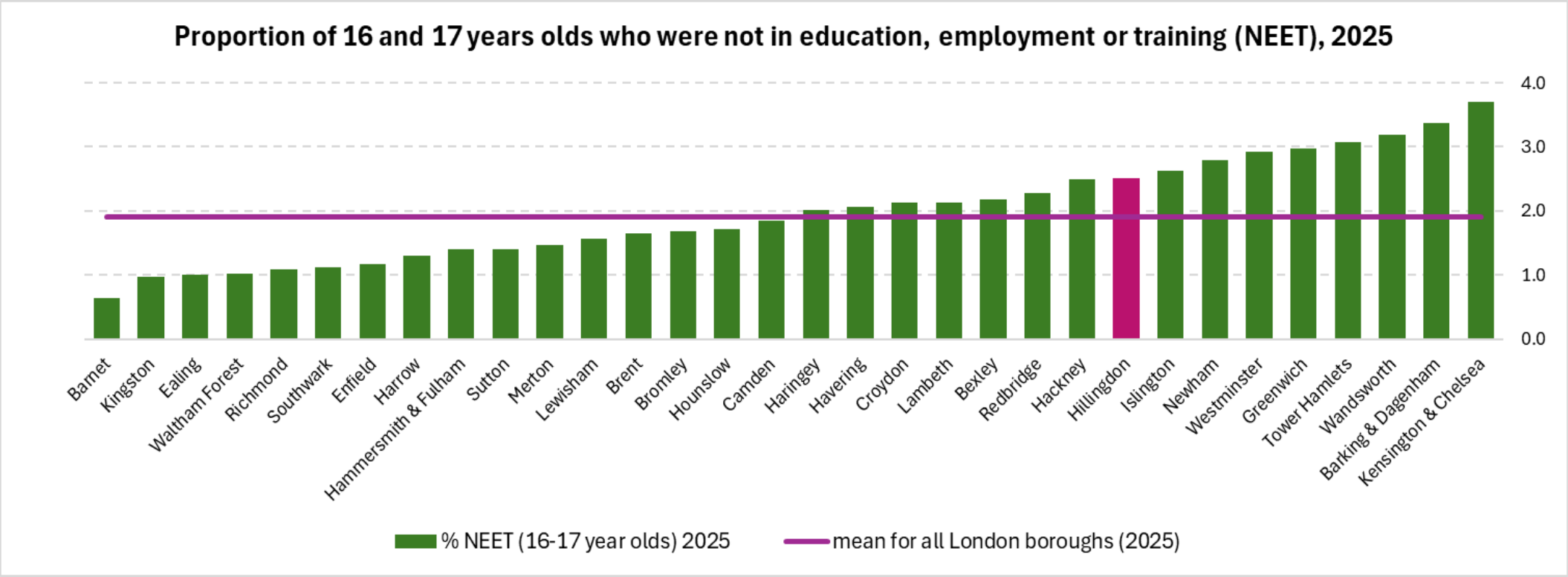
This number reflects how many children in this age group are benefiting from the government's offer of free early education, helping them get a strong start to their learning and development.

Providing funded early education supports children's social, emotional, and cognitive skills, preparing them well for starting school.

Source:

Department for Education, Education provision for children under 5 years of age in England, [Number of 3 & 4 year old children benefiting from upto 15 hours funded early education](#), **Data updated:** 20 Jul 2024

Children, Families and Education - NEET Outcomes for 16–17 Year Olds



Source: Department for Education, NEET and participation. Data updated: 17th July 2025

Percentage of Young People (16-17) Not in Education, Employment, or Training (NEET)

In 2025, 2.5% of 16 and 17-year-olds in Hillingdon were not in education, employment, or training (NEET). This is higher than the average for London, which stands at 1.9%.

The chart compares Hillingdon’s NEET rate with other London boroughs, showing that while some areas perform better, a number of boroughs face even higher NEET rates. Monitoring and addressing NEET levels is important to help young people access opportunities and support them to achieve positive outcomes. By focusing on this indicator, the council can work with local schools, employers, and training providers to help more young people in Hillingdon stay engaged and move into successful futures.



Cabinet Member: Cllr Jane Palmer
Portfolio: Health and Social Care

Our commitments to residents

Thriving, healthy households

Corporate Director: Sandra Taylor – Adult Social Care and Health

Adult Social Care is adapting to national pressures in the NHS. In Hillingdon there is a renewed focus on system-level collaboration to improve outcomes. Integrated neighbourhood models, digital care, and joint commissioning are streamlining pathways and reduce delays. Locally, timely interventions and smoother service transitions are emphasized, with a strong focus on community-based care to reduce hospital reliance. Equally, there is a strong emphasis on admission avoidance through reactive care initiatives in the community. Our urgent response teams, enhanced reablement offer, and third-sector partnerships are supporting residents to remain safely at home, reducing reliance on hospital-based care and improving recovery outcomes.

Adult Social Care and Health (ASC&H) continues to operate within a landscape of intensifying demand and evolving legislative frameworks. The 2024/25 performance narrative reflects a service under pressure but actively responding with innovation, transformation, and strategic partnerships. The year saw a marked increase in demand across ASC services, driven by:

- demographic changes, including an ageing population and increased complexity of needs
- transitions from Children's Services, particularly for young people with SEND and complex care requirements, which continue to place increasing pressure on Adult Social Care. We are seeing a growing cohort of individuals with autism-only diagnoses and co-occurring mental health needs, which do not align with traditional learning disability pathways. This presents challenges in service design, workforce capability, and long-term planning requiring tailored support and robust multi-agency coordination

These pressures are compounded by significant legislative shifts, including the implementation of the Care Act, Better Care Fund (BCF) requirements, and the evolving Deprivation of Liberty Safeguards (DoLS) framework. Despite these challenges, ASC&H has maintained strong performance in several key areas, including service user satisfaction and quality of life indicators remain high. Access to information and early intervention has improved. Digital tools are improving access to information, enabling smarter care planning, and supporting residents to live independently. The use of data analytics is helping us identify trends, target interventions, and monitor outcomes more effectively. Our extra care model is a core part of the early support offer which includes integrating digital solutions to support older adults with emerging and complex needs. We are exploring further innovations to enhance service delivery and resident experience.

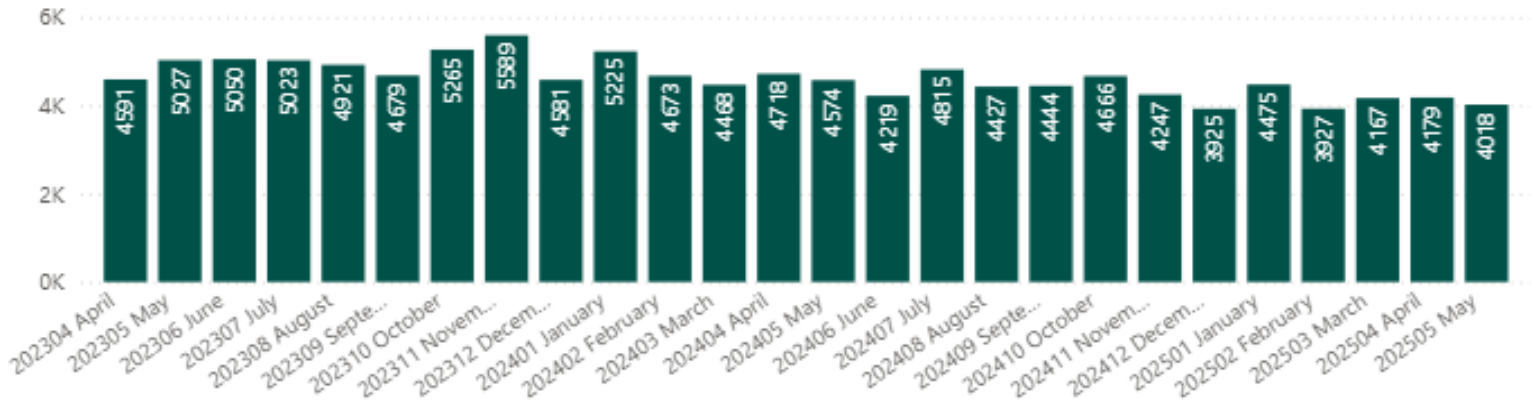
To manage demand and sustain performance, ASC&H has implemented a series of targeted actions:

- Transformation of the front door - The ASC&H Single Point of Access (SPA) and Multi-Agency Safeguarding Hub (MASH) have been instrumental in reshaping our front door. These services have strengthened early intervention, improved triage, and ensured timely safeguarding responses. The SPA has helped reduce unnecessary referrals into long-term care by connecting residents with community-based support and third-sector services. MASH continues to deliver robust safeguarding outcomes through multi-agency collaboration. Performance data shows a steady volume of referrals being managed effectively, with assessment timeliness improving and contact-to-referral ratios stabilising.
- Reablement remains our most effective intervention for supporting residents following a health or care crisis. It enables recovery, promotes independence, and reduces long-term dependency. Our expanded reablement offer is helping us intervene earlier and avoid escalation into long-term care, which is critical for sustainability.
- A fully completed BCF Assurance document has been submitted within required timelines, ensuring compliance and unlocking funding streams.
- To support a sustainable care market and manage inflationary pressures, ASC&H has worked closely with providers to maintain service quality and financial viability. The council has prioritised collaborative approaches that help providers absorb cost pressures, stabilise pricing, and continue delivering high quality care. This partnership model has proven effective in maintaining market resilience, ensuring continuity of care, and avoiding disruption to residents. Providers have responded positively, engaging in joint planning and resource alignment to support shared outcomes.

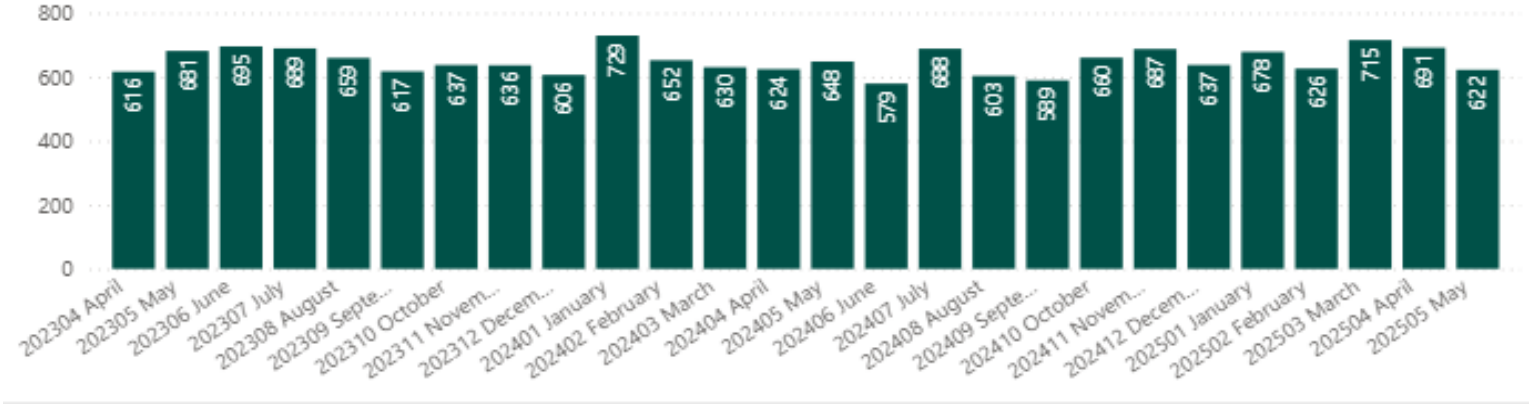
In July 2024, the Care Quality Commission (CQC) conducted a comprehensive inspection of ASC&H services rating us as Good overall. Their assessment of ASC&H evaluated how effectively the council is meeting its duties under Part 1 of the Care Act (2014). The inspection focused on the quality, accessibility, and responsiveness of adult social care services provided to residents. Key findings included outstanding performance and being rated as one of the best performing councils nationally and in London reflecting its strong leadership, effective service delivery, and commitment to continuous improvement. The report highlighted high levels of satisfaction among service users, with care described as person-centred, safe, and well-coordinated. The council demonstrated robust governance structures and clear accountability mechanisms, ensuring transparency and responsiveness in service provision.

Health and Social Care - Adult Social Care Demand

Number Of Contacts



Number Of Referrals



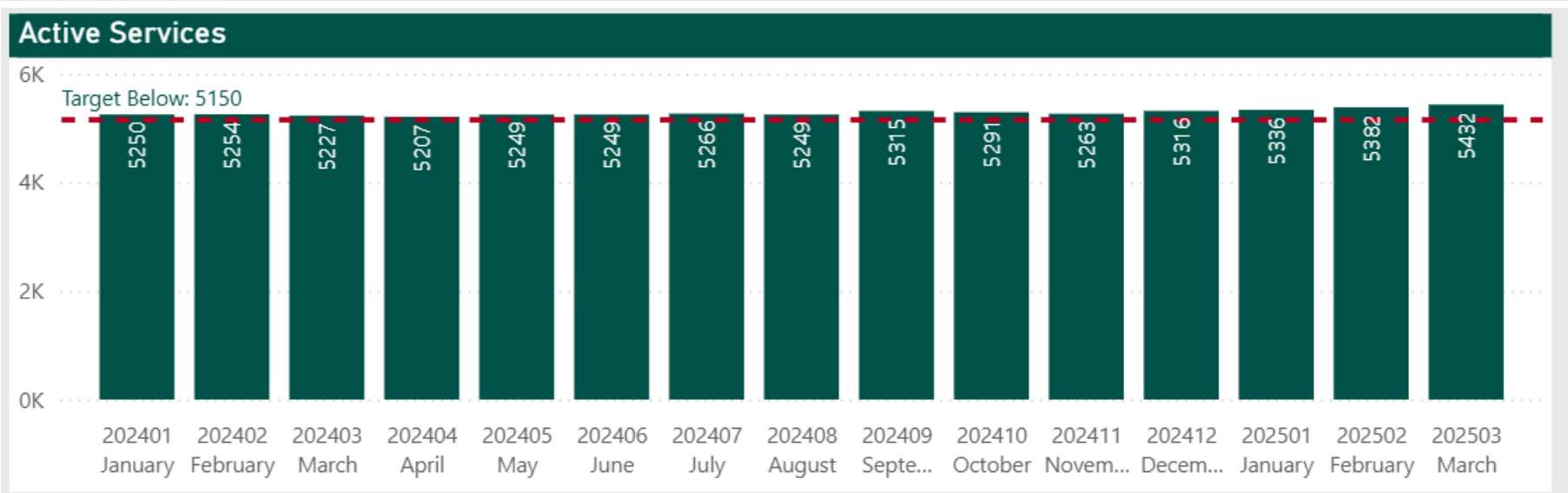
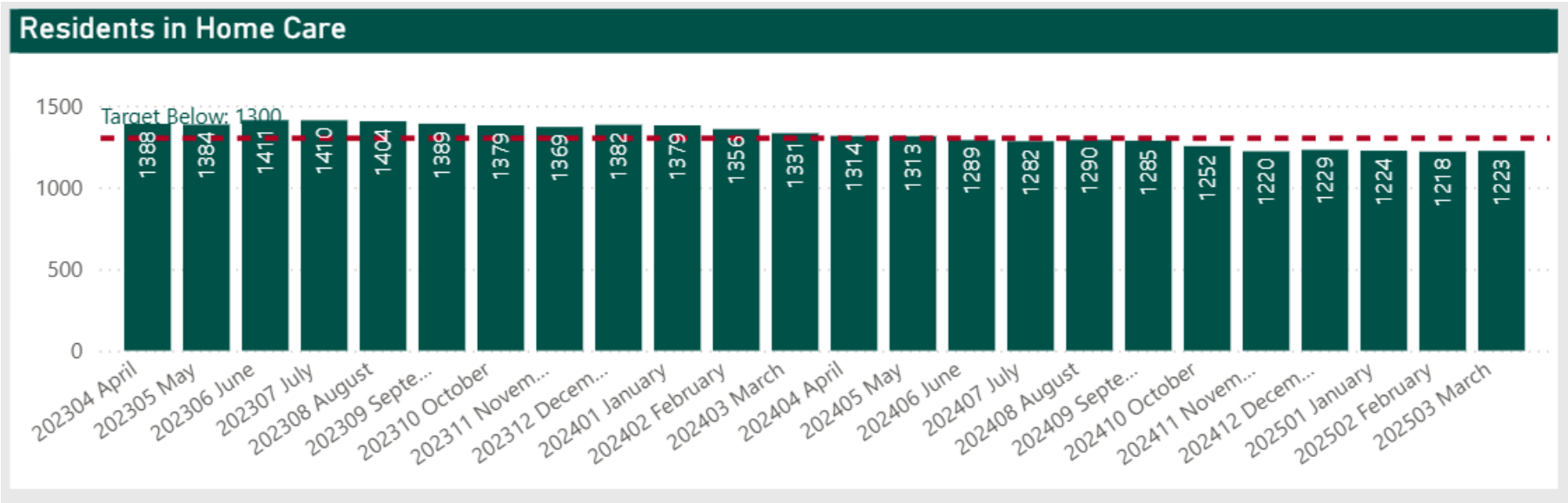
Contacts can be for any age and can be made via various methods by various persons (current clients, potential clients, care providers, police) and could be general enquiries, requests for assessments or safeguarding issues.

Contacts could lead to a referral, meaning that the person in question may receive an assessment.

This could be for adult social care, occupational therapy, sensory or property adaptations.

We have seen a slight decline in the number of contacts in the last few months. However, the number of referrals is fairly steady. This could suggest that the number of requests for support is the same, but the additional contacts are not needed as we are dealing with the needs of the resident faster than previously. This decline in contacts will lead to a lower burden on funds to support residents.

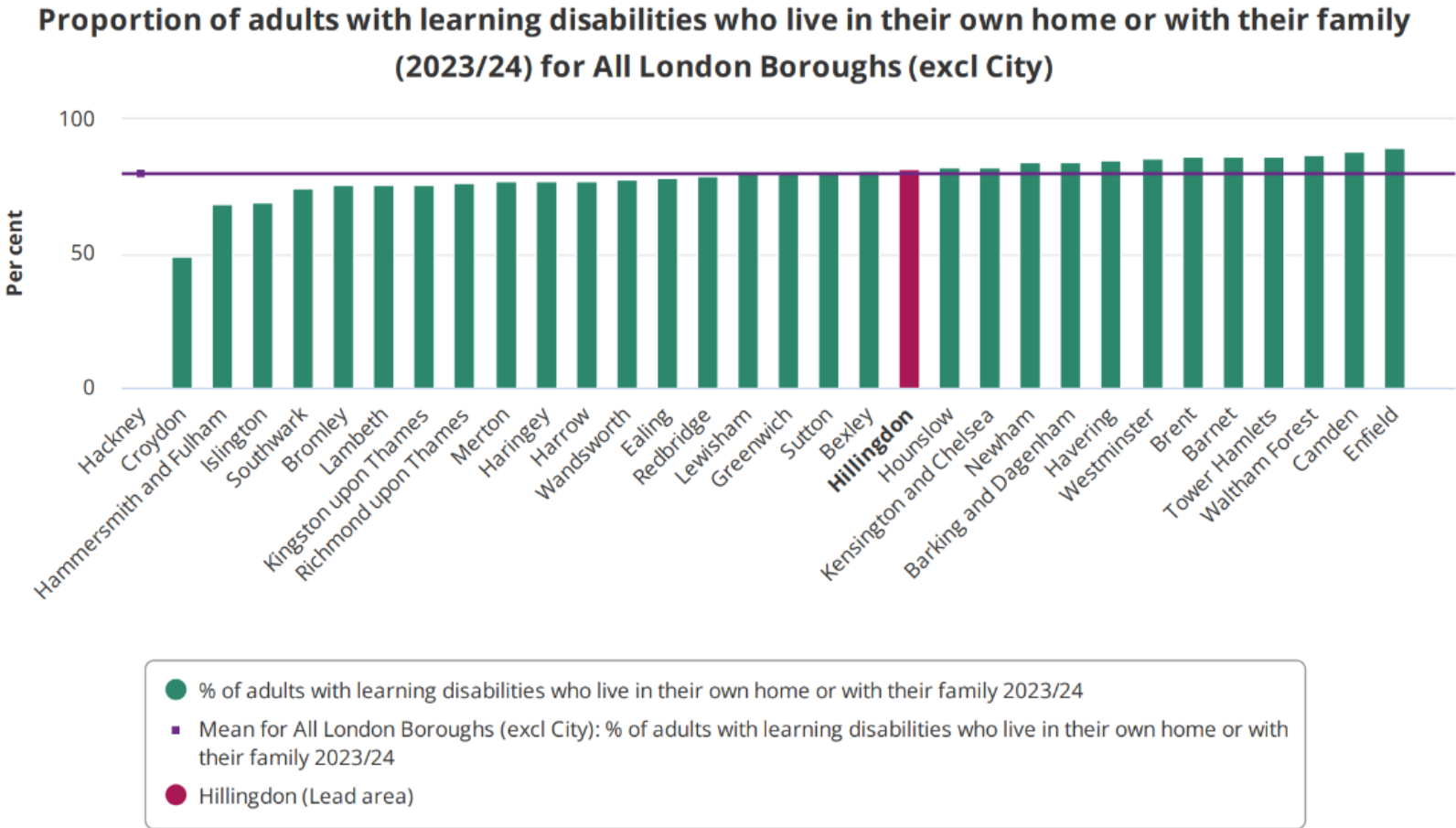
Health and Social Care - Adult Social Care Demand



The top chart illustrates the number of unique clients receiving home care—whether in their own homes, supported living, or extra care settings—which has gradually declined during the past two years. In contrast, the bottom chart shows the total number of services provided to clients, which has steadily increased, reaching 5,432 as of March 2025. This reflects the growing complexity of need, where individuals often require multiple types of support, such as home care combined with outreach.

To respond to this increasing demand, the council has expanded its Reablement Services - short-term, targeted interventions designed to maximise independence and reduce reliance on long-term care. By offering reablement to more residents, the council is able to support individuals with complex needs earlier in their care journey, increasing the number of active services while helping to avoid unnecessary escalation into costly, long-term home care. This approach ensures that residents receive the right level of care at the right time, tailored to their evolving needs and promoting sustainable service delivery.

Health and Social Care - Adult Social Care – Learning Disability clients



It's important for everyone, particularly those with learning disabilities, to benefit from living independently and in stable environments.

By doing so it:

- promotes personal growth and self-esteem
- encourages social inclusion
- improves mental health
- supports customised living
- fosters responsibility and accountability
- leads to better long-term outcomes

In 2023/24, the percentage of adults (aged 18-64), with a learning disability, who live in their own home or with their family in Hillingdon was 81.7%, higher than the London average (79.5%).

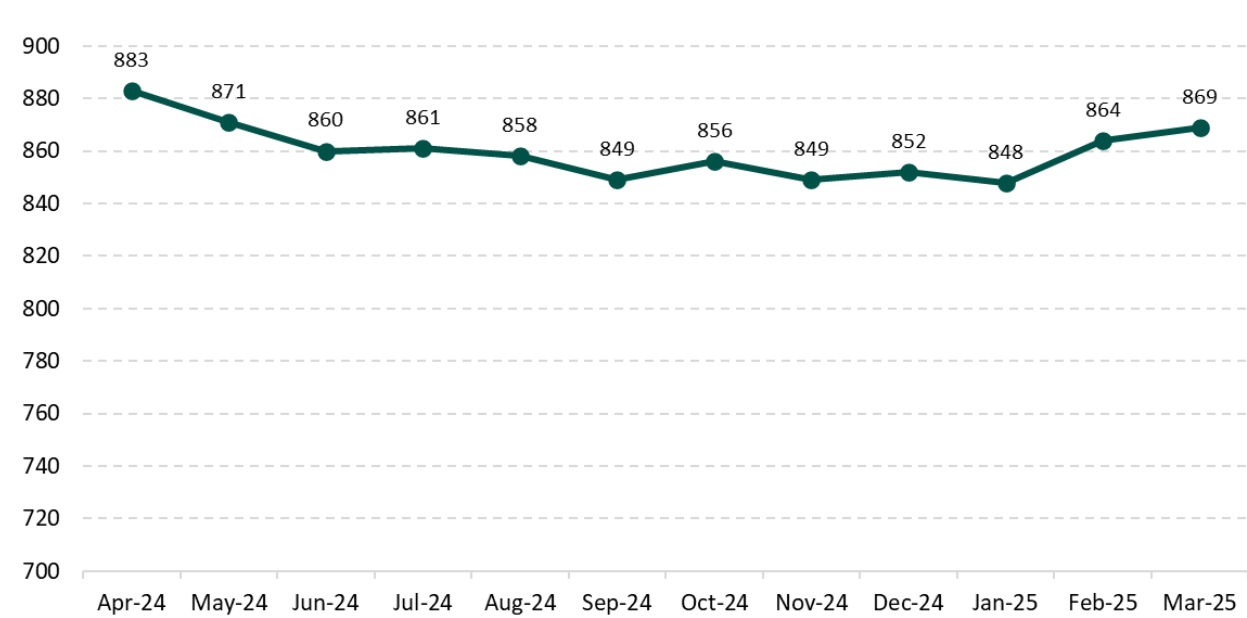
The higher the score, the more people living independently and in a stable environment.

Source:

NHS England, Measures from the Adult Social Care Outcomes Framework, England, [Proportion of adults with learning disabilities who live in their own home or with their family](#) , **Data updated:** 19 Dec 2024

Health and Social Care - Adult Social Care Demand

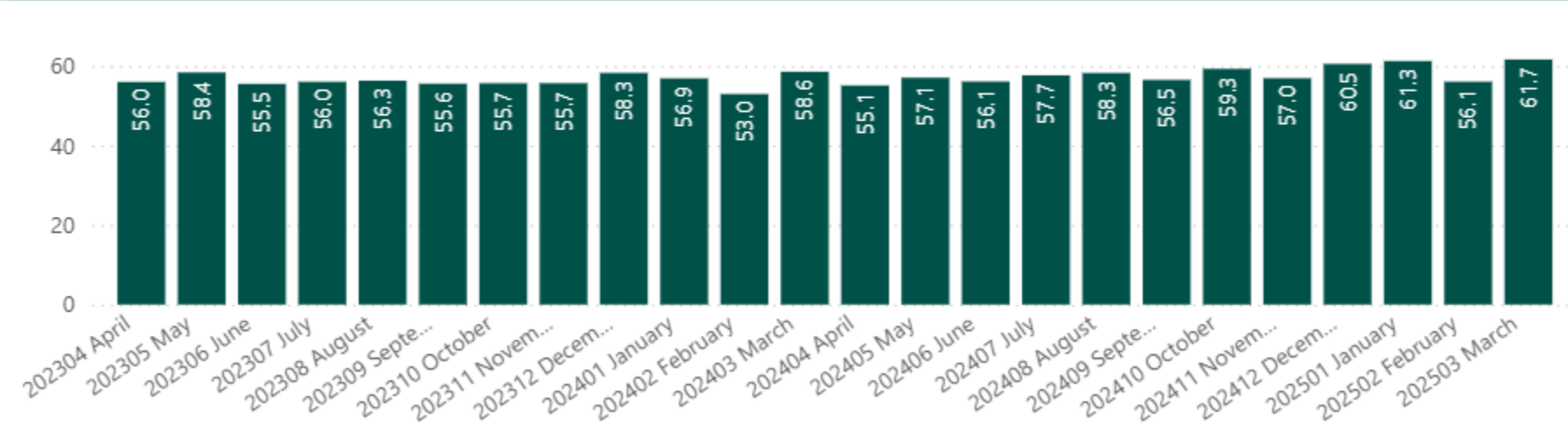
Number of residents in Residential or Nursing Placements



The top chart shows how many residents are in residential or nursing care each month. Overall, the number has slightly decreased over the year but has started to rise again in recent months. These placements are arranged or paid for by the council.

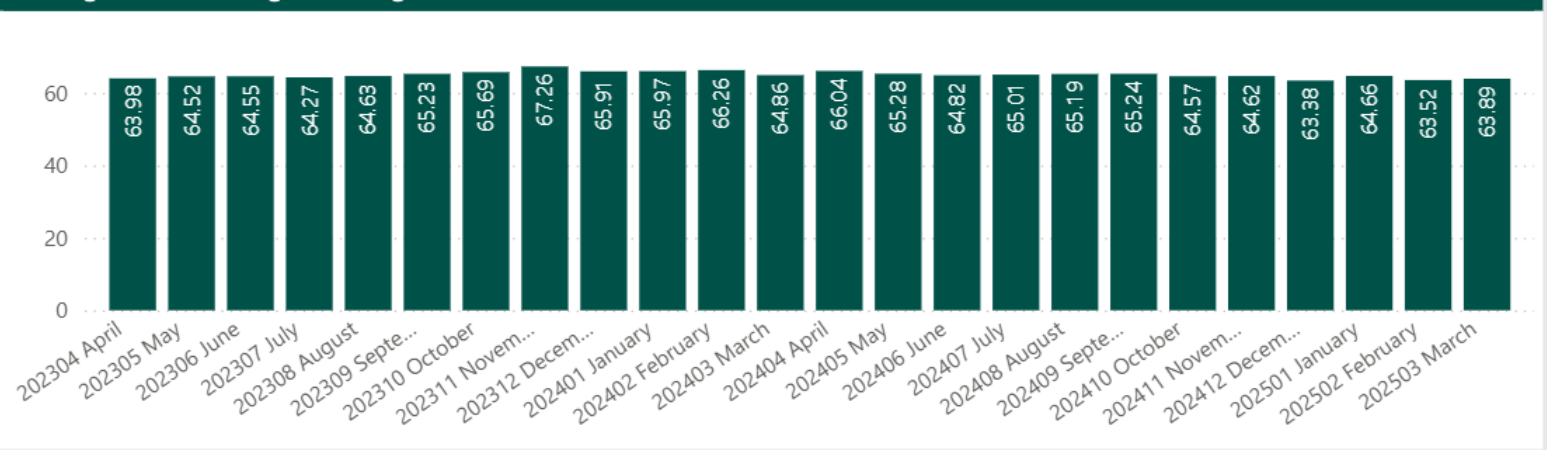
The lower chart shows the average number of support hours given to each resident with an Adult Support Plan. This has remained fairly stable, though there have been some small increases recently, suggesting a growing level of need among residents.

Number of hours support given



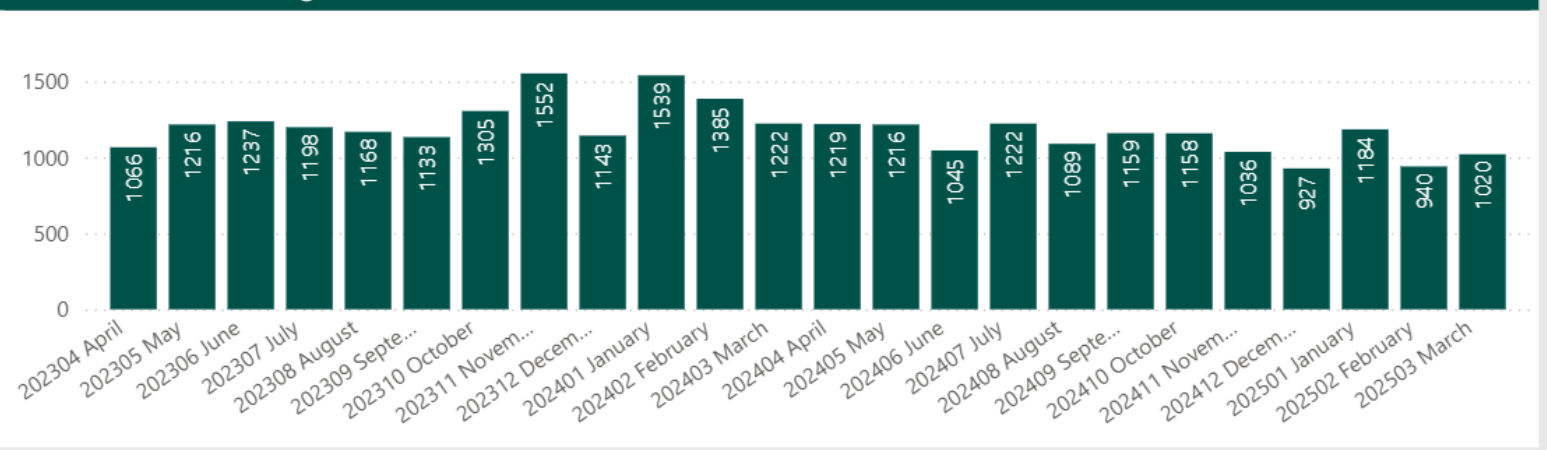
Health and Social Care - Adult Social Care Demand

Average Resident age coming into Adult Social Care



The top chart shows the average age of people starting to receive adult social care each month. This has stayed fairly steady over the year, generally between 63 and 66 years old. It helps us understand who is coming into the care system and how needs might change over time.

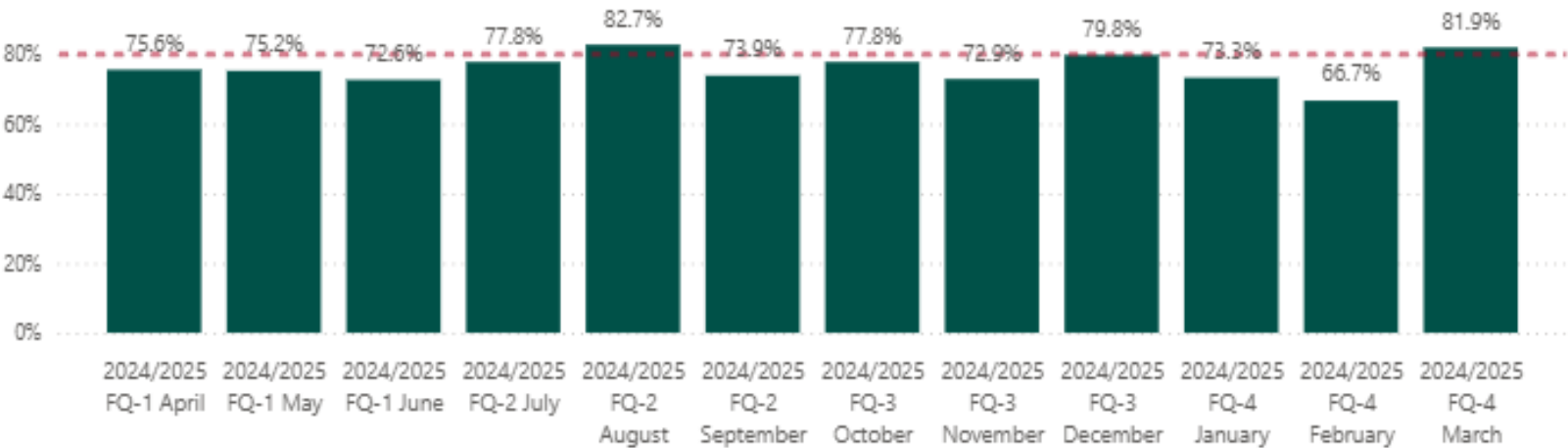
Number of Contacts aged over 85



The bottom chart shows how many people aged over 85 have contacted adult social care services each month. These numbers go up and down, but we've seen some noticeable increases in certain months. This reflects the ongoing and often urgent needs of our older population, who are more likely to need support to stay safe and independent.

Health and Social Care - Adult Social Care Assessments

% On Time Completed Assessments



Adult Social Care has set an ambitious target of 80% to complete all new client assessments within 28 days of referral, ensuring timely engagement and reducing delays in care. This target supports early identification of needs and swift access to support, helping to minimise risk and improve outcomes for residents.

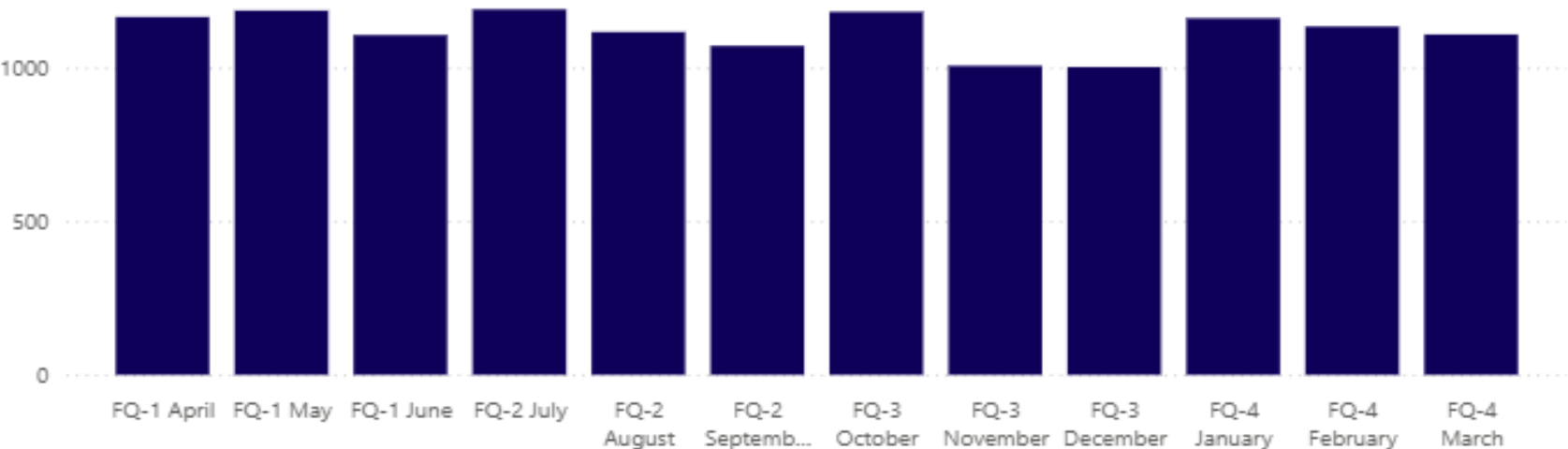
The graph indicates that whilst this has been achieved at times our work to achieve consistency is ongoing. Some assessments justifiably take longer due to complex needs, multi-agency coordination, or planned reviews. In these cases, professional judgement and triage ensure that care is prioritised appropriately, balancing performance with quality and safety. This reflects a person-centred approach that values responsiveness without compromising thoroughness.

The bottom graph shows the volume of Adult Social Care assessments completed each month, reflecting the sustained efforts of our social workers to respond to referrals and ensure residents receive the right level of support.

This activity highlights not only the scale of demand but also the dedication of teams working across complex and varied cases—balancing timeliness with quality to deliver person-centred care.

Completed Assessments

Fiscal Year ● 2024/2025



Health and Social Care - Adult Social Care Service User Survey Responses (1)



Source:
NHS England, Measures from the Adult Social Care Outcomes Framework, England, [Social care-related quality of life \(score out of 24\)](#) . Data updated: 19 Dec 2024

Every year, a survey is sent to randomly selected service users. This provides an excellent way for service users to feed back on a multitude of topics. It's also helpful for Hillingdon and the government to understand service users' views so that services can continue to be improved.

Eight of the questions within the survey are combined to give a 'Quality of life' score, relating to social care.

In 2023/24, Hillingdon scored 19.1 out of 24, based on responses to surveys sent to service users; the average for London was 18.4.

The higher the score, the better quality of life.

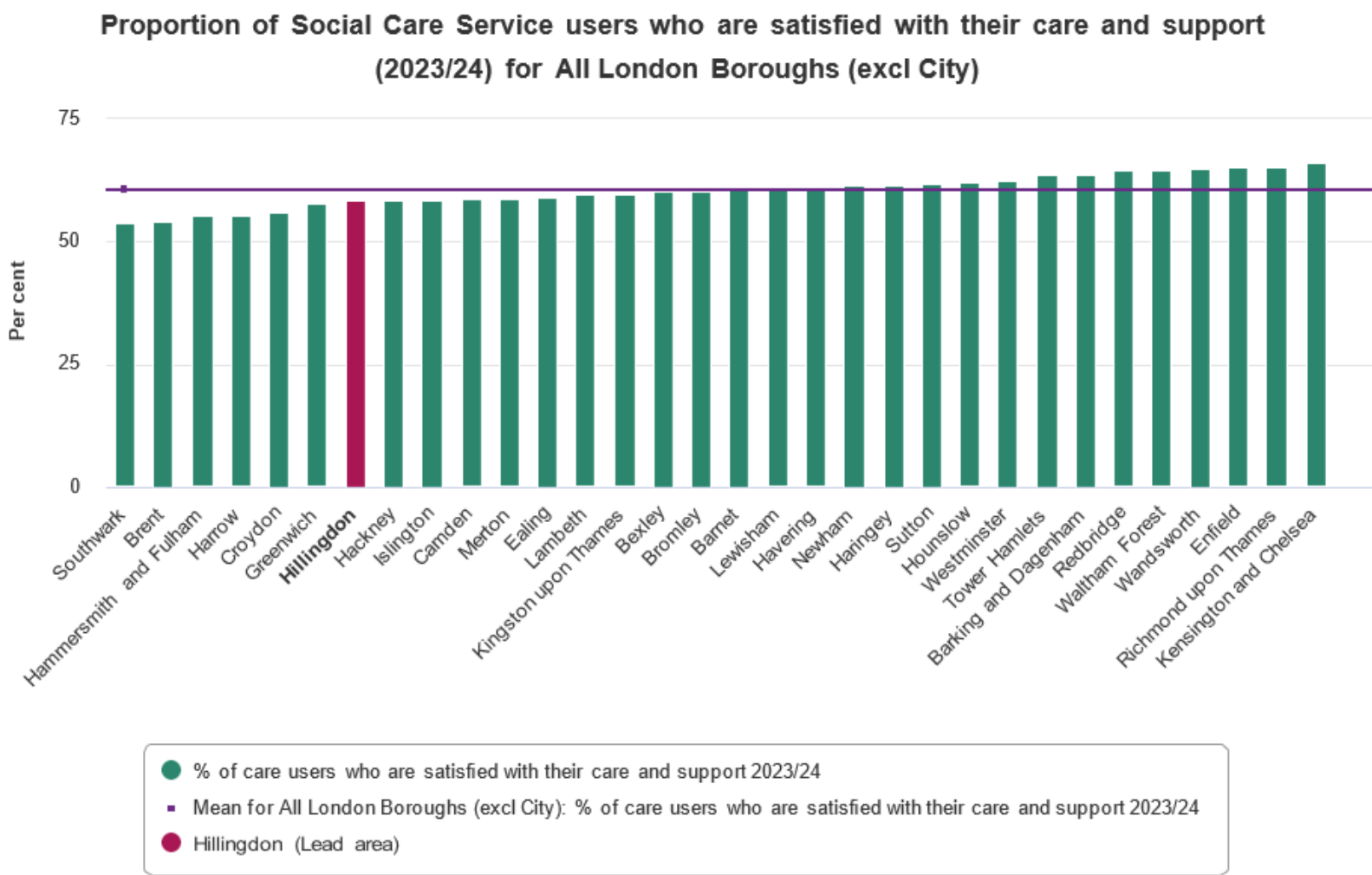
The score takes into consideration:

- control
- dignity
- personal care
- food and nutrition
- safety
- occupation
- social participation
- accommodation.

'Service users' definition:

People receiving partly or wholly supported care from their local authority and not wholly private, self-funded care.

Health and Social Care - Adult Social Care Service User Survey Responses (2)



Every year, a survey is sent to randomly selected service users. This provides an excellent way for service users to feed back on a multitude of topics. It's also helpful for Hillingdon and the government to understand service users' views so that services can continue to be improved.

It's important that service users' satisfaction with care and support is as high as possible.

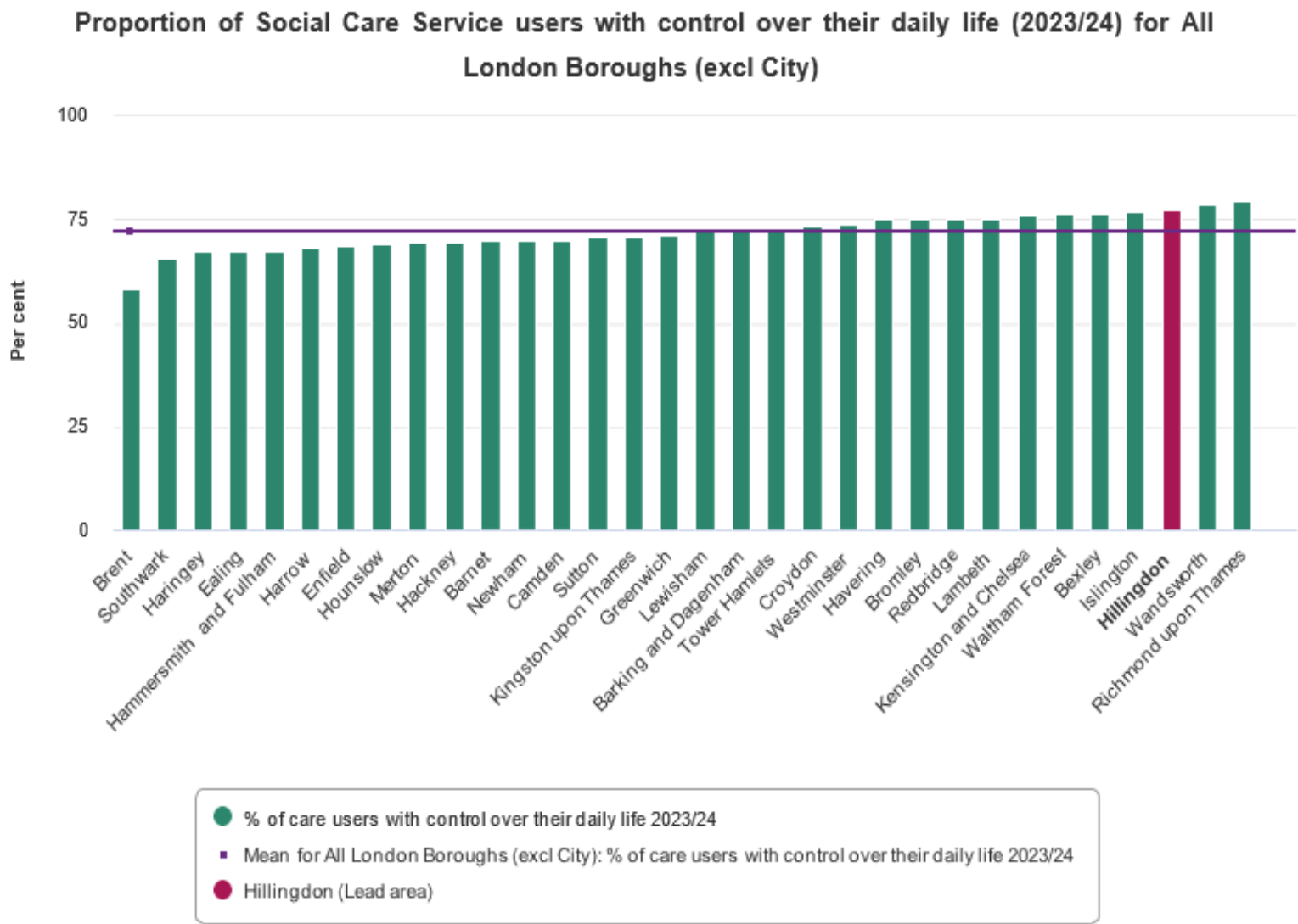
In 2023/24, Hillingdon scored 58.4%, for social care-related satisfaction with care and support, based on responses to surveys sent to service users; the average for London was 60.5%.

The higher the score, the more satisfied.

Score based on those responding:
'I am extremely satisfied' or
'I am very satisfied'
to 'Overall, how satisfied or dissatisfied are you with the care and support services you receive'
and those responding:
'I am very happy with the way staff help me, it's really good'
to 'How happy are you with the way staff help you?'

'Service users' definition:
People receiving partly or wholly supported care from their local authority and not wholly private, self-funded care.

Health and Social Care - Adult Social Care Service User Survey Responses (3)



Every year, a survey is sent to randomly selected service users. This provides an excellent way for service users to feed back on a multitude of topics. It's also helpful for Hillingdon and the government to understand service users' views so that services can continue to be improved.

It's important that service users have as much control over their daily life as possible.

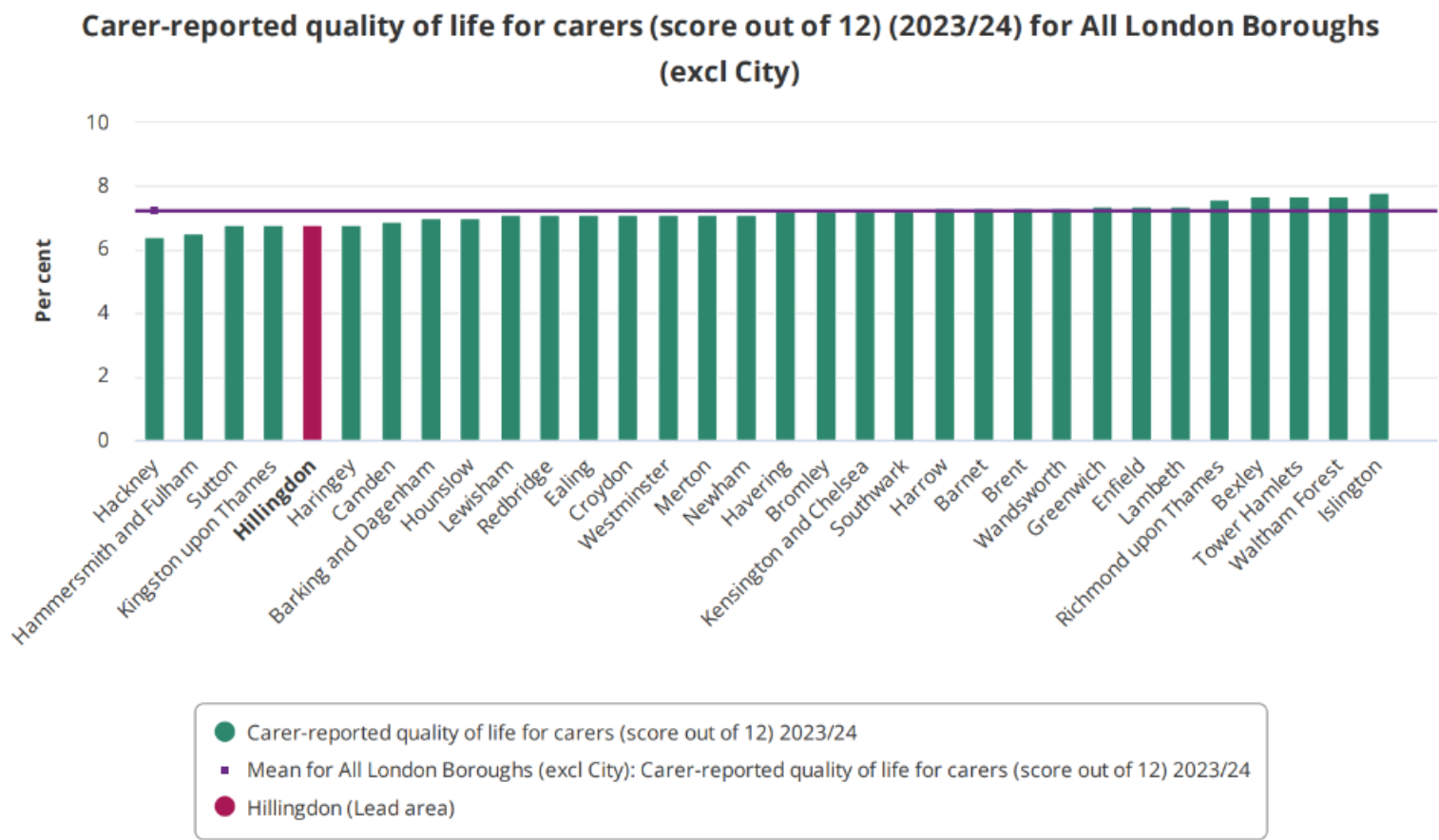
In 2023/24, Hillingdon scored 77.0%, for those service users who reported having control over their daily life, based on responses to surveys sent to service users, higher than the London average of 71.8%.

The higher the score, the more service users had control.

Score based on those responding:
'I have as much control over my daily life as I want' or
'I have adequate control over my daily life' to: 'Which of the following statements best describes how much control you have over your daily life?'

'Service users' definition:
People receiving partly or wholly supported care from their local authority and not wholly private, self-funded care.

Health and Social Care - Adult Social Care Carer Survey Responses (1)



Source: NHS England, Measures from the Adult Social Care Outcomes Framework, England, [Carer-reported quality of life for carers \(score out of 12\)](#) , **Data updated:** 19 Dec 2024

Every two years, a survey is sent to randomly selected carers. This provides an excellent way for carers to feed back on a multitude of topics. It's also helpful for Hillingdon and the government to understand carers' views so that services can continue to be improved.

In 2023/24, Hillingdon scored 6.8 out of 12, for carer-related quality of life, based on responses to surveys sent to carers, lower than London (7.2).

The higher the score, the better quality of life.

The score takes into consideration:

- occupation
- control
- personal care
- safety
- social participation
- encouragement/support.

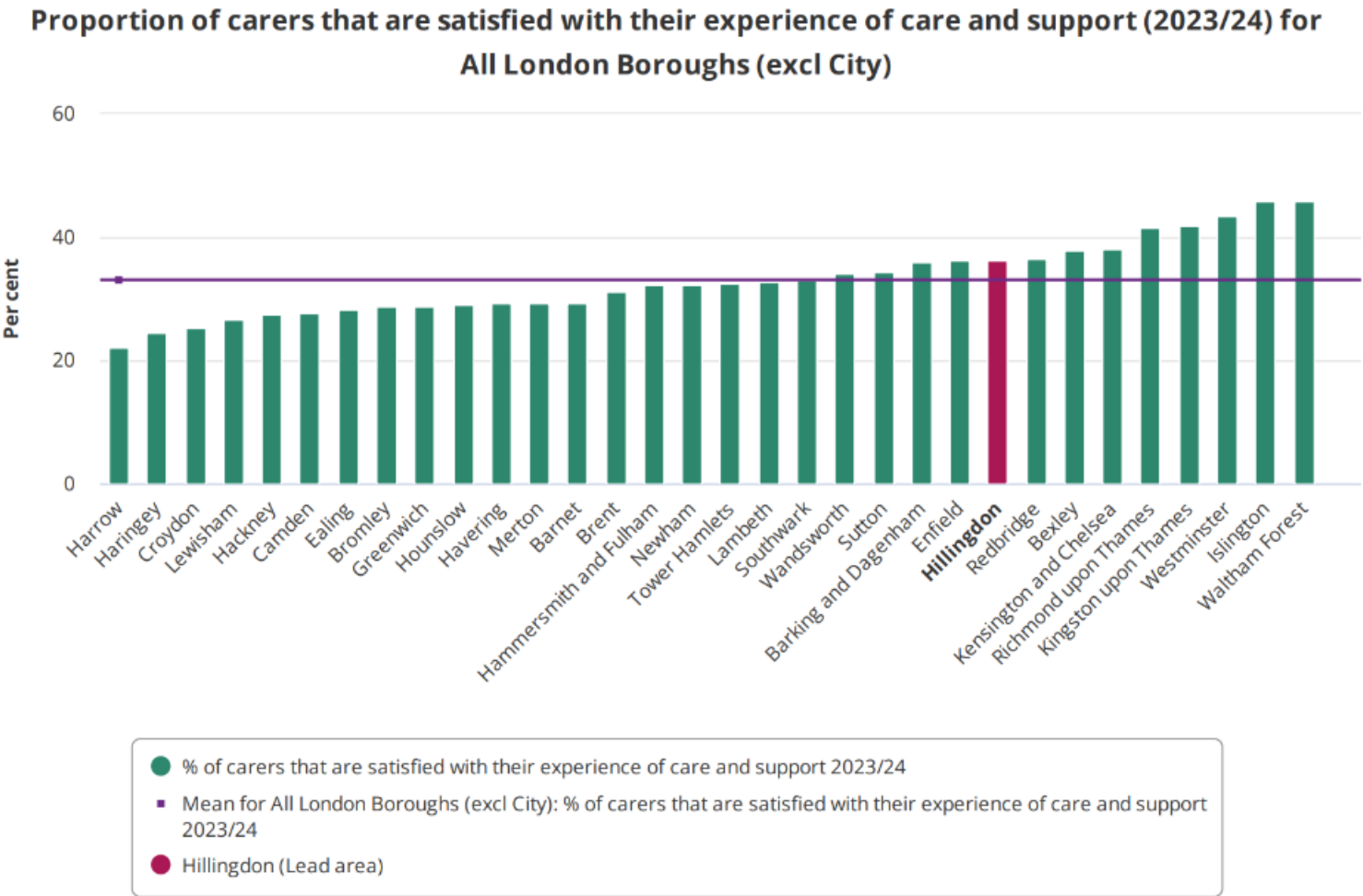
‘Carer’ definition:

Person providing unpaid support, where they have:
-received ongoing support during the year, even if no review of those arrangements took place

And/or

-have been assessed or reviewed for support during the year, even if no support was provided.

Health and Social Care - Adult Social Care Carer Survey Responses (2)



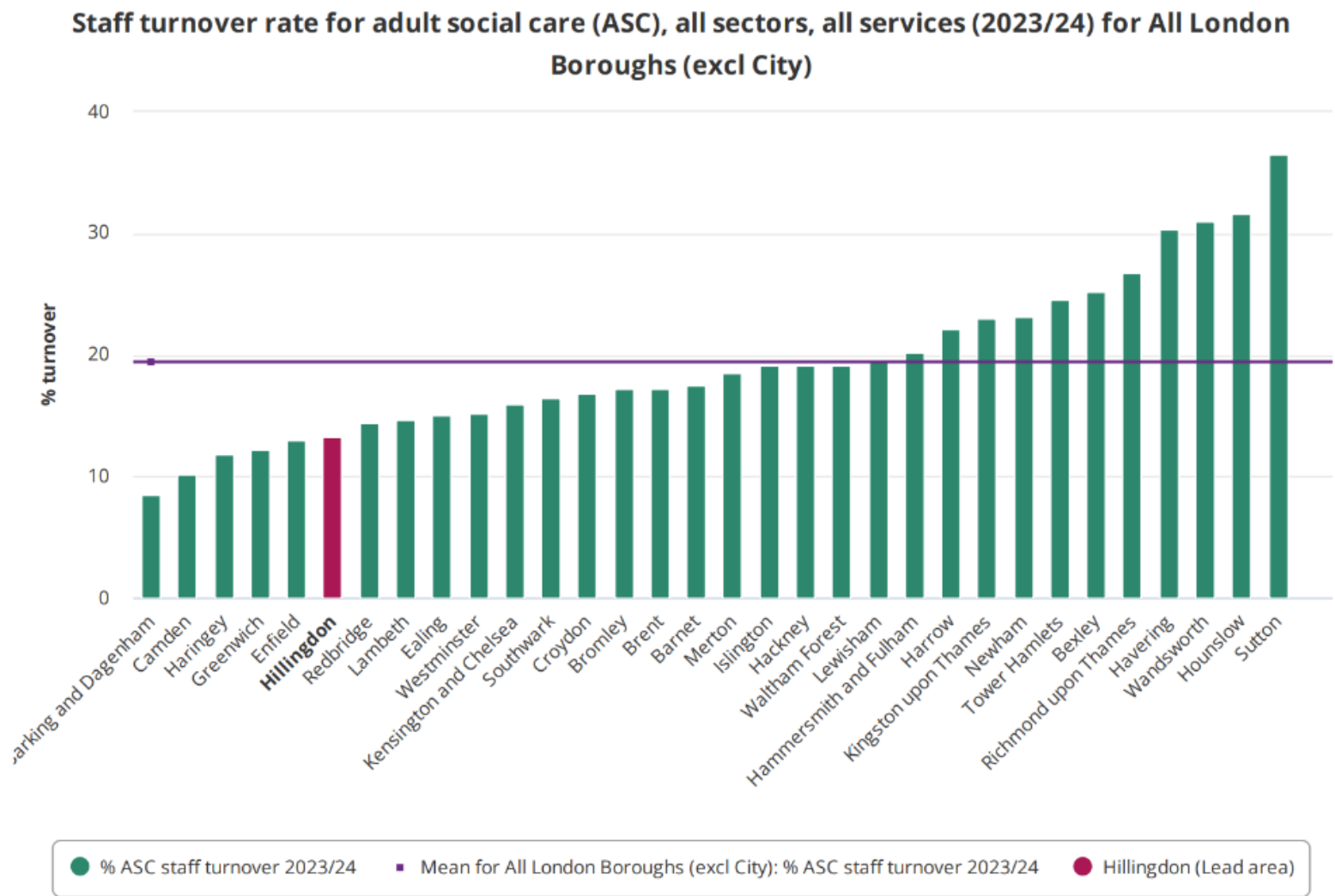
In 2023/24, Hillingdon achieved a carer satisfaction score of **36.3%** for care and support services—based on survey responses from carers. This is **above the London average of 33.1%**, indicating relatively higher satisfaction among local carers.

The score reflects those who responded with '**extremely satisfied**' or '**very satisfied**' to the question: *“Overall, how satisfied or dissatisfied are you with the support or services you and the person you care for have received from Social Services in the last 12 months?”*

The term '*carer*' refers to individuals providing unpaid support who either received ongoing support during the year (even without a formal review) or were assessed or reviewed for support (even if no support was ultimately provided).

Source: NHS England, Measures from the Adult Social Care Outcomes Framework, England, [Proportion of carers that are satisfied with their experience of care and support](#), **Data updated:** 19 Dec 2024

Health and Social Care - Adult Social Care Staff Turnover



In 2023/24, Hillingdon’s Adult Social Care staff turnover rate was **13.2%**, well below the **London average of 19.4%**. This figure covers employees across both the independent and local authority sectors, spanning all service areas—community care, day care, domiciliary care, and residential care.

A lower turnover rate reflects greater workforce stability and consistency, which supports better outcomes for residents. The rate is calculated by expressing the **number of leavers during the year as a percentage of employees**, with both leavers and employees referring to **permanent and temporary staff only**.

Source: Skills for care, Adult social care workforce estimates, [Staff turnover rate for adult social care \(ASC\), all sectors, all services](#) , **Data updated:** 21 Jan 2025

Health and Social Care – Public Health, prevalence of overweight (including obesity) in Reception aged children

Area ▲▼	Recent Trend	Count ▲▼	Value ▲▼	
England	↓	123,709	22.1	
London region (statistical)	↓	17,335	20.9	
Hackney	→	520	26.3*	
Westminster	–	225	25.4	
Lambeth	–	530	25.1	
Greenwich	–	745	25.0	
Haringey	–	495	24.0	
Barking and Dagenham	–	765	24.0	
Enfield	–	810	24.0	
Southwark	–	575	23.4	
Kensington and Chelsea	–	125	23.4	
Hammersmith and Fulham	–	225	22.4	
Croydon	–	890	21.5	
Bexley	–	620	21.3	
Lewisham	–	635	21.3	
Islington	–	310	21.2	
Hounslow	–	640	21.0	
Havering	–	670	21.0	
Newham	–	880	20.6	
Tower Hamlets	–	600	20.5	
Wandsworth	–	465	20.5	
Camden	–	245	20.2	
Ealing	–	710	20.1	
Barnet	–	750	20.0	
Merton	–	380	19.1	
Waltham Forest	–	565	18.9	
Brent	–	615	18.8	
Bromley	–	635	18.8	
Hillingdon	–	675	18.7	
Redbridge	–	665	18.1	
Kingston upon Thames	–	270	17.8	
Sutton	–	355	17.7	
Harrow	–	465	17.3	
Richmond upon Thames	–	285	17.2	
City of London	–	-	*	

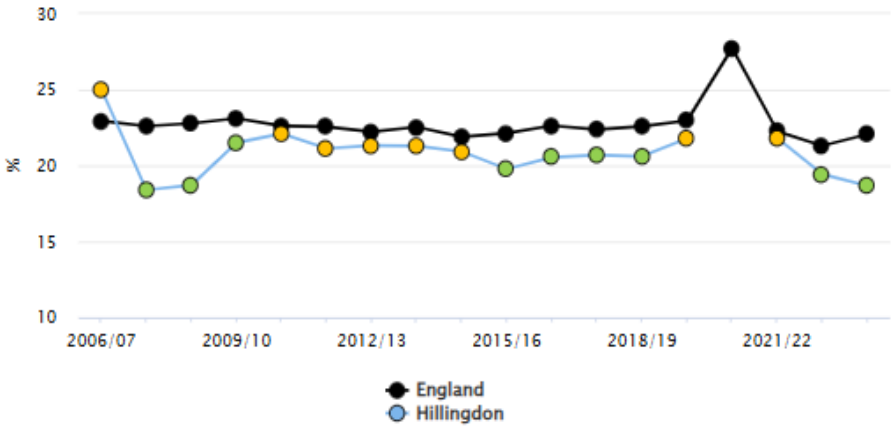
Source: NHS England, National Child Measurement Programme

There is concern about the rise of **childhood obesity** and the implications of obesity persisting into adulthood.

The risk of obesity in adulthood and risk of future obesity-related ill health are greater as children get older. Studies tracking child obesity into adulthood have found that the probability of children who are overweight or living with obesity becoming overweight or obese adults increases with age.

The health consequences of childhood obesity include Type 2 Diabetes, hypertension and the exacerbation of conditions such as asthma and psychological problems such as social isolation, low self-esteem, teasing and bullying.

18.7% of **Reception** children were overweight or living with obesity in 2023/24, lower than both London and England.



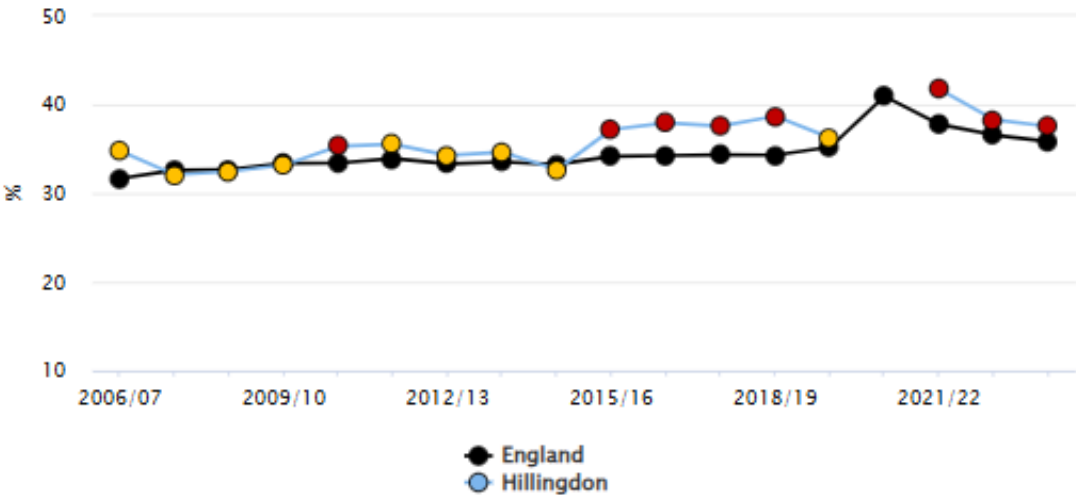
Health and Social Care – Public Health, prevalence of overweight (including obesity) in Year 6 children

Area	Recent Trend	Count	Value	
England	→	217,532	35.8	
London region (statistical)	↓	33,550	37.8	
Barking and Dagenham	–	1,585	44.2	
Newham	→	1,825	42.5	
Southwark	–	1,120	41.9	
Tower Hamlets	→	1,290	41.7	
Hackney	→	915	41.4*	
Lambeth	–	990	41.3	
Enfield	–	1,585	41.2	
Greenwich	–	1,365	40.9	
Brent	–	1,365	39.6	
Hounslow	–	1,280	39.5	
Westminster	–	380	38.8	
Lewisham	–	1,200	38.6	
Croydon	–	1,655	38.6	
Havering	–	1,255	38.4	
Redbridge	–	1,515	38.4	
Haringey	–	855	38.0	
Waltham Forest	–	1,085	37.7	
Hillingdon	–	1,370	37.5	
Harrow	–	1,095	37.5	
Ealing	–	1,375	36.7	
Bexley	–	1,135	36.5	
Islington	–	565	36.5	
Camden	–	445	36.3	
Hammersmith and Fulham	–	395	35.7	
Barnet	–	1,425	34.4	
Kensington and Chelsea	–	210	33.9	
Wandsworth	–	730	33.3	
Merton	–	655	33.1	
Bromley	–	1,125	31.9	
Sutton	–	820	31.8	
Kingston upon Thames	–	465	27.1	
Richmond upon Thames	–	480	25.5	
City of London	–	-	*	

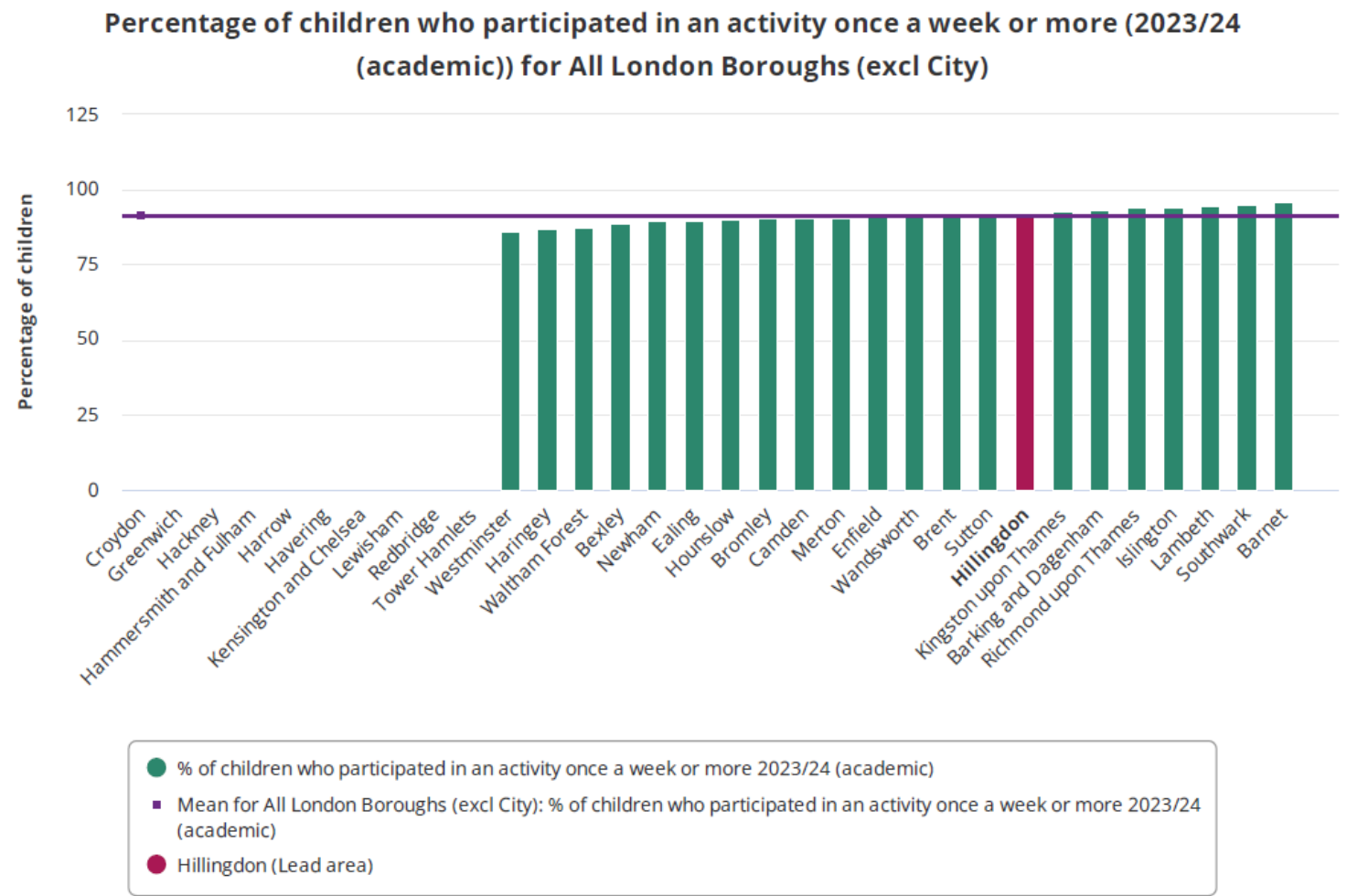
Source: NHS England, National Child Measurement Programme

Year 6 prevalence of overweight (including obesity) is 37.5% in 2023/24; this represents a difference of 18.8 percentage points from Reception to Year 6, which is higher than the London and England differences (16.9 and 13.7).

Hillingdon’s trend is below England for Reception but above England for Year 6. Reducing childhood obesity is a strategic priority for Hillingdon’s Health & Wellbeing Board throughout 2025-28.



Health and Social Care – Public Health, physical activity (children)

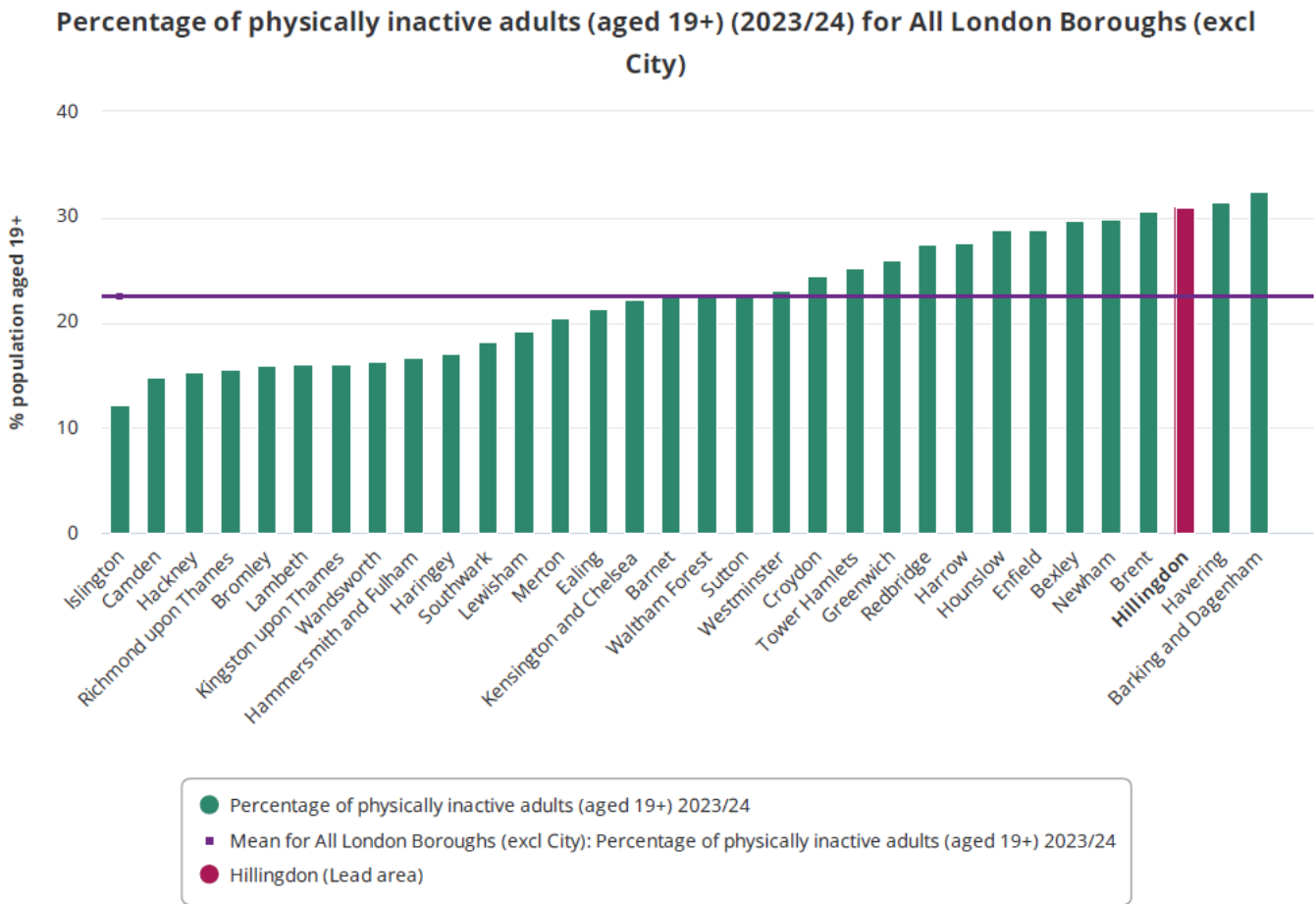


This is the estimated percentage of children aged 5 to 16 (Year 1 to 11 pupils) who participated in an activity once a week or more, in the last seven days when the survey was completed.

Only activity of at least moderate intensity is included. This is taken from one or more broad activity categories of active travel, walking, cycling, riding a scooter, active play/informal activity, fitness, dance, and sporting activities.

In 2023/24, the percentage of children who participated in an activity once a week or more in Hillingdon was 92.1%, which is slightly better than the London average of 91.2%.

Health and Social Care – Public Health, physical activity (adults)



This is the percentage of respondents aged 19 and over, doing less than 30 moderate intensity equivalent (MIE) minutes' physical activity per week in bouts of 10 minutes or more in the previous 28 days expressed as a percentage of the total number of respondents aged 19 and over.

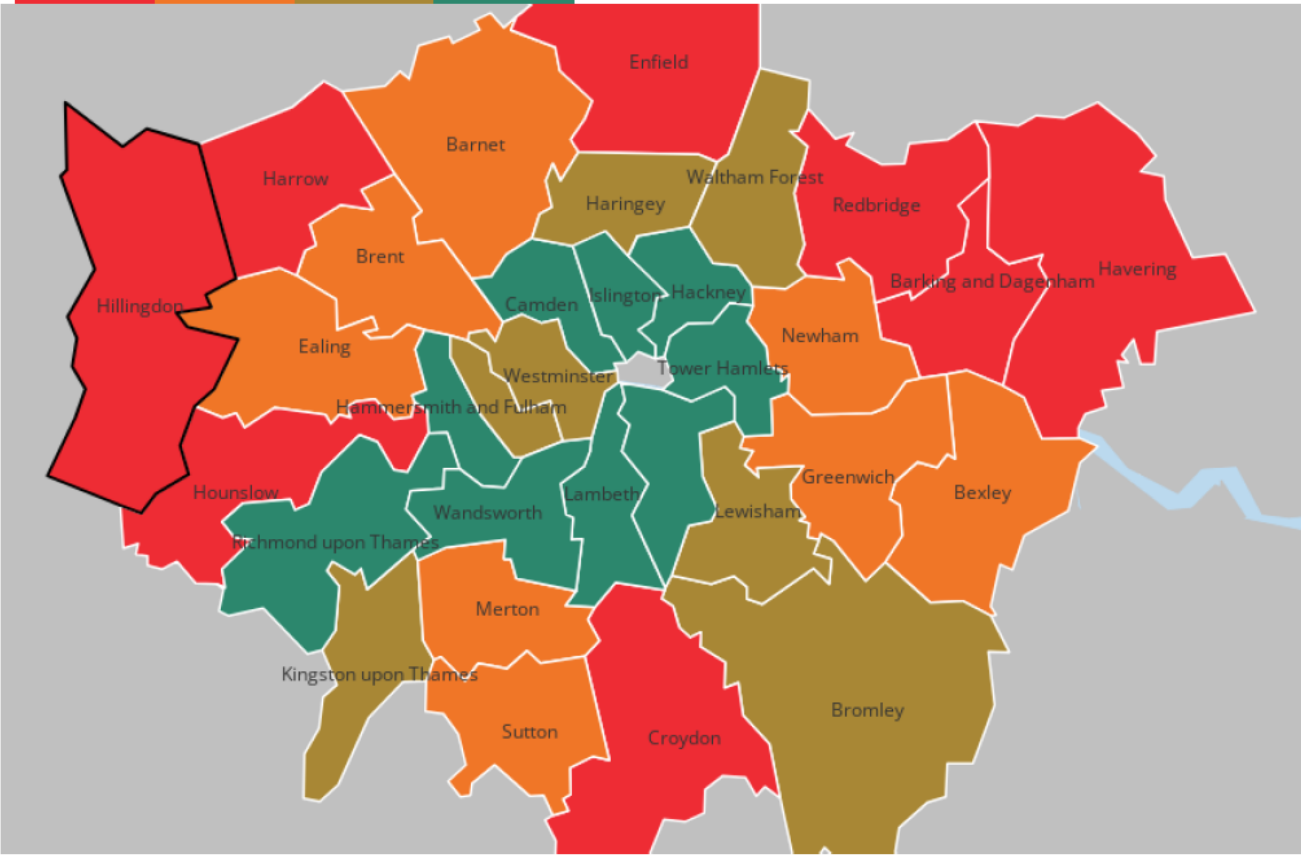
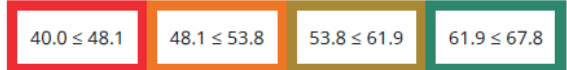
In 2023/24, the percentage of **physically inactive** adults in Hillingdon was 30.9%, above the London average of 22.5%.

Source: Office for Health Improvement and Disparities (OHID), Public Health Outcomes Framework, [Percentage of physically inactive adults \(aged 19+\)](#) . Data updated: 07 May 2025

Health and Social Care – Public Health, physical activity

Proportion of adults who do any walking or cycling, for travel purposes at least once per week (2023) for All London Boroughs (excl City)

Quartiles for All London Boroughs (excl City)



This is the proportion of adults who do any walking or cycling, for travel purposes at least once per week.

Data is gathered from two surveys - the National Travel Survey (NTS) and the Active Lives Survey (ALS); results are grouped according to the area where respondents live, which may not be the same as the area where they walk or cycle.

In 2023, the proportion of adults who do any walking or cycling for travel purposes at least one per week in Hillingdon was 40%, which is below the London mean proportion of 54.8%.

Source:
Department for Transport, Walking and cycling statistics, [Proportion of adults who do any walking or cycling, for travel purposes at least once per week](#),
Data updated: 30 Aug 2024



Cabinet Member: Cllr Eddie Lavery
Portfolio: Community and Environment

Our commitments to residents

Thriving, healthy households

Safe and strong communities

A green and sustainable borough

Corporate Director: Karrie Whelan (Place) and Corporate Director: Dan Kennedy (Homes and Communities)

Hillingdon has a high volume of green spaces and areas of outstanding natural beauty to enjoy, and it is good to see that service requests for green spaces and parks have reduced this last year compared to previous years.

We are continuing to enhance various areas through our Chrysalis programme of improvements and also working hard to keep the many miles of parks looking good across the borough for our residents to continue to enjoy.

Weed overgrowth continues to be a high priority for residents although our service requests are down compared to last year along with request relating to tree maintenance.

Whilst we are slightly above the London average for household waste tonnage collection last year we are seeing a reduction in the levels of tonnage this year for the first half of the year. Looking at the wider waste recycling initiatives across the borough, we are one of the top performing boroughs across London for dry recycling and we are trialling new initiatives and campaigns every month to improve our overall recycling figures across the borough. These initiatives include new trials to help boost recycling rates across flats.

Our fly tipping figures across London show us to be mid-table in terms of reported fly tips. We continue to promote our trade waste services which bring invaluable income into the council to help reduce overall waste costs. New initiatives this year and next will be looking to review the way we recycling our waste in the future.

Feeling safe and secure in their homes and communities is important to our residents. With this in mind, our Safer Hillingdon Partnership brings together all key partners to set and lead the local community safety strategy to prevent crime and anti-social behaviour (ASB) in the borough.

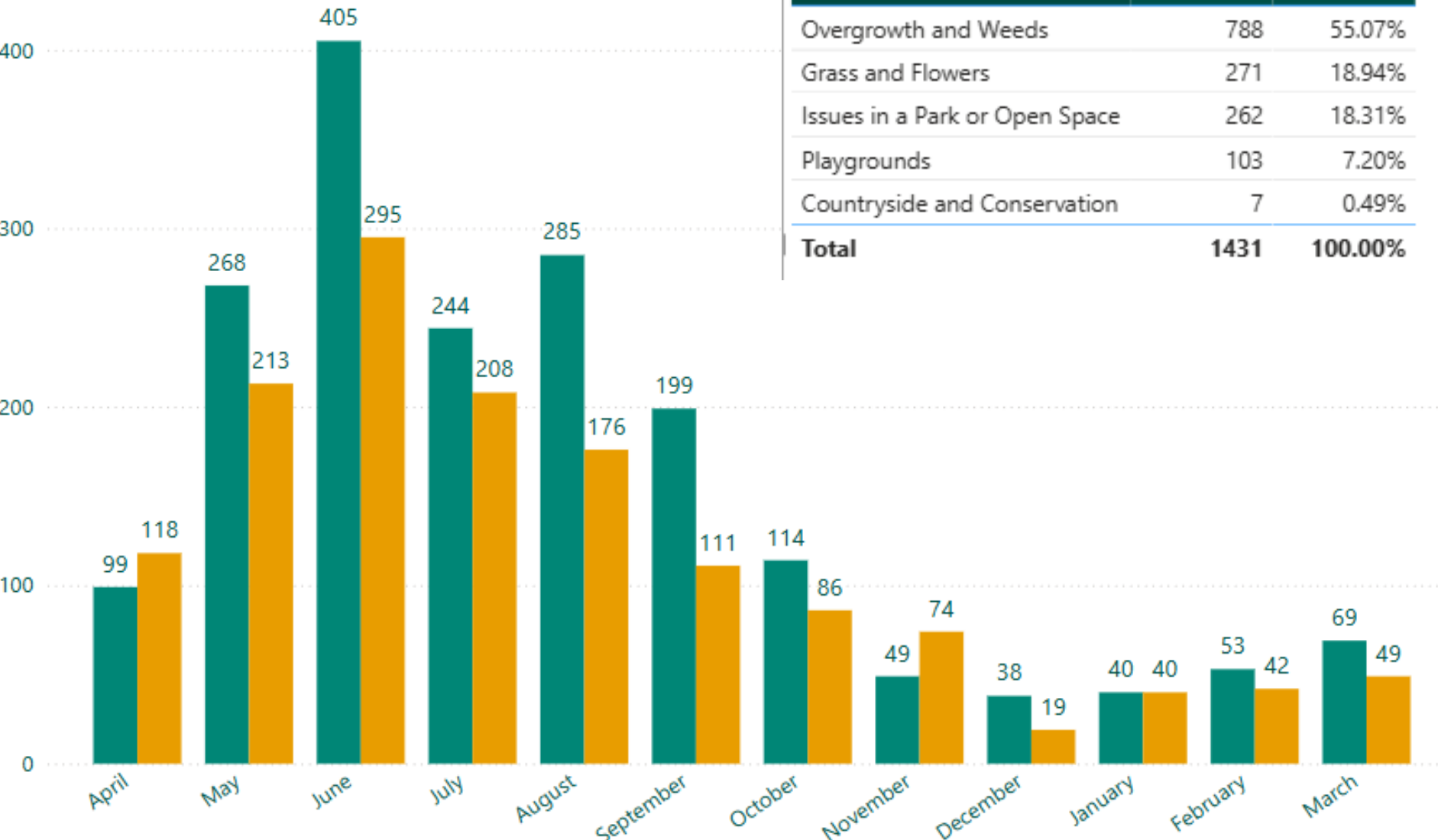
Overall, crime levels in Hillingdon are lower than average across London but confidence in policing, as measured through the Public Attitude Survey, has reduced during the last 12 to 18 months for a number of measures.

The Metropolitan Police are implementing their Local Plan to boost public confidence in policing. Across the borough, ASB rates are increasing, and are higher than average for London boroughs – targeted, joined up prevention work across the council's frontline teams and 'community action days' are being delivered this year to help reduce levels of ASB referrals.

Hillingdon's library service, including the mobile library, continues to remain a popular and valued service by residents with one in every three adults in the borough visiting a library – considerably higher than the average for London. The implementation of Hillingdon's Library Strategy continues to develop and evolve the contribution the service makes to our communities.

Community and Environment – Green spaces

Fiscal Year ● 2023/2024 ● 2024/2025



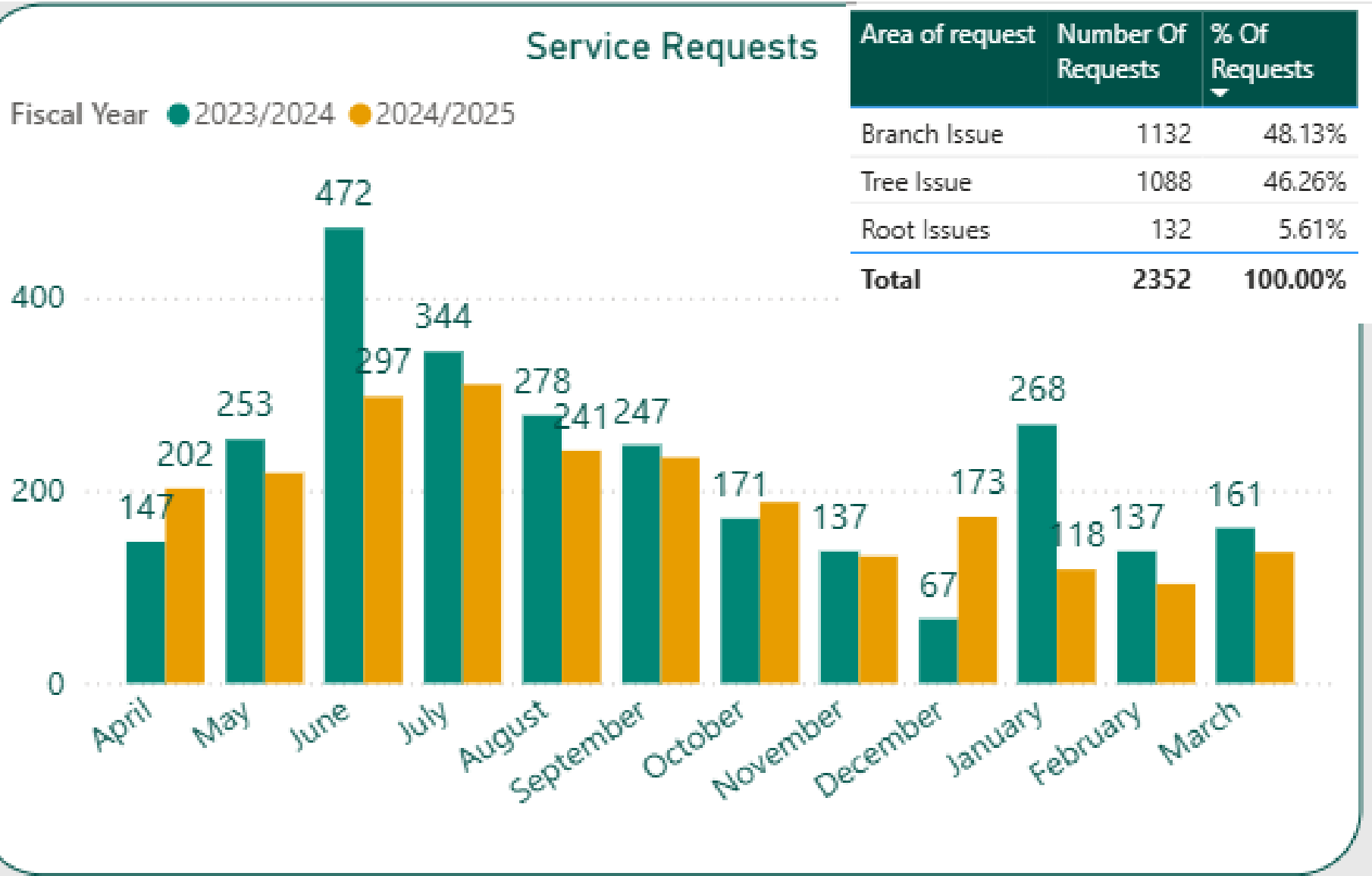
Area of request	Number Of Requests	% Of Requests
Overgrowth and Weeds	788	55.07%
Grass and Flowers	271	18.94%
Issues in a Park or Open Space	262	18.31%
Playgrounds	103	7.20%
Countryside and Conservation	7	0.49%
Total	1431	100.00%

Fewer service requests about green spaces suggest improvements are making a real impact.

This chart shows a year-on-year reduction in service requests related to green spaces—such as overgrowth, weeds, grass cutting, and parks. Most requests this year focused on overgrowth and weeds, but the overall decline points to more effective maintenance and positive outcomes for residents.

By targeting the most common issues and listening to community feedback, the council has reduced new reports and helped keep parks and green areas cleaner, better maintained, and more enjoyable for everyone.

Community and Environment – Trees



Area of request	Number Of Requests	% Of Requests
Branch Issue	1132	48.13%
Tree Issue	1088	46.26%
Root Issues	132	5.61%
Total	2352	100.00%

Fewer tree-related service requests suggest positive progress in local tree management.

This chart shows a year-on-year decline in service requests about trees—covering issues like branches, tree health, and roots. Most requests this year focused on branches and health, with fewer concerns about roots.

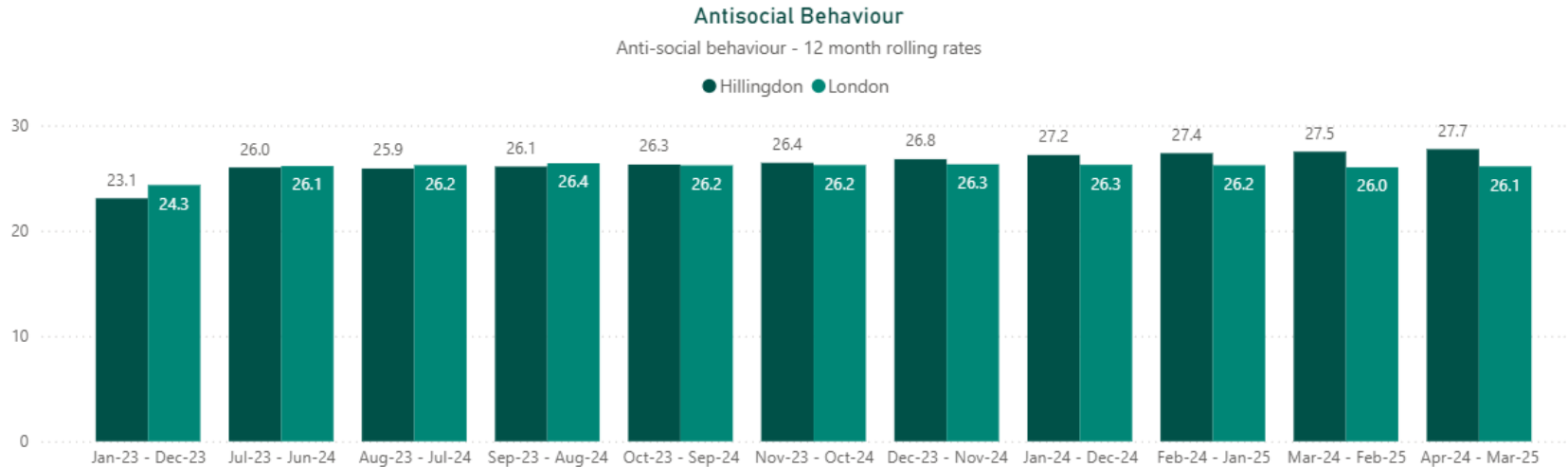
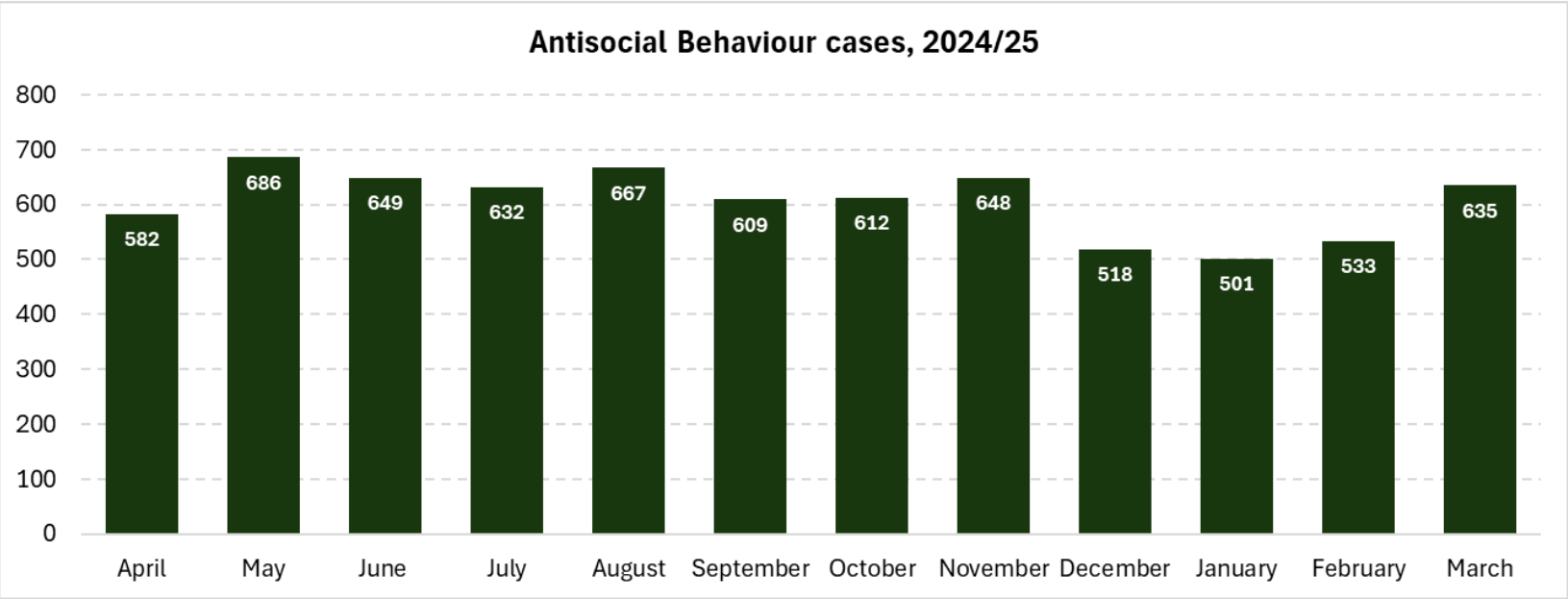
The overall reduction in reports indicates that the council’s proactive approach is working assisted by an updated tree policy. By targeting the most common issues, the council has improved response and maintenance—helping to keep Hillingdon’s trees healthy, safe, and enjoyable for all.

Community and Environment – Anti-social Behaviour

Everyone deserves to feel safe in their community.

This chart shows monthly anti-social behaviour (ASB) cases reported in 2024/25. Despite seasonal ups and downs, case numbers stayed consistently high—averaging 600 per month.

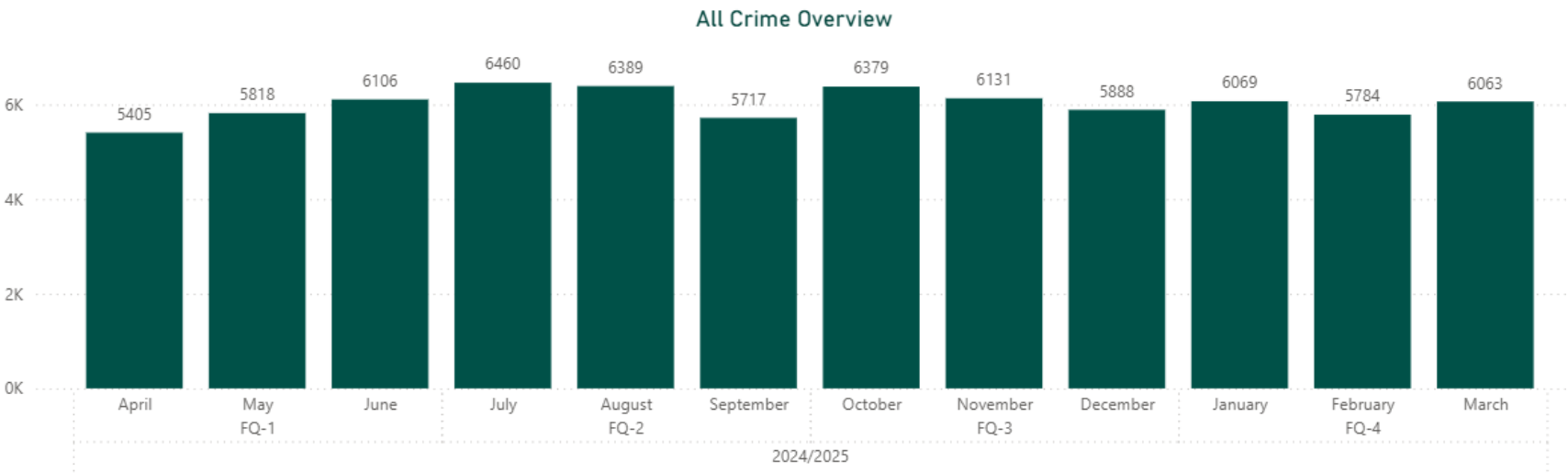
Sharing this data keeps residents informed, fosters transparency, and empowers targeted community action to tackle persistent issues.



ASB rates have steadily increased from January 2023 to March 2025.

Throughout this period, Hillingdon consistently recorded higher rates than the London average. While both areas saw fluctuations, the overall trend points to a sustained rise in incidents—with the gap between Hillingdon and London remaining stable.

Community and Environment - Crime



Everyone deserves to feel secure in their community.

This chart shows monthly recorded crime volumes for the 2024/25 financial year. While figures fluctuated month to month, overall crime levels remained high—averaging 6,000 incidents a month.

Sharing this data raises awareness, promotes accountability, and supports evidence-based crime prevention strategies.

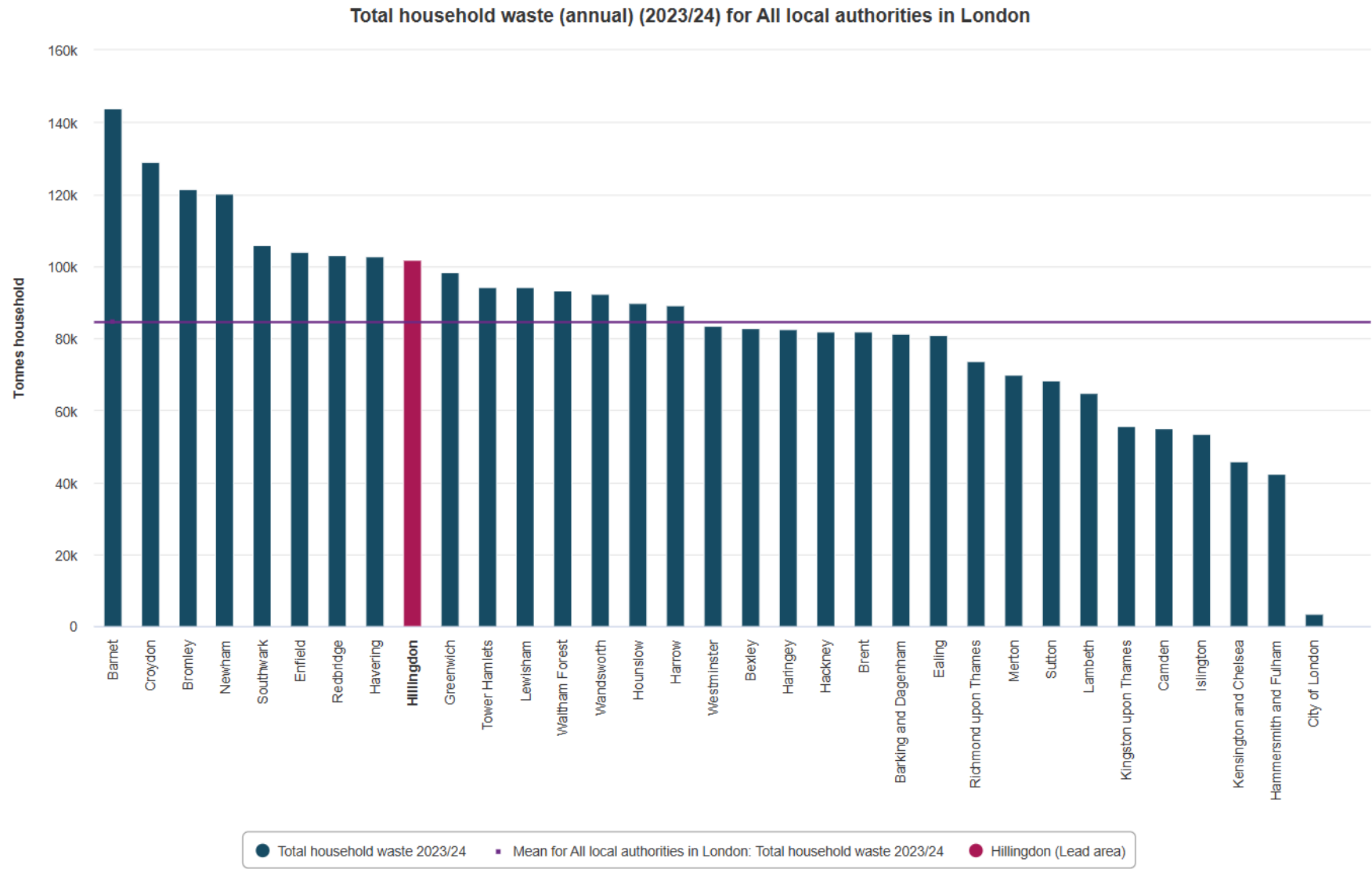


This chart compares 12-month rolling crime rates in Hillingdon and the London average since January 2023.

Hillingdon consistently reported lower crime rates than London, though both areas followed a similar, relatively stable pattern over time.

Despite minor monthly fluctuations, crime levels in both areas remained high—highlighting the ongoing need for sustained prevention efforts and active community engagement.

Community and Environment – Household waste (tonnes)



Household waste levels impact both the environment and local services.

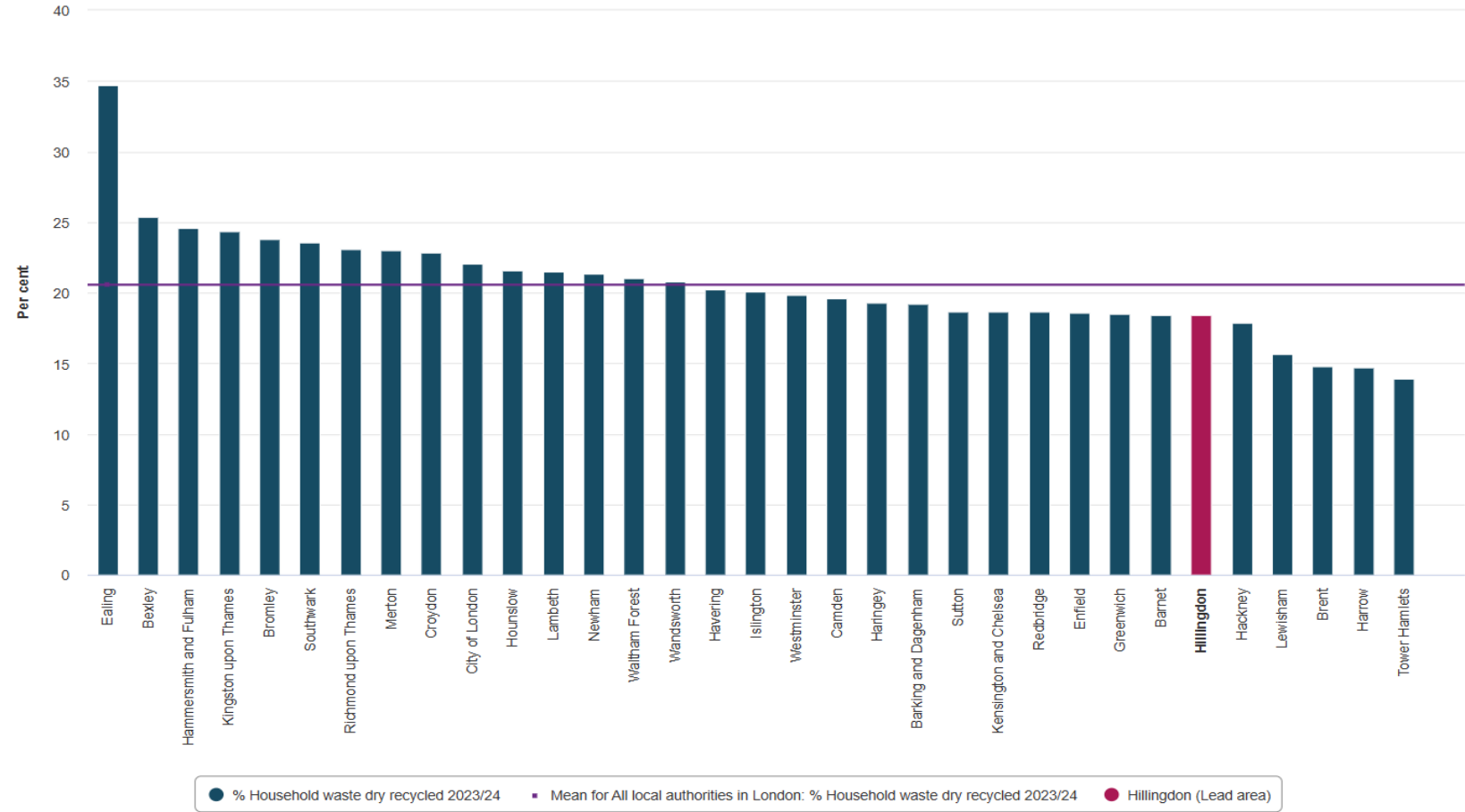
This chart shows total household waste collected by each London borough in 2023/24. Hillingdon, highlighted in red, generated just over 100,000 tonnes—placing it mid-range among boroughs but slightly above the London average.

Higher waste volumes suggest greater environmental pressure and increased demand on local infrastructure. Reducing waste through recycling, reusing, and mindful consumption is key to keeping Hillingdon cleaner, greener, and more sustainable.

Source:
Department for Environment, Food and Rural Affairs

Community and Environment – Dry recycling

Percentage of household waste sent for dry recycling (annual) (2023/24) for All local authorities in London



Recycling performance is key to reducing environmental impact and waste disposal costs.

This chart shows the percentage of household waste sent for dry recycling (excluding composting) by each London borough in 2023/24. Hillingdon, marked in red, recycled just under 20%—below the London average and in the lower half of boroughs.

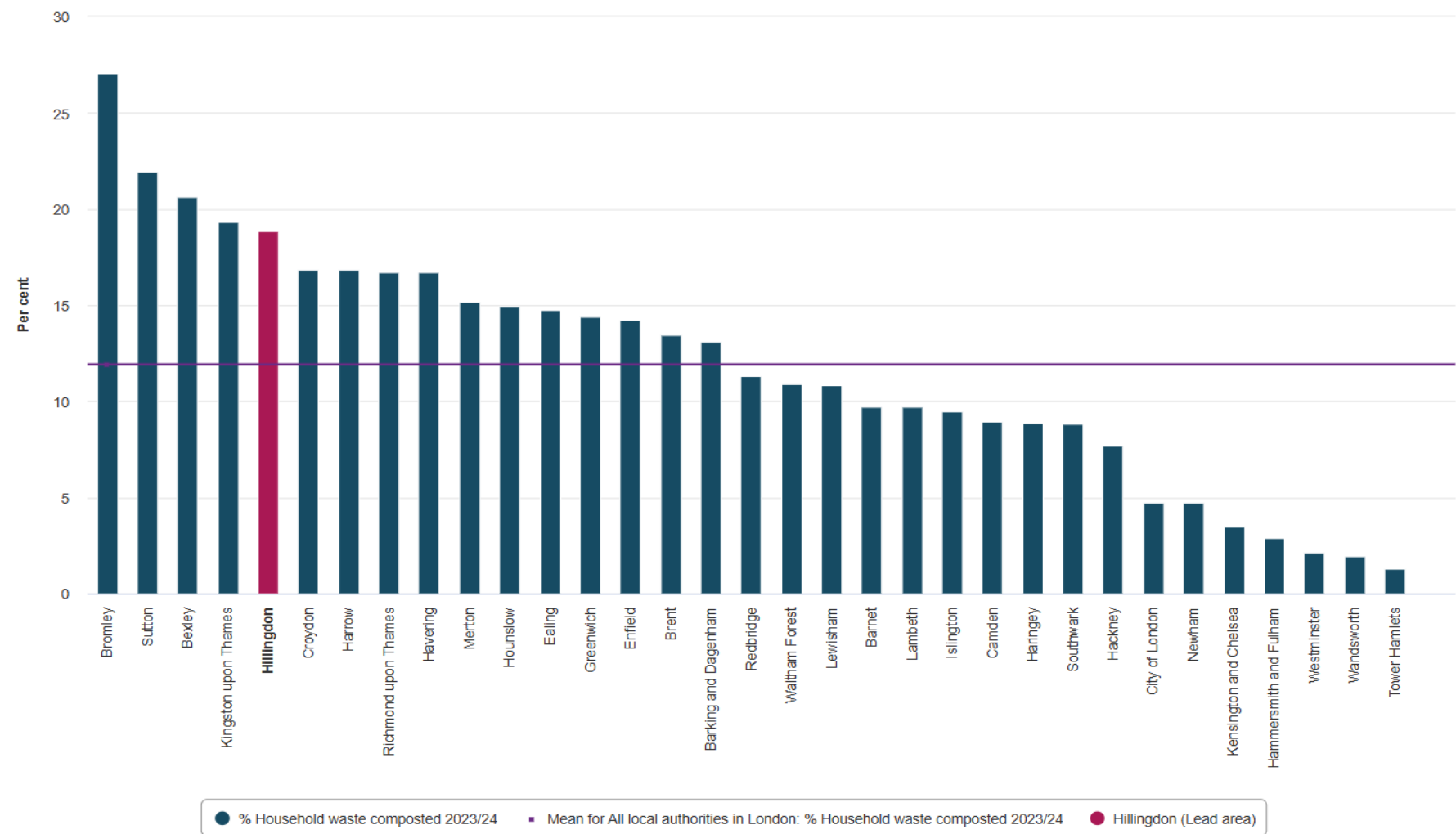
To improve recycling rates and reduce contamination, Hillingdon is trialling new recycling bins in selected flat blocks, supported by targeted education to encourage correct usage.

This initiative, alongside community events, features in *Hillingdon People*, marketing campaigns, and direct communications, aims to raise awareness, foster better habits, and boost both the quality and quantity of recyclable materials collected

Source:
Department for Environment, Food and Rural Affairs

Community and Environment – Composted waste

Percentage of household waste sent for composting (annual) (2023/24) for All local authorities in London



Our composting performance is helping reduce emissions and protecting natural resources.

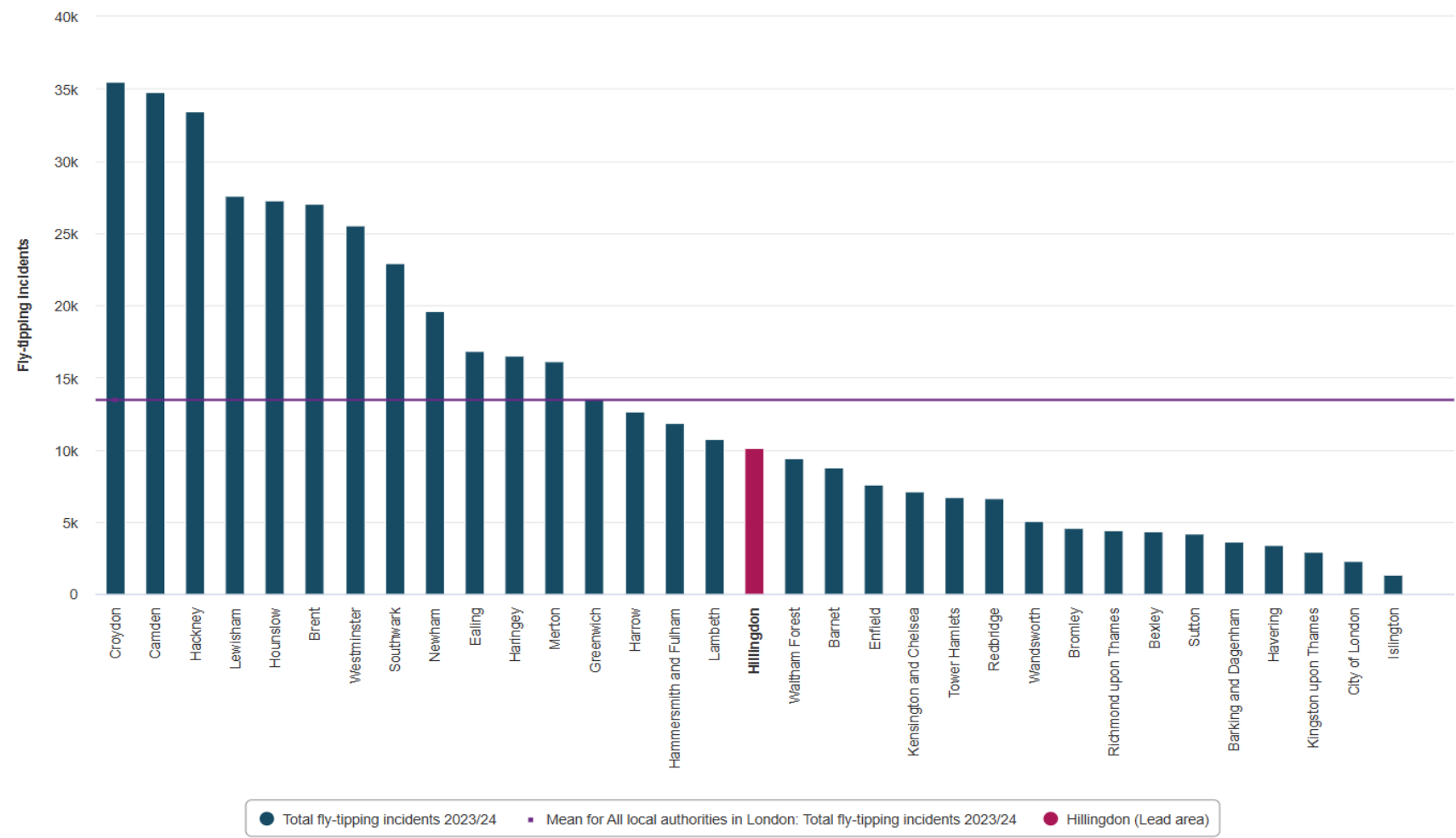
This chart shows the percentage of household waste sent for composting—such as food and garden waste—across London boroughs in 2023/24. Hillingdon, highlighted in red, composted just under 19% of its household waste, placing it among the top-performing boroughs and above the London average.

Only a few boroughs achieved higher rates, with most sending significantly less organic waste for composting.

Hillingdon’s strong performance in this area supports a cleaner, greener borough by cutting emissions and making better use of natural resources.

Community and Environment – Fly-tipping

Total fly-tipping incidents (2023/24) for All local authorities in London



Fly-tipping is a complex issue influenced by multiple local factors.

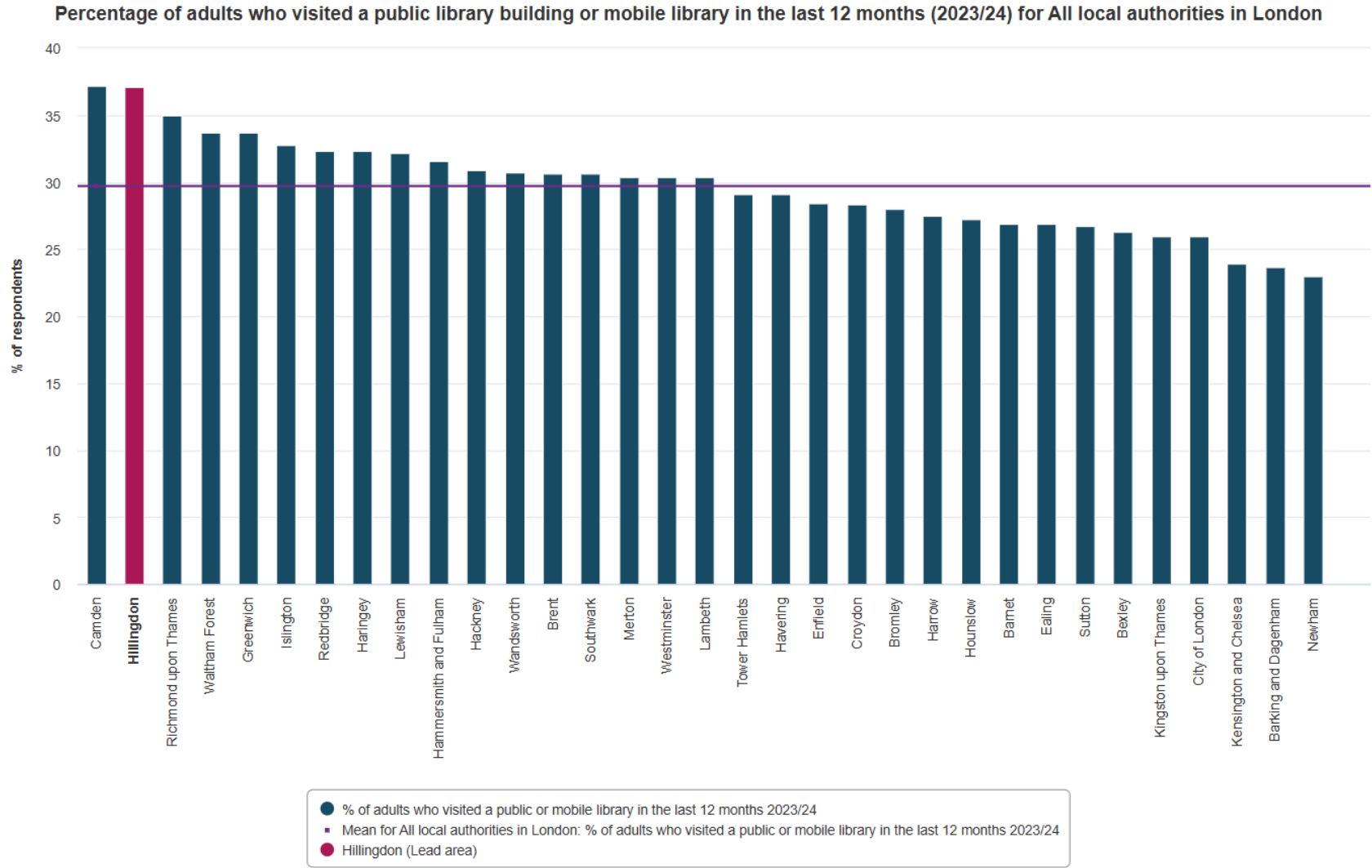
This chart shows the total number of fly-tipping incidents reported by London boroughs in 2023/24.

Figures can be shaped by population density, housing types, commuter routes, public reporting behaviour, and how rigorously incidents are identified and recorded. Variations may also reflect differences in crew training and the use of technology to capture incidents.

For these reasons, boroughs should not be judged as ‘good’ or ‘poor’ performers based solely on incident numbers. A more nuanced understanding is essential for effective response and prevention.

Source:
Department for Environment, Food and Rural Affairs

Community and Environment – Library visits



Library visits reflect good community engagement and access to local services.

This chart shows the percentage of adults who visited a public library building, mobile library, or outreach service in person during leisure time over the past 12 months. Digital engagement is excluded.

Data from the Participation Survey (covering adults aged 16+ in England) shows that 37.1% of adults in Hillingdon visited a library in 2023/24—well above the averages for London (29.8%) and England (25%).

This strong performance highlights the value of accessible, in-person library services in supporting learning, wellbeing, and community connection.



Cabinet Member: Cllr Martin Goddard
Portfolio: Finance and Transformation

Our commitments to residents

A thriving economy

A digital-enabled, modern, well-run
council

Corporate Director: Matthew Wallbridge, Chief Operating Officer

In October 2024, the council agreed its first Digital Strategy that set out our vision to embrace technology to be efficient and make it easier for residents to use council services, including supporting those who are unable to use technology.

In November 2024, the council completed a Cyber 360 review by the Local Government Association with the feedback: "Hillingdon Council has made notable strides in advancing its cyber security posture, with strong leadership backing and a solid foundation of policies and processes in place. The commitment to improving security is evident through investments in digital strategy, proactive risk management, and the establishment of clear governance structures."

Currently, 97.9% of Hillingdon residents have access to superfast broadband. This wide coverage ensures that almost everyone in the borough can benefit from fast internet, helping to keep people connected and making everyday life easier.

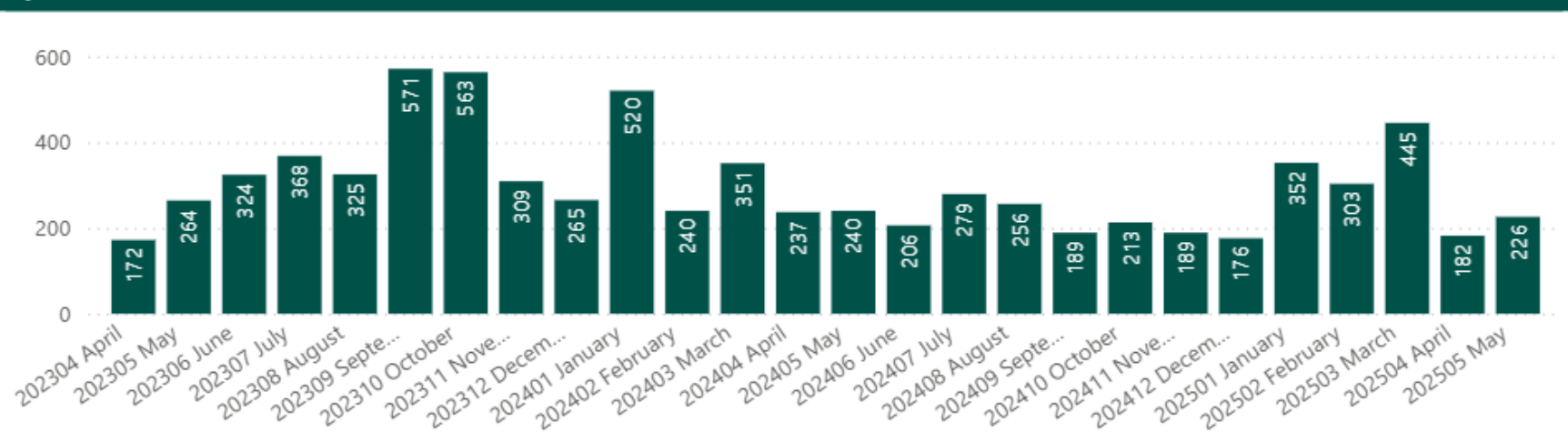
As part of the Digital Strategy the council has seen a reduction in phone calls and an increase in resident self-service, as well as an increase in the use of the council's website.

In 2024/25, through the council's counter fraud team, the council recovered a total of £10.9 million, significantly exceeding its target of £8 million. This helps to contribute to the council's financial position, as well as ensuring we reduce fraud.

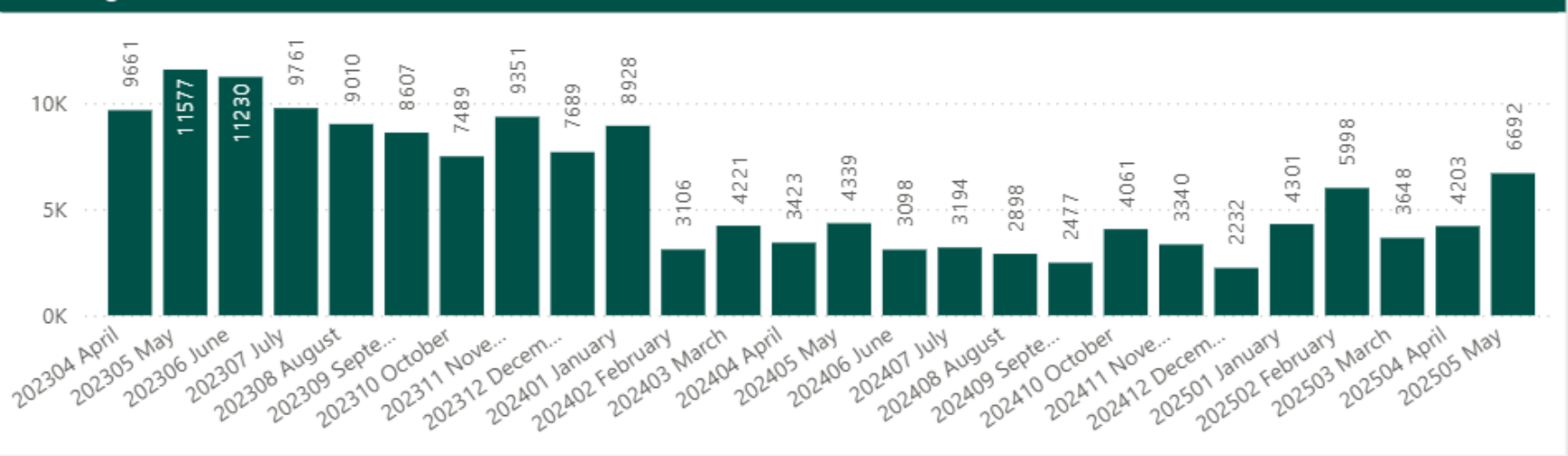
Finally, there has been an increase in the percentage of money spent with local versus non-local suppliers, with the latest quarter rising to nearly 25%. In addition, the percentage of individual transactions (orders) that are placed with local businesses has also grown, reaching over 43% in the most recent quarter.

Finance and Transformation – Cyber Security

Cyber Threats



Phishing Threats



The first chart tracks **cyber threats**—these are attempts by criminals to break into council systems, steal information, or disrupt services. The numbers go up and down each month, but there are periods where attacks spike, showing that the threat is always changing and never goes away.

The second chart shows **phishing threats**, which are attempts to trick people into giving away personal details or passwords, often by email. These attempts are much more common, sometimes reaching over 10,000 a month, but they've been lower in some recent months, showing how constant and widespread these risks are.

Why does this matter? Protecting against cyber and phishing attacks keeps council services running, protects sensitive information, and helps prevent fraud. The council's security teams are always working in the background to spot and block these threats, keeping both staff and residents safe from online crime.

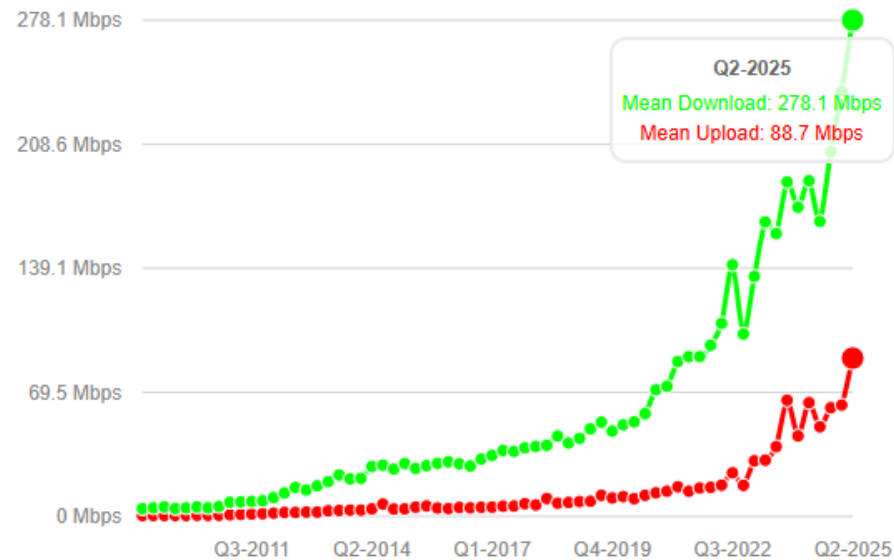
Staying alert to these dangers is important for everyone. The council's ongoing work to defend its systems helps make sure residents' data stays secure and services remain reliable.

Finance and Transformation – Resident Connectivity

Any Openreach ADSL FTTC Cable FTTH 3G/4G

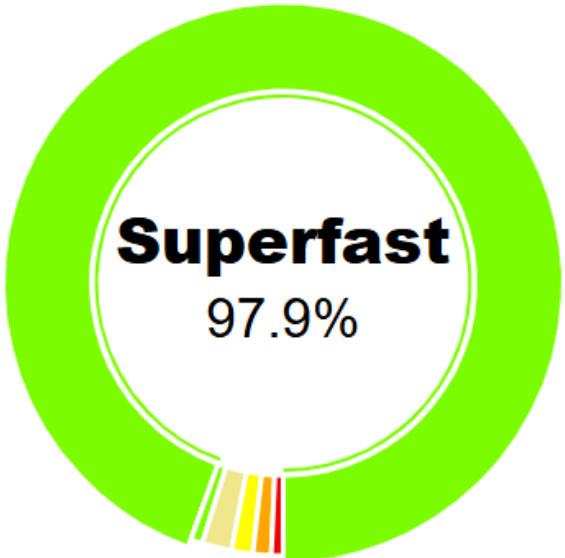
ADSL, ADSL2+, FTTC, fibre, cable, mobile and wireless speeds ?

Technology Split: FTTC 23.7% Cable 30.5% FTTH 45.8%



Hillingdon Superfast and Fibre Coverage

Latest Figures History ?



These charts show just how much broadband speeds and coverage have improved across Hillingdon. The line chart on the left tracks internet speeds over time, showing a huge increase in both download and upload speeds in recent years. As of mid-2025, the average download speed in the borough is now over 278 Mbps, with average upload speeds at nearly 89 Mbps. This means residents and businesses can access fast, reliable internet for everything from streaming and remote work to online learning and digital services.

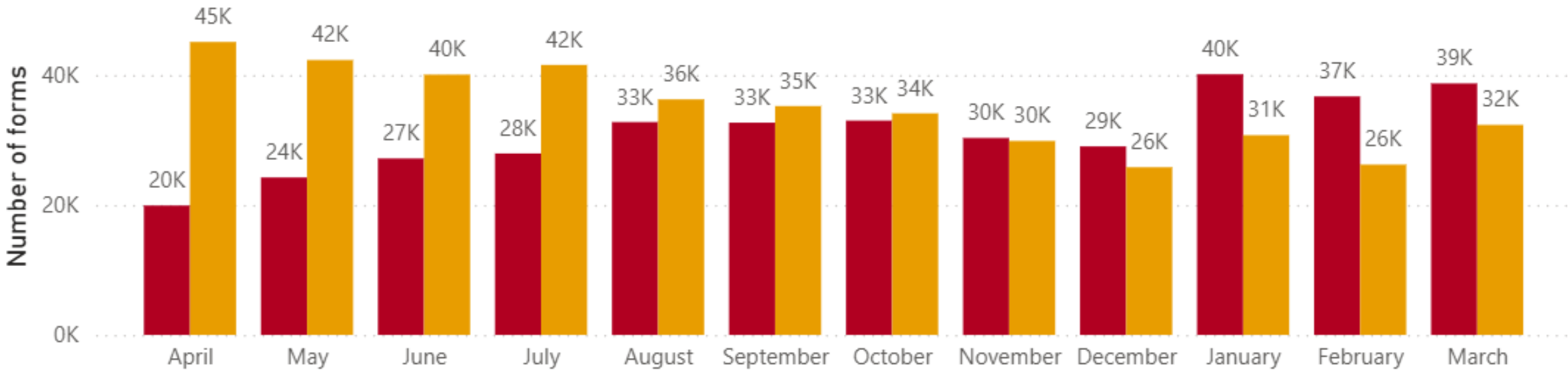
The chart on the right highlights that 97.9% of Hillingdon now has access to superfast broadband. This wide coverage ensures that almost everyone in the borough can benefit from fast internet, helping to keep people connected and making everyday life easier.

Fast and reliable broadband is more important than ever, whether for working from home, staying in touch with family, accessing council services, or supporting local businesses. While a small number of properties may still have slower speeds, the vast majority of Hillingdon is now well connected.

Finance and Transformation – Resident Self Service

Number Of Forms

Fiscal Year ● 2023/2024 ● 2024/2025

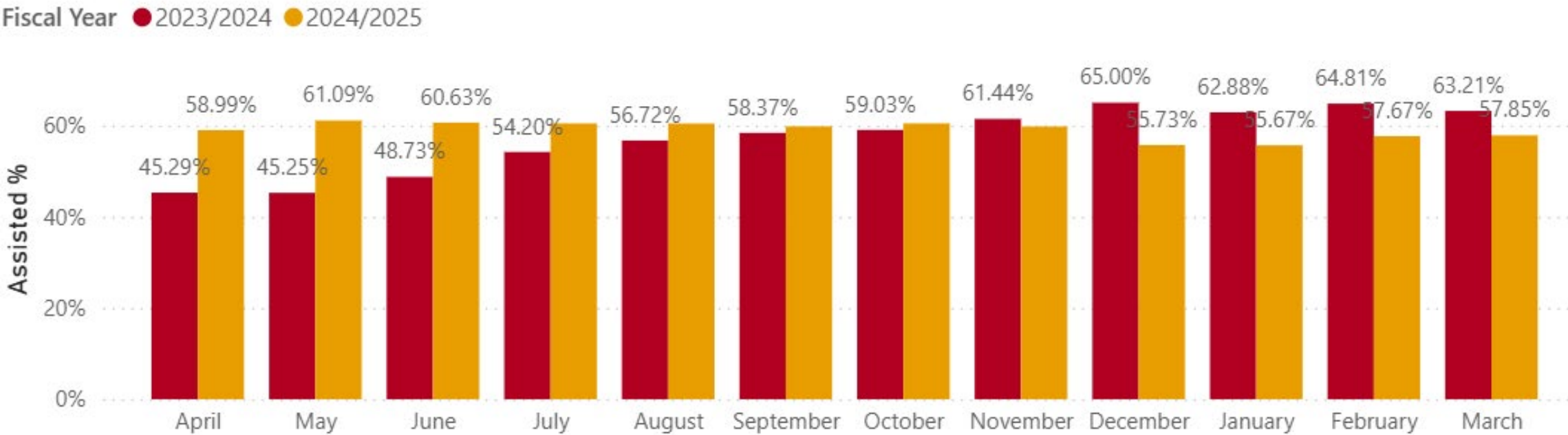


This chart shows the number of online forms completed by residents through the council’s website each month - a key measure of how people are using digital self-service to access council services.

The 2024/25 data (shown in yellow) highlights a strong start to the year, with more residents choosing to use online channels compared to the same period in 2023/24 (shown in red), particularly between April and July.

Using digital services helps residents get things done quickly and easily, without needing to call or visit the council. It also reduces pressure on frontline staff, allowing the council to focus more resources on those who need the most support.

Finance and Transformation – Resident Assisted

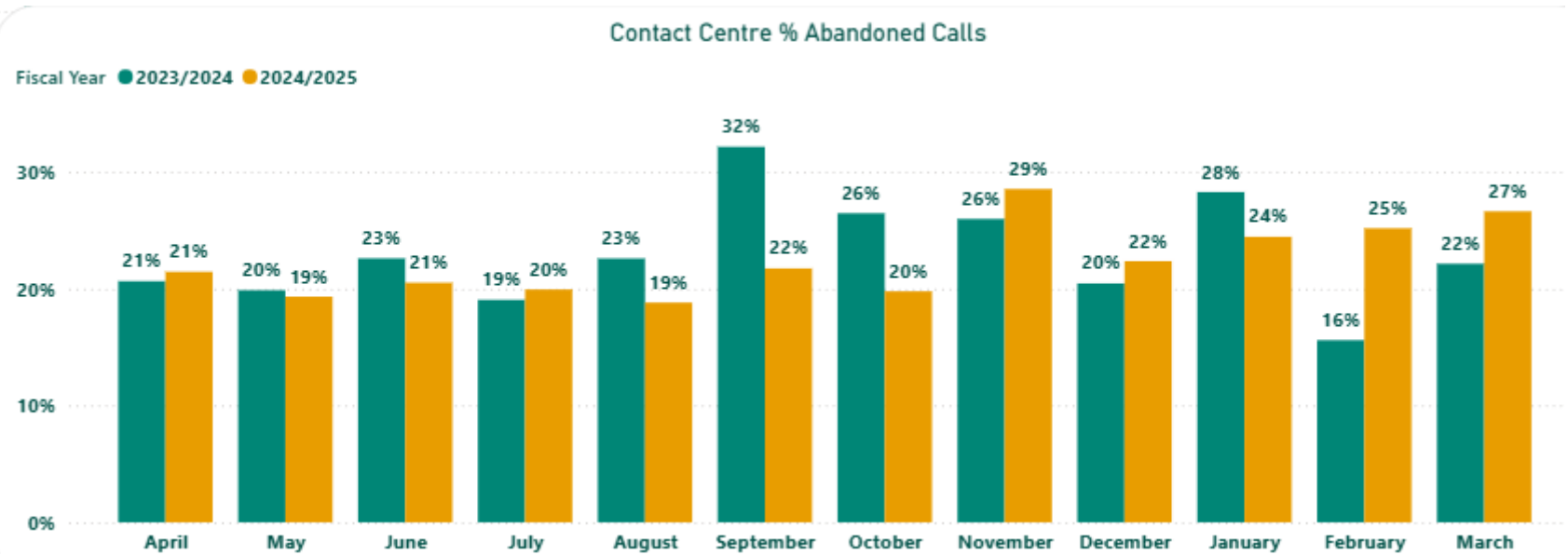
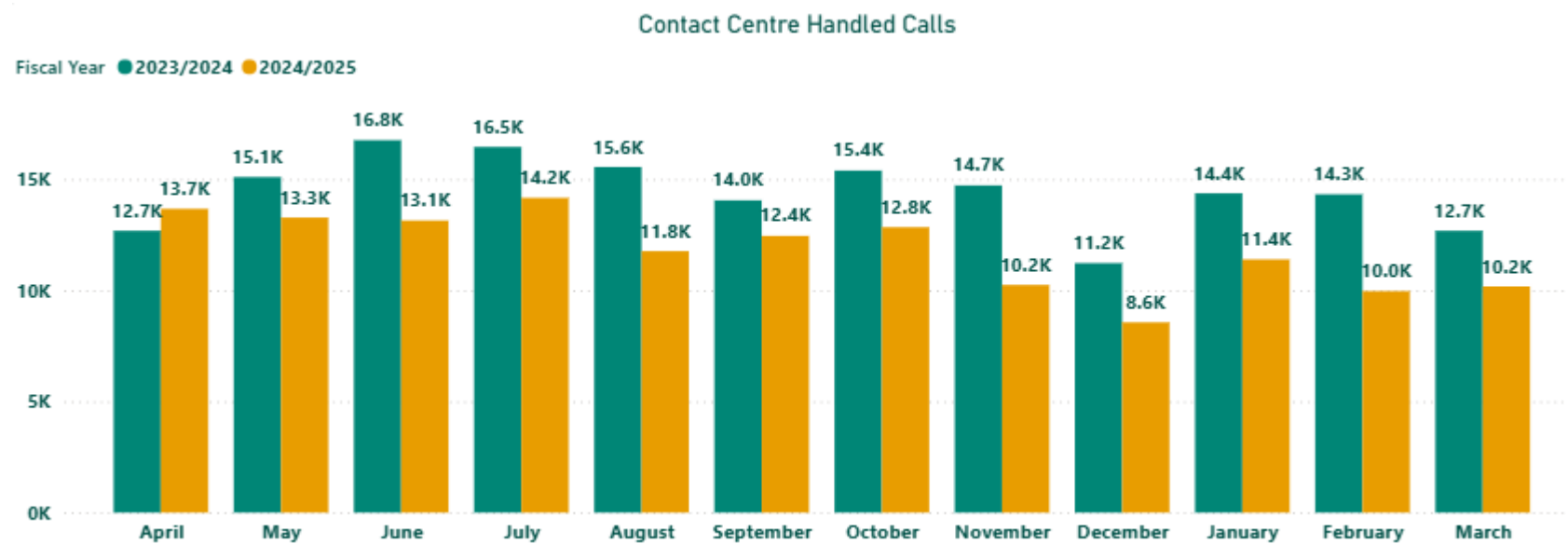


This chart shows the percentage of service requests where residents still needed support from council staff to complete their transaction - either by phone, in person, or through assisted digital channels.

While many residents are now using online self-service, a significant proportion still rely on manual help. In 2023/24 (red bars), assisted rates were consistently above 55%, peaking at 65% in December. Early 2024/25 data (yellow bars) shows encouraging signs of improvement, with fewer people needing support, especially in April, May, and June.

Reducing the need for manual support is an important part of making the council more efficient and accessible. By helping more residents confidently use digital services, we can improve convenience, lower costs, and free up staff to assist those who need extra help the most.

Finance and Transformation – Resident Calls handled



These charts show how many calls the contact centre handled from residents each month, as well as the percentage of calls that were abandoned (where callers hung up or dropped the call before getting through).

This year, we've seen fewer total calls coming into the contact centre compared to last year. This could mean that more residents are finding answers online or using other digital services, which can be quicker and more convenient for everyone.

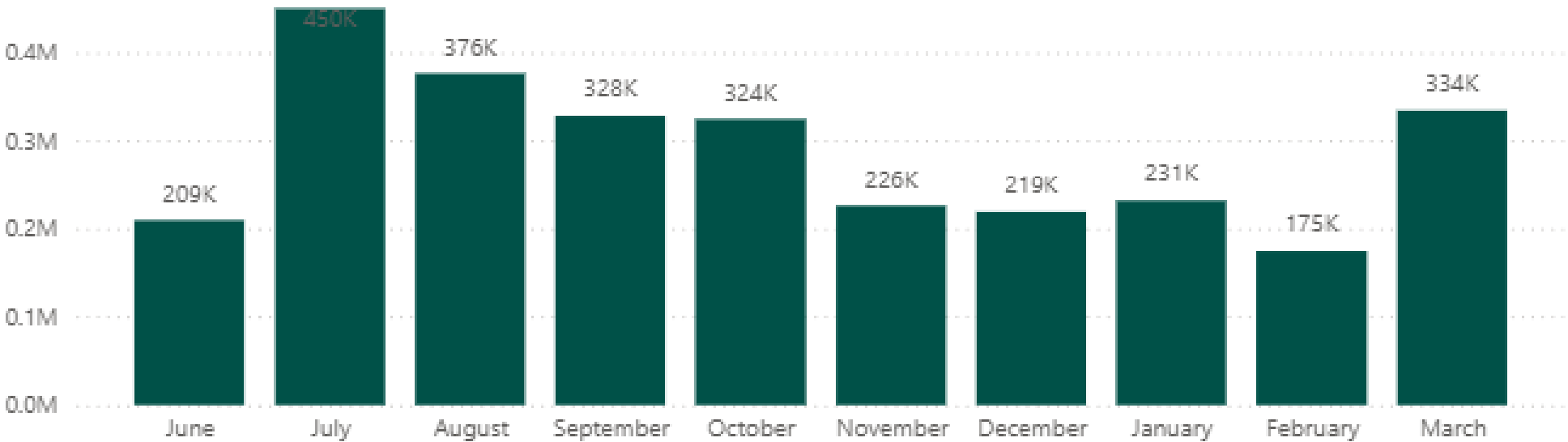
Although the percentage of abandoned calls has been a little higher in some months this year, the council continues to work on improving the service - making it easier for residents to get through and get the help they need. Fewer total calls and the ongoing push to improve digital access both help reduce waiting times and free up staff to support residents with more complex enquiries.

Overall, these trends reflect the growing use of online services in Hillingdon, as well as the council's commitment to making it easier for everyone to contact us, whether by phone or online.

Finance and Transformation – Web usage

Total page views over time

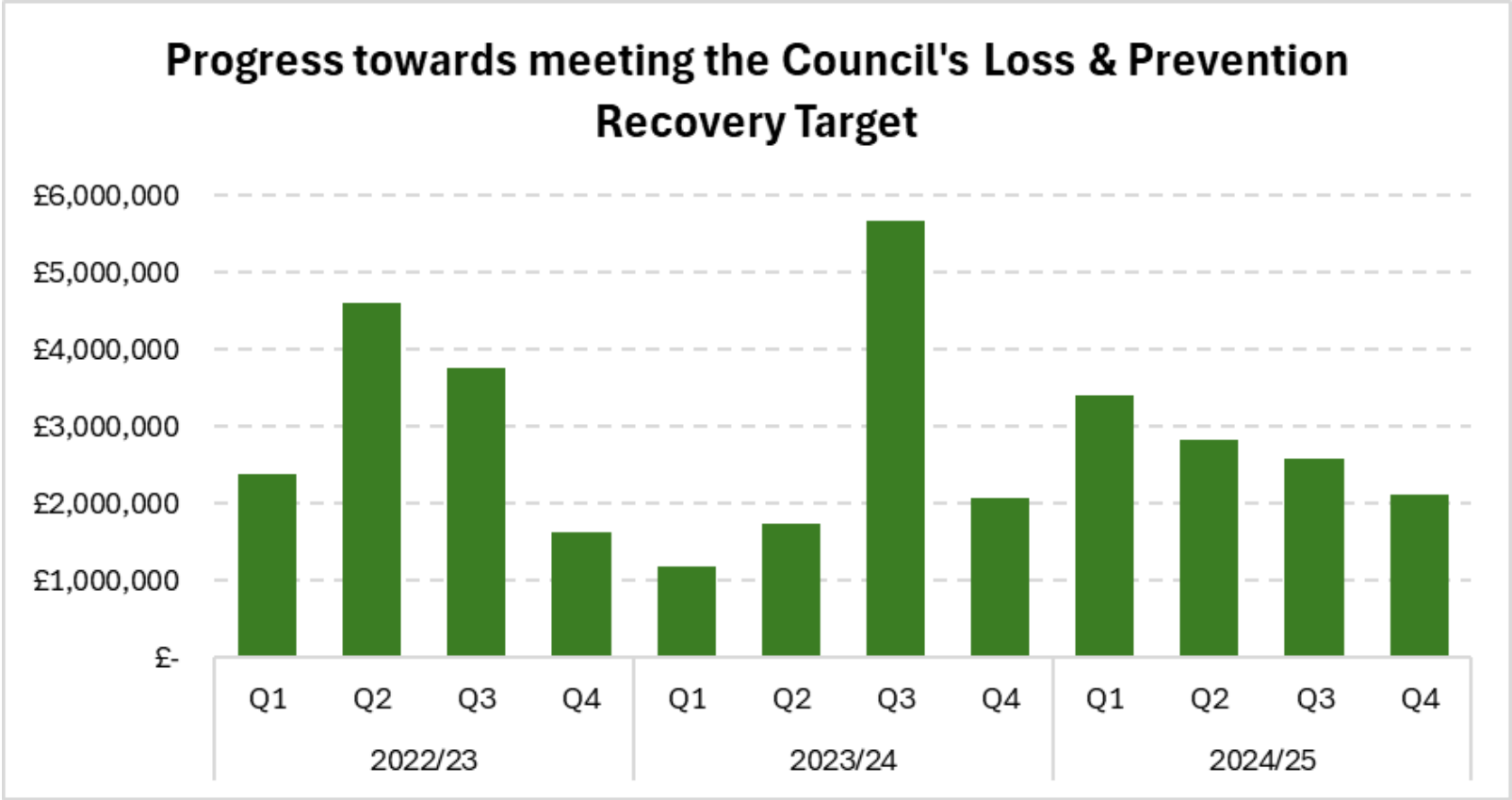
Year ● 2024/2025



The number of visits to the Hillingdon Council website is a useful way to see how residents are using online services. This chart shows that website usage goes up and down throughout the year, with the busiest months usually in early spring. July had the most visits in 2024/25 with just under 450,000 page views.

Improved web usage means that more people are able to get the help they need quickly and easily, without having to phone or visit the council in person. By making sure the website is clear and easy to use, the council is helping residents find what they need, when they need it.

Finance and Transformation - Counter Fraud Recovery



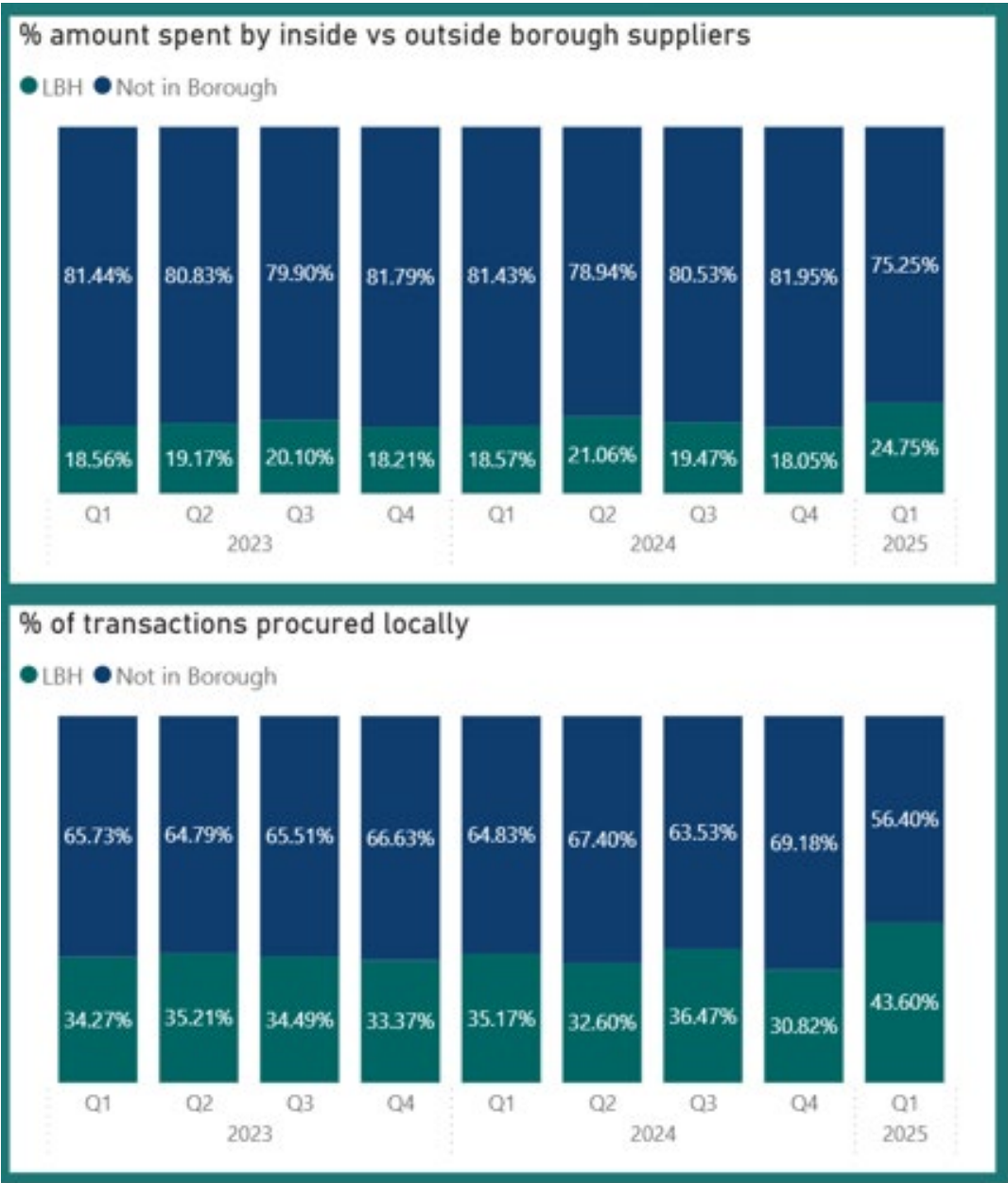
This graph highlights the council's counter-fraud activity across a range of services, including housing, business rates, and adult social care. Fraud in these areas can include false housing claims, undeclared business activity, and misuse of care funding.

In 2024/25, the council recovered a total of £10.9 million, significantly exceeding its target of £8 million. This reflects strong performance in identifying, investigating, and stopping fraudulent activity, and reclaiming funds and assets.

In 2024/2025 the counter fraud service had 112 fraud recoveries, and 42 emergency housing units closed helping to release vital homes and resources back into the system.

Counter fraud checks play a crucial role in protecting public money, ensuring fairness, and making sure support reaches those who are genuinely eligible.

Finance and Transformation – Procurement



The top chart looks at the **percentage of money spent** with local versus non-local suppliers. While most spending still goes to suppliers outside the borough, the amount spent locally has increased, especially in the latest quarter, rising to nearly 25%.

The bottom chart shows the **percentage of individual transactions** (orders) that are placed with local businesses. Here, the share of local transactions has also grown, reaching over 43% in the most recent quarter.

Buying from businesses within Hillingdon helps to support the local economy, protect local jobs, and keep more money circulating within the community. It's one of the ways the council can directly invest back into the borough and help local firms grow.

However, not every service or product the council needs is available locally. Some specialist goods or larger contracts have to be sourced from outside the borough, which is why there will always be a balance.

By increasing the share of local procurement wherever possible, the council is working to give local businesses more opportunities, but also making sure it gets the best value and quality for residents.

Concluding comments

The Annual Performance Report for 2024/25 provides a transparent account of Hillingdon Council's performance across core service areas, emphasizing putting residents first. The council is addressing significant challenges such as rising demand, financial pressures, and evolving community needs while maintaining a commitment to service quality, accountability, and resident wellbeing.

In housing and homelessness, the council faces unprecedented demand, with record highs in temporary accommodation usage and homelessness presentations. To address this, Hillingdon has implemented targeted interventions, including increasing housing supply, introducing cost controls, and expanding prevention efforts to reduce reliance on temporary accommodation and improve outcomes for vulnerable households.

In children's services and education, the council manages complex pressures, particularly in SEND provision and social care. Despite rising referral volumes and safeguarding concerns, performance in assessment timeliness and care planning has improved. Educational outcomes remain a priority, with efforts to support attainment, reduce absence, and improve post-16 destinations, especially for young people with additional needs.

Adult social care services are adapting to demographic shifts and higher expectations, focusing on early intervention, reablement, and resident independence. The council has maintained strong performance in service user satisfaction, quality of life, and access to information while managing increasing demand and complexity in care provision.

Community and environmental services show positive trends in green space and tree maintenance, library engagement, and waste composting. However, challenges remain in recycling rates. Crime and ASB rates are high but stable, and public confidence in policing has declined, highlighting the need for continued community engagement and transparency.

Financially, the council operates under considerable strain due to reduced central funding, inflationary pressures, and demand-led costs. Risk management processes have been strengthened, and counter fraud efforts have delivered significant recoveries. Digital transformation continues to progress, with improvements in broadband coverage and online service usage.

Overall, the report demonstrates Hillingdon's commitment to continuous improvement, resident-centred service delivery, and strategic resilience. The council's data-driven approach, investment in transformation, and focus on outcomes position it to navigate the road ahead with purpose and clear objectives.

Moving forward

The **Local Government Outcomes Framework (LGOF)** is a new national system that will help councils across the country measure and improve the way they deliver services for residents. Due to launch in April 2026, the LGOF aims to create a clearer and more consistent picture of how well councils are supporting their communities by focusing on results that matter most to local people.

What is the LGOF?

The LGOF sets out 15 priority outcomes, such as health, housing, community safety, education, and the local environment supported by 115 individual measures. The vast majority of these are statutory indicators, meaning councils already collect and report this information to government. By bringing this data together in one place, the framework allows councils to see how they compare with others regionally and nationally, helping to identify areas for improvement and share what works.

The LGOF isn't just about collecting data; it's designed to promote a culture of **data-driven self-improvement** and encourage councils to learn from each other. This should lead to better decision-making, more effective services, and improved outcomes for residents.

What does it mean for Hillingdon?

Hillingdon will contribute to the development of the LGOF as it takes shape over the next year, sharing our experience and helping to shape the final framework. Once it goes live, we will align our annual reporting and performance management to the LGOF's outcomes and measures, ensuring residents and stakeholders can see how Hillingdon is performing in all key areas.

Most of the information needed for the LGOF will come from statutory data returns that are already published. However, this also highlights the importance of having accurate and high-quality data in our systems. As part of our preparations, we will be prioritising improvements to data quality and carrying out audits in key service areas, so our reporting is reliable and reflects the real picture for our residents.

By working towards the LGOF, Hillingdon is committed to being transparent about our performance, learning from best practice, and driving continuous improvement, helping us to deliver better services and outcomes for everyone in the borough.

Headline priority outcomes

Homelessness and rough sleeping	Prevent and reduce homelessness and rough sleeping
Housing	Everyone has access to a decent, safe, secure, and affordable home
Multiple disadvantage	Improve the lives of adults experiencing multiple disadvantages
Best start in life	Improve early child health, family support and early education to give every child the best start in life
Every child achieving and thriving	Support all children and young people to achieve and thrive in school, at home and in their communities
Keeping children safe and family security (Children's Social Care)	Keep children safe in secure and loving homes and help more families to thrive together
Health and wellbeing	People live healthier lives for longer and health inequalities are reduced
Adult Social Care – Quality	Care users and carers experience high quality adult social care that is provided by a skilled workforce
Adult Social Care – Independence	Care users are supported to stay independent in their homes where possible, and have choice and control over their support
Adult Social Care - Neighbourhood health / integration	Care users are supported by joined up health and social care services at a neighbourhood level
Neighbourhoods	People feel safe and included in their local community and are satisfied with their local area as a place to live
Environment, Circular Economy and climate change	Support a healthier, more resilient natural and built environment, including responding to the risks and impacts of climate change to the benefit of communities
Transport and local infrastructure	Communities are connected with improved, healthier and greener public transport, enabled by well maintained, enhanced and delivered transport infrastructure
Contextual metrics	
Economic prosperity and regeneration	Foster local economic growth and prosperity
Child poverty	Reduce and alleviate child poverty to improve children's lives and life chances

Other Council Reports

The following performance reports are available to view on the council's website:

[Complaints](#) – annual reports

[Budget reports](#)

[Council spending over £500](#)

[Health and Wellbeing Board](#) meetings

[Audit Committee](#) meetings – Internal Audit Annual Report, Risk Management Annual Report, Counter Fraud Annual Report

[Residents' Services Select Committee](#) – Annual Parking Report

[Health and Social Care Select Committee](#)

[Children, Families and Education Select Committee](#)

[Corporate Resources & Infrastructure Select Committee](#)

Data sources

Much of the data used in this report is from council systems.

External data sources have been used to allow benchmarking to London and England; these data sources include:

[LG Inform](#), Local Government Association; many graphs used in this report detail outputs from:

- Ministry of Housing, Communities and Local Government (MHCLG)
- Department for Levelling Up, Housing and Communities (DLUHC)
- Department for Transport
- Department for Digital, Culture, Media and Sport
- Department for Environment, Food and Rural Affairs (DEFRA)
- NHS England
- Office for Health Improvement and Disparities (OHID)

[Local Broadband Information](#), thinkbroadband

[Local Government Outcomes Framework](#) (LGOF)