

# Annual Performance Report 2024/25

<b>Committee name</b>	Residents' Services Select Committee
<b>Officer reporting</b>	Ian Kavanagh, Head of Business Intelligence
<b>Papers with report</b>	Appendix 1 – Annual Performance Report 2024/25
<b>Ward</b>	All

## HEADLINES

This report presents Council's Annual Performance for 2024/25. It outlines the performance cycle and shows corporate performance for 2024/25 across the Residents Services.

Performance management is a critical function in local government, enabling councils to use data-driven insights to improve outcomes for residents. It supports accountability—both internally and externally—by demonstrating how public services respond to local needs and ensure value for money. The Council's performance framework is aligned with the Hillingdon Council Strategy and incorporates a suite of reports accessible to services, senior management, the Corporate Management Team, and Cabinet. This annual report draws on key performance indicators and monitoring data to assess progress against strategic objectives. Where applicable, it includes the most recent data available, including pre-2024/25 benchmarks.

Notably, the report integrates future indicators from the newly introduced Local Government Outcomes Framework (LGOF), which defines 15 priority outcomes and 115 measures—most of which are statutory and allow for regional and national comparison. Hillingdon will contribute to the development of the LGOF ahead of its formal launch in April 2026 and will assimilate its measures into the Council's performance management framework.

Following Cabinet's consideration of this Annual Report, all 4 select committees have scheduled consideration of this on their work programme in November to enable the monitoring of the performance of services within their respective remits. This ensures the Council can discharge its overview and scrutiny responsibilities effectively.

## RECOMMENDATIONS

**That the Select Committee:**

- 1. Notes the Annual Performance Report for 2024/25, as attached in Appendix 1;**
- 2. Notes that the report will be presented to full Council in November alongside the Annual Performance Report for information and provide any comments as necessary.**

## **SUPPORTING INFORMATION**

1. Performance management is about using data to drive evidence-based decision making to challenge current ways of working and service delivery models. It is an important tool for local government to take responsibility for its own performance and for the public and national governments to hold local service providers to account, ensuring they respond to local needs and that public money is being spent wisely.
2. Performance management includes a range of processes and methods to identify shared goals and various measurements of progress towards these. Closely aligned to the concept of governance it ensures arrangements are in place so an authority's objectives can be achieved.
3. Within Hillingdon performance is aligned to the Council Strategy, where a suite of performance reports is available to services, senior management teams, the Corporate Management Team (CMT), and the Leader and Cabinet. Monthly reports are presented to CMT and action logs completed.
4. This annual report uses key performance indicators and monitoring data to show performance on key services for Financial Year 2024/25 (or in some cases, the latest data available as well as pre-financial year 2024/25).
5. The Annual Performance Report for 2024/25 presents a detailed and transparent account of how Hillingdon Council is performing across its core service areas, with a clear emphasis on putting residents first. The report reflects a council that is actively responding to significant challenges—rising demand, financial pressures, and evolving community needs—while maintaining a strong commitment to service quality, accountability, and resident wellbeing.

### **Residents Services**

6. As is the case across many London boroughs, Hillingdon continues to face substantial challenges due to rising demand from homeless households. Since 2022/23, the borough has experienced a more than 50% increase in homelessness presentations, with the unit cost of interim accommodation rising by over 30% annually. These pressures are driven by market conditions including high property purchase and rental costs, compounded by Hillingdon's role as a port authority, which contributes to a relatively higher level of need.
7. Social housing providers are also facing competing demands, particularly the need to improve the condition of existing stock, which is diverting resources away from expanding affordable housing supply. This lack of affordable, good-quality housing—across both public and private sectors—is placing considerable strain on the Council's finances and its ability to meet statutory responsibilities. It also risks negatively impacting residents' health, wellbeing, and educational outcomes.
8. Since April 2023, the number of residents approaching the Council due to the threat of homelessness has doubled. In response, a series of targeted actions are being implemented

under the Temporary Accommodation Strategy, approved by Cabinet in February 2025, to improve outcomes during 2025/26. These include:

- a. Increasing proactive homelessness prevention efforts with landlords to reduce presentations by 25 placements per month.
  - b. Introducing a price cap for all nightly charged temporary accommodation placements.
  - c. Securing 100 new leases for temporary accommodation use.
  - d. Expanding the supply of private rented accommodation by 25 units, bringing the total to 349 units for general fund placements.
  - e. Increasing the availability of social rented homes for homeless households, including the delivery of 245 new council properties in 2025/26.
9. Over the past year, the Directorate has strengthened delivery across key areas aligned to the Council's corporate plan ambitions—particularly around sustainability, affordable housing, and a thriving local economy.
10. Highways maintenance continues to outperform London averages, with well-managed street works and an expanding network of EV charging points supporting greener travel and effective traffic management.
11. Housing delivery remains a priority, with over 400 new homes completed and further developments underway, including regeneration schemes at Hayes Town Centre, the Former RAF Uxbridge site, and Grays Road, where early resident consultation has been completed. These efforts are expanding the borough's housing stock to meet growing demand.
12. Planning and Building Control services remain robust, ensuring safe and well-designed developments. The Local Plan is currently being refreshed, and the Directorate is actively engaging with local businesses to drive inward investment and economic growth. Initiatives such as the Hillingdon Takes Off conference, supported by UK Shared Prosperity Fund (SPF) resources, have brought together over 100 businesses to explore new opportunities for jobs, skills, and apprenticeships.
13. Housing repairs and maintenance have also improved, with over 3,000 repairs completed across council-owned dwellings, contributing to safer, healthier homes and earning a C2 rating in the recent housing inspection.

## **PERFORMANCE DATA**

Performance data is included throughout the report.

## **RESIDENT BENEFIT**

This report enables residents, communities, and service users to understand how well services are performing, ensuring transparency, accountability, and continuous improvement in meeting local needs.

## **FINANCIAL IMPLICATIONS**

There are no direct financial implications to the Council associated with the recommendations in this report.

## **LEGAL IMPLICATIONS**

There are no direct legal Implications that arise out of the recommendations set out in this report.

## **BACKGROUND PAPERS**

[Annual Performance Report to Cabinet – 18 September 2025](#)

## **APPENDICES**

Annual Performance Report, 2024/25