

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



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Corporate Director: Dan Kennedy, Residents Services

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: Dan Kennedy, Residents Services

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 Residents Services Directorate over the last year.

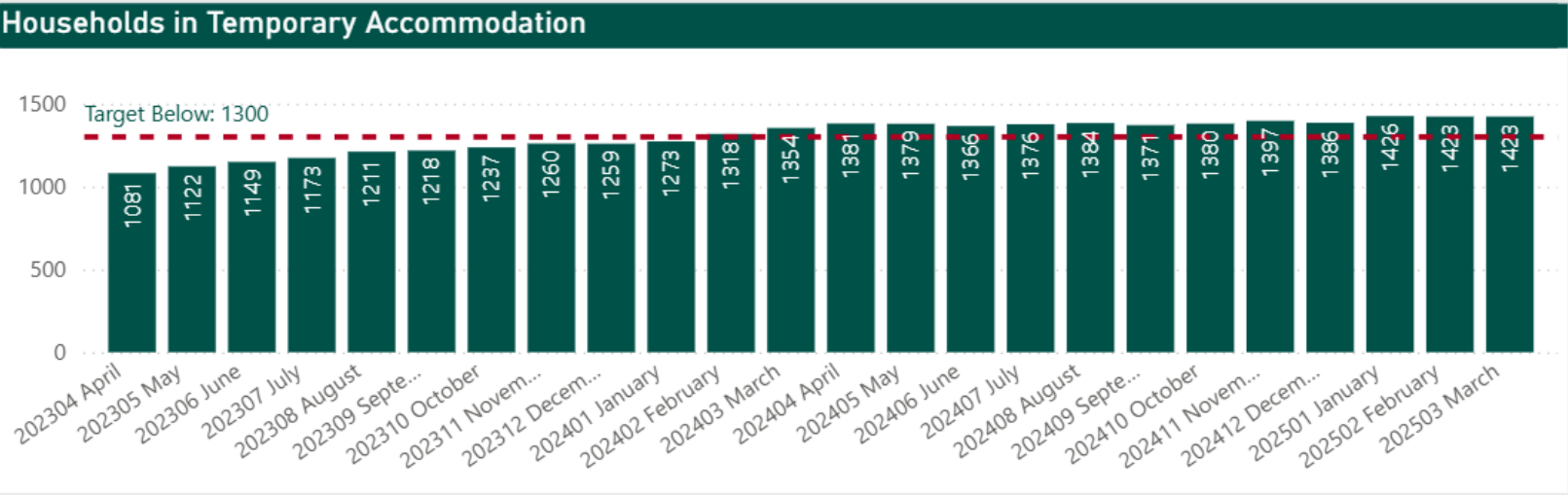
Our highways maintenance is one of the best across London with many of our roads being maintained to higher than the London average. We are also increasing the level of EV charging points across the borough as well as effectively managing our street works to ensure effective traffic management during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

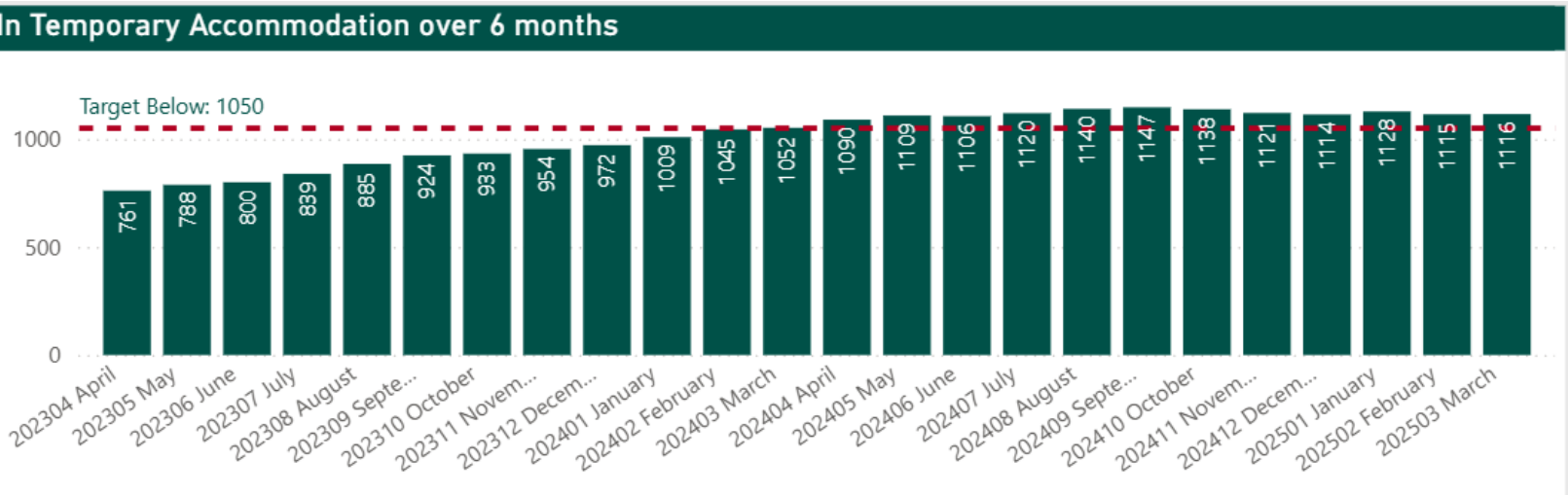
Our Housing repairs and maintenance of council stock is improving creating good quality homes which are safe and comfortable for our residents increasing their general health, safety and wellbeing within their homes. This last year completing over 3,000 repairs across our council owned dwellings culminating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

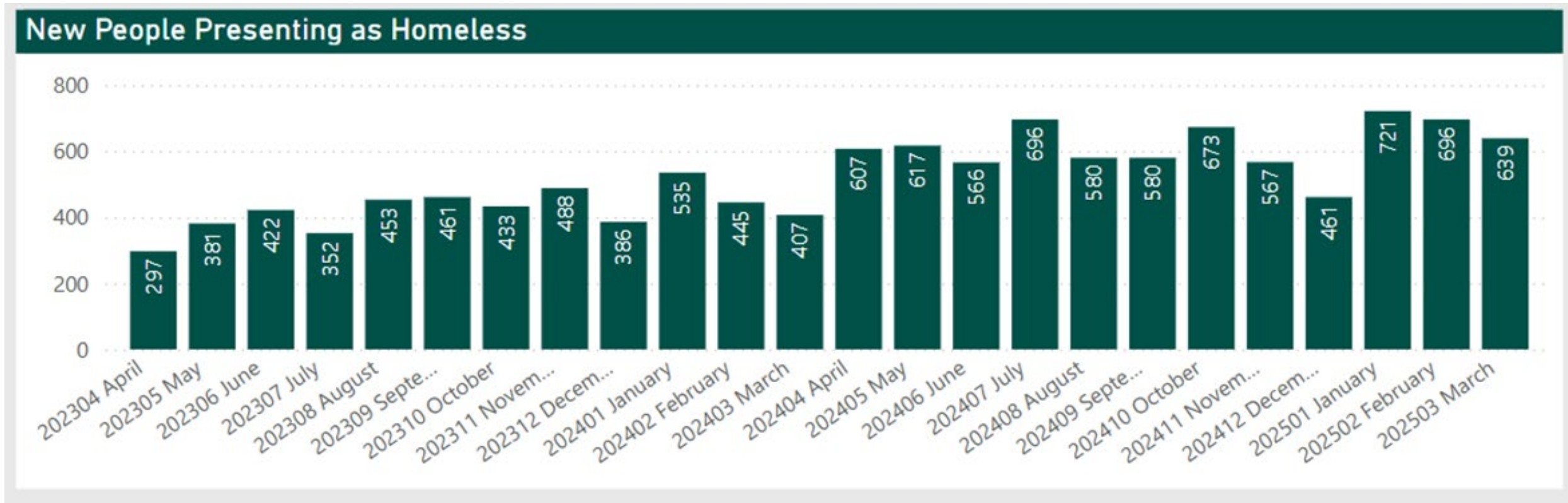
The number of households in temporary accommodation has continued to rise steadily since mid-2023, breaching the initial 1,300 target in early 2024 and peaking at 1,426 in January 2025. Figures have since plateaued, but remain significantly above target, with 1,423 recorded in March 2025.



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.

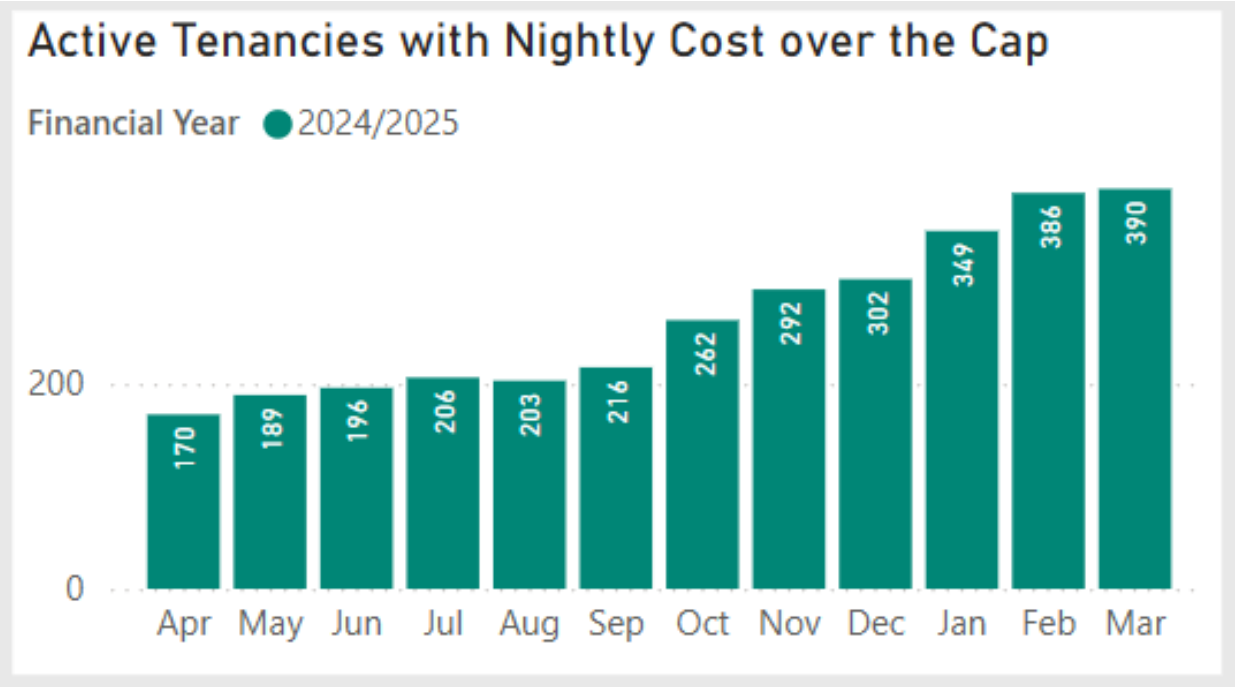
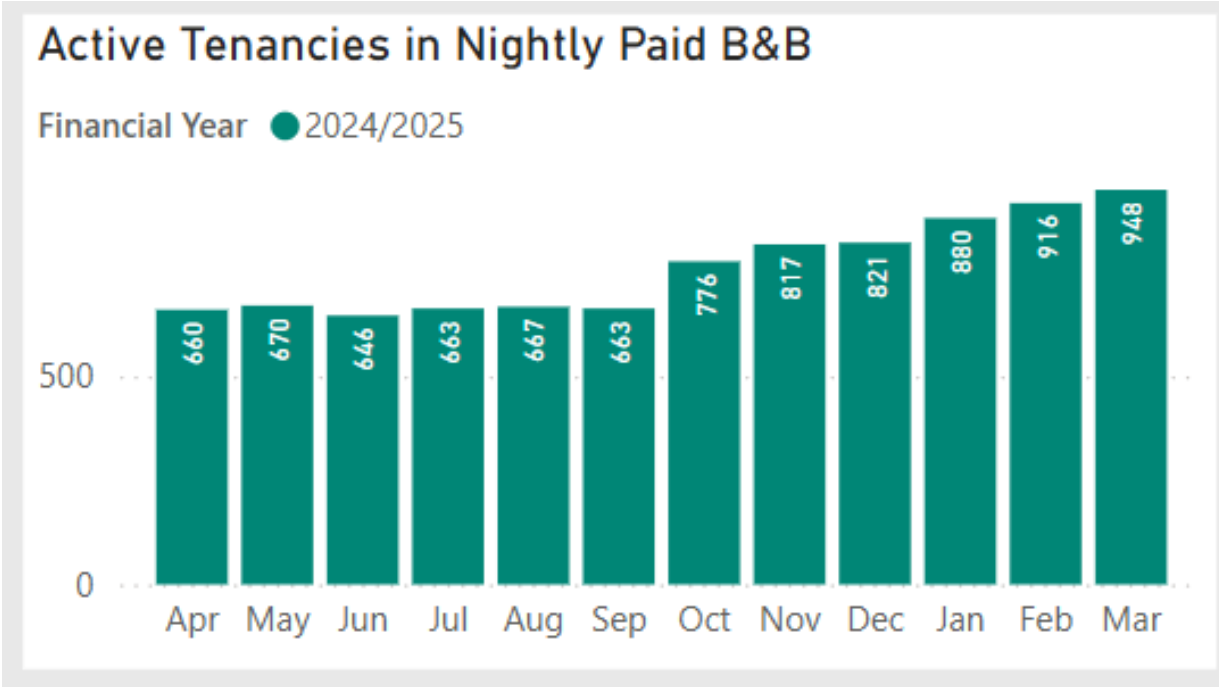
Planning, Housing and Growth



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**.

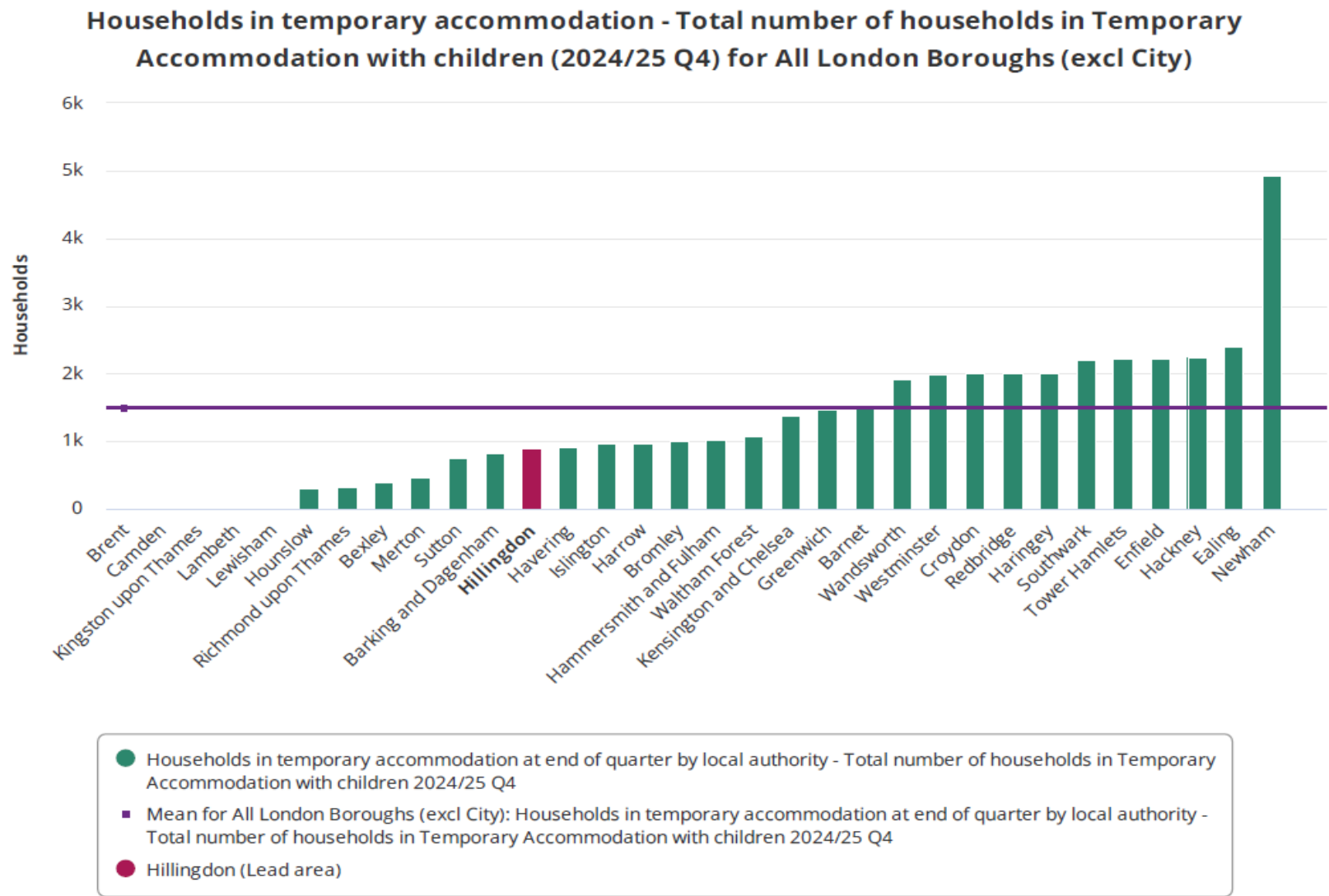
Planning, Housing and Growth



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%

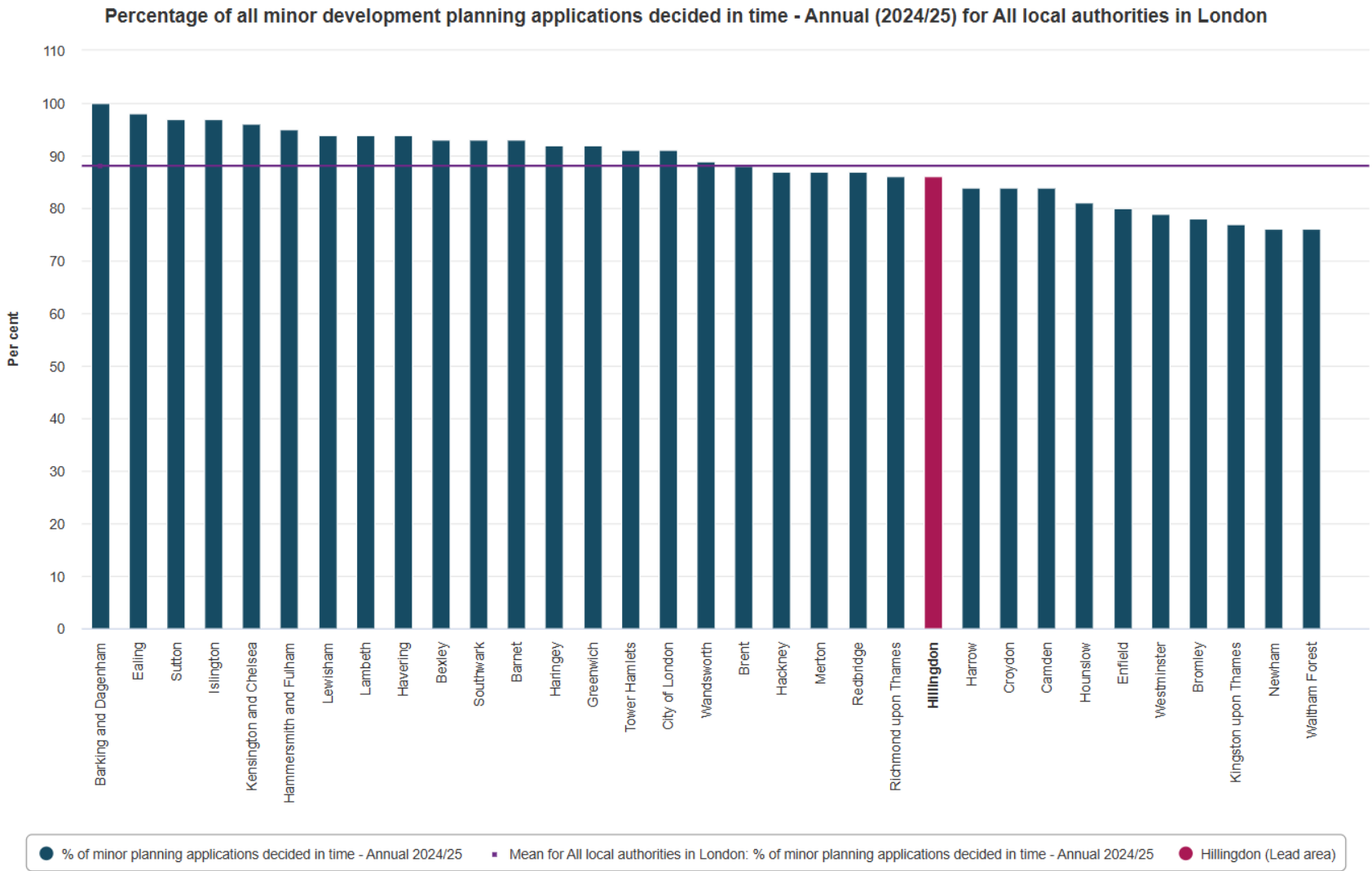
of people sleeping rough over the month are care leavers aged under 25

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



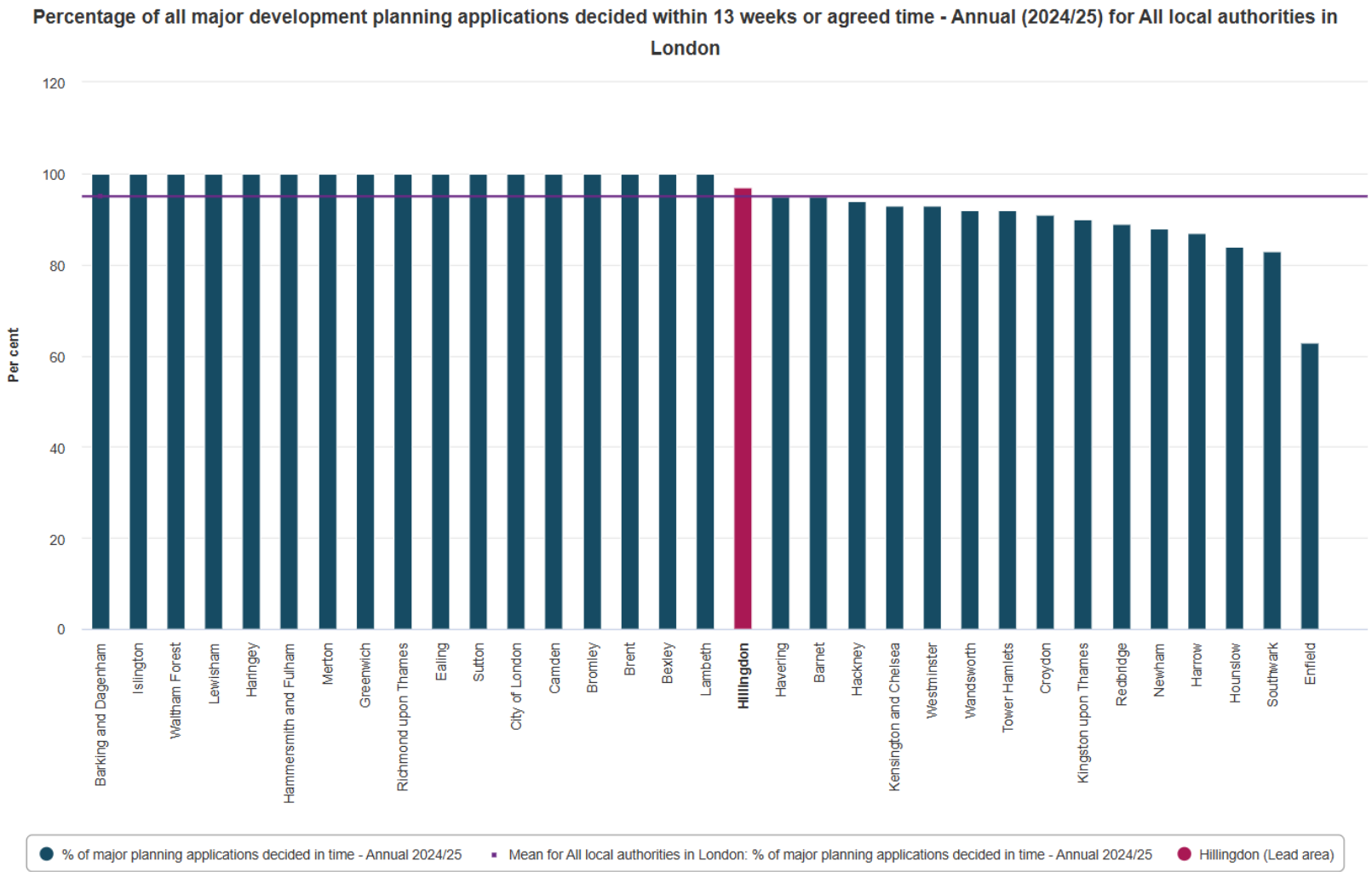
Source:
Ministry of Housing, Communities and Local Government

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

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Corporate Director: Dan Kennedy, Residents Services

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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.

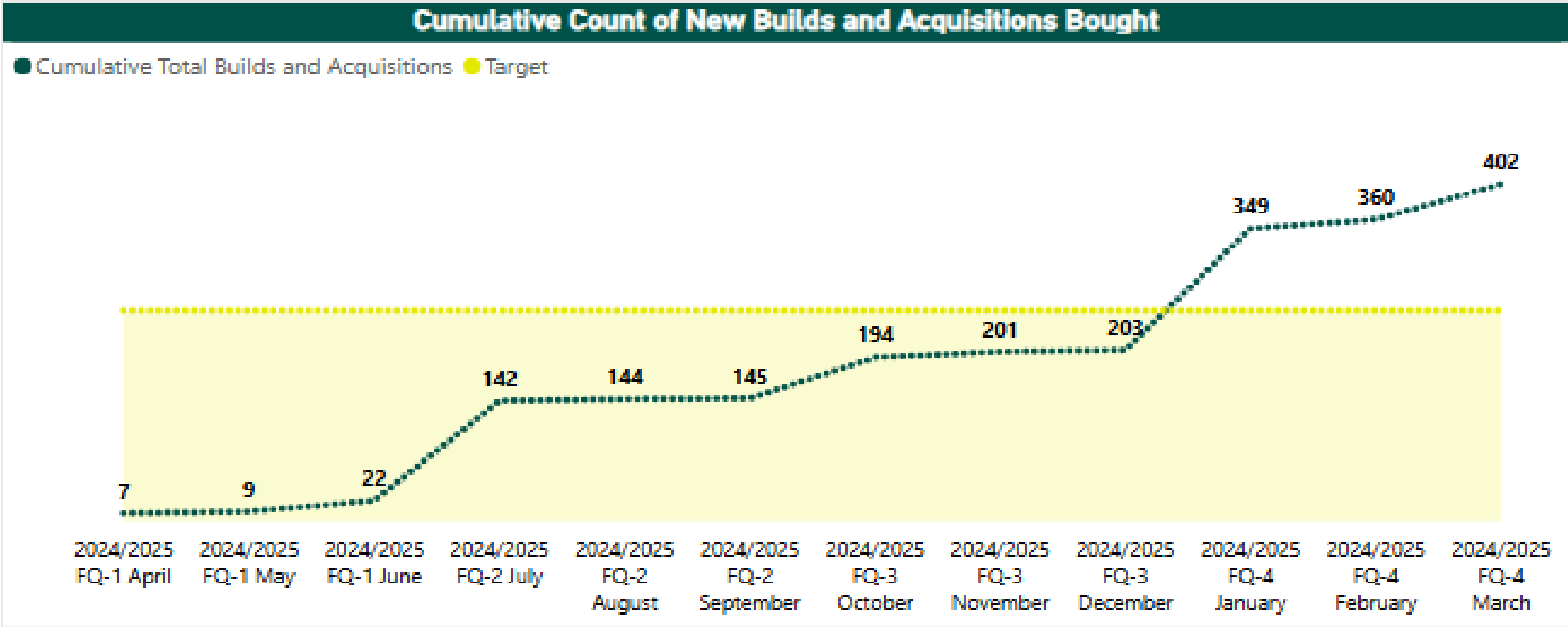
Our capital programmes across the borough are building new homes, a new leisure centre and many new facilities across Hillingdon.

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.

Corporate Services and Property – New Builds and Acquisitions

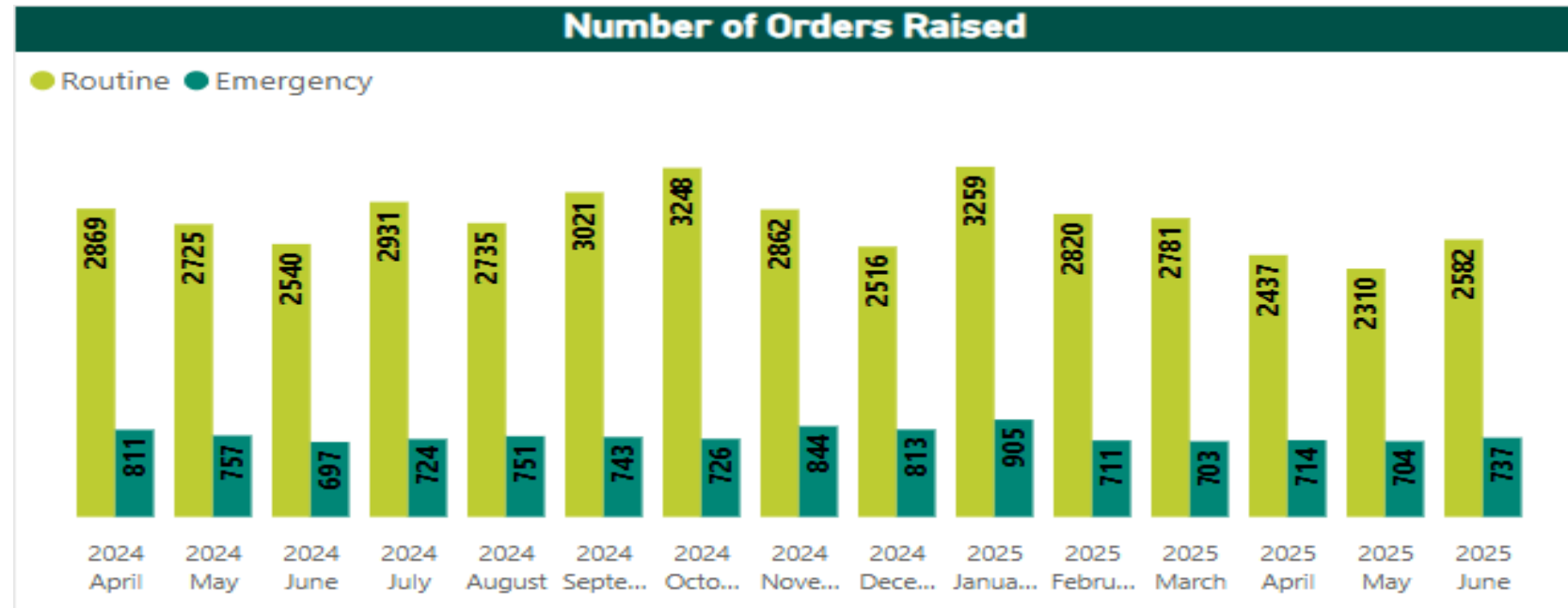


The number of properties acquired by Hillingdon Council which includes new builds and acquisitions to housing stock.

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.

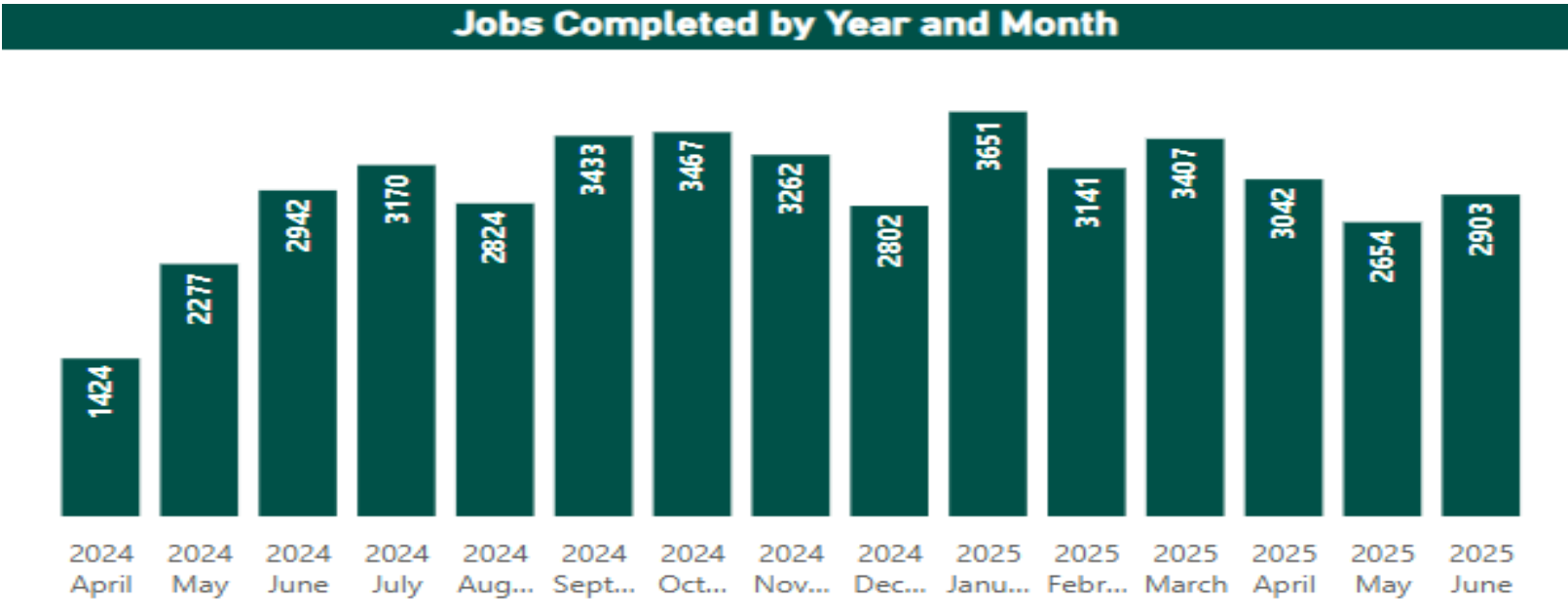
Emergency jobs require either next day or out of hours attendance.

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

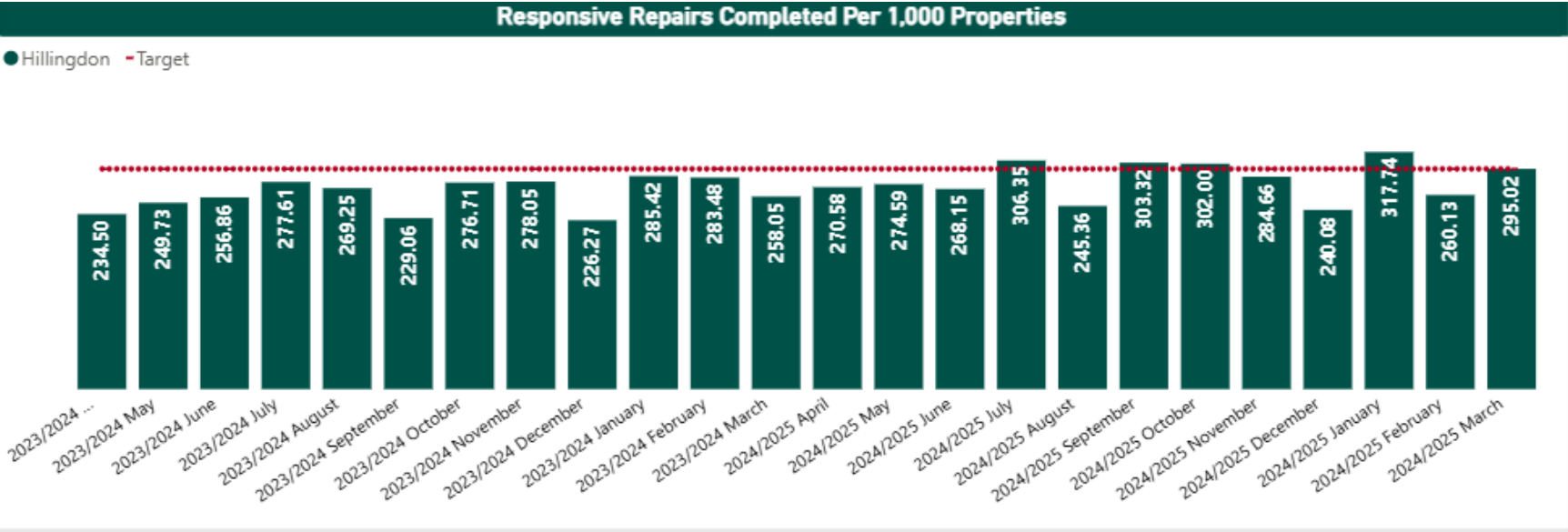
The bottom graph looks at overall jobs completed.

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.

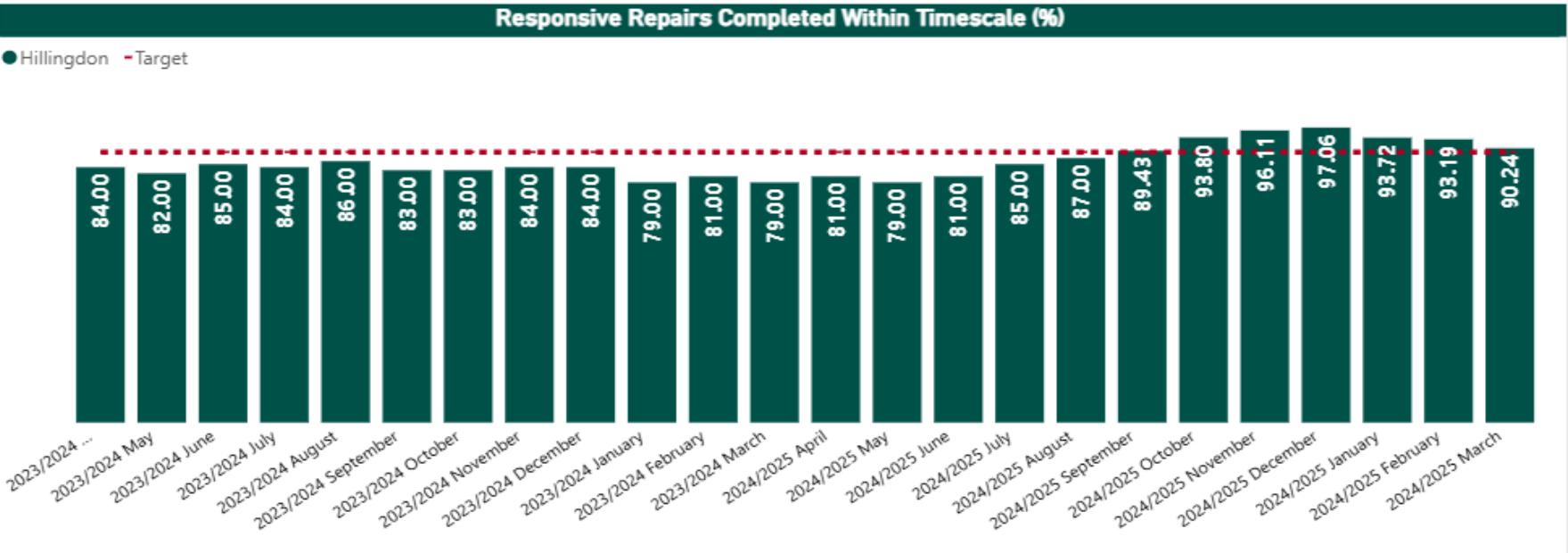


Homes and Communities - Repairs



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 Eddie Lavery
Portfolio: Community and Environment

Our commitments to residents

Thriving, healthy households

Safe and strong communities

A green and sustainable borough

Corporate Director: Dan Kennedy, Residents Services

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.

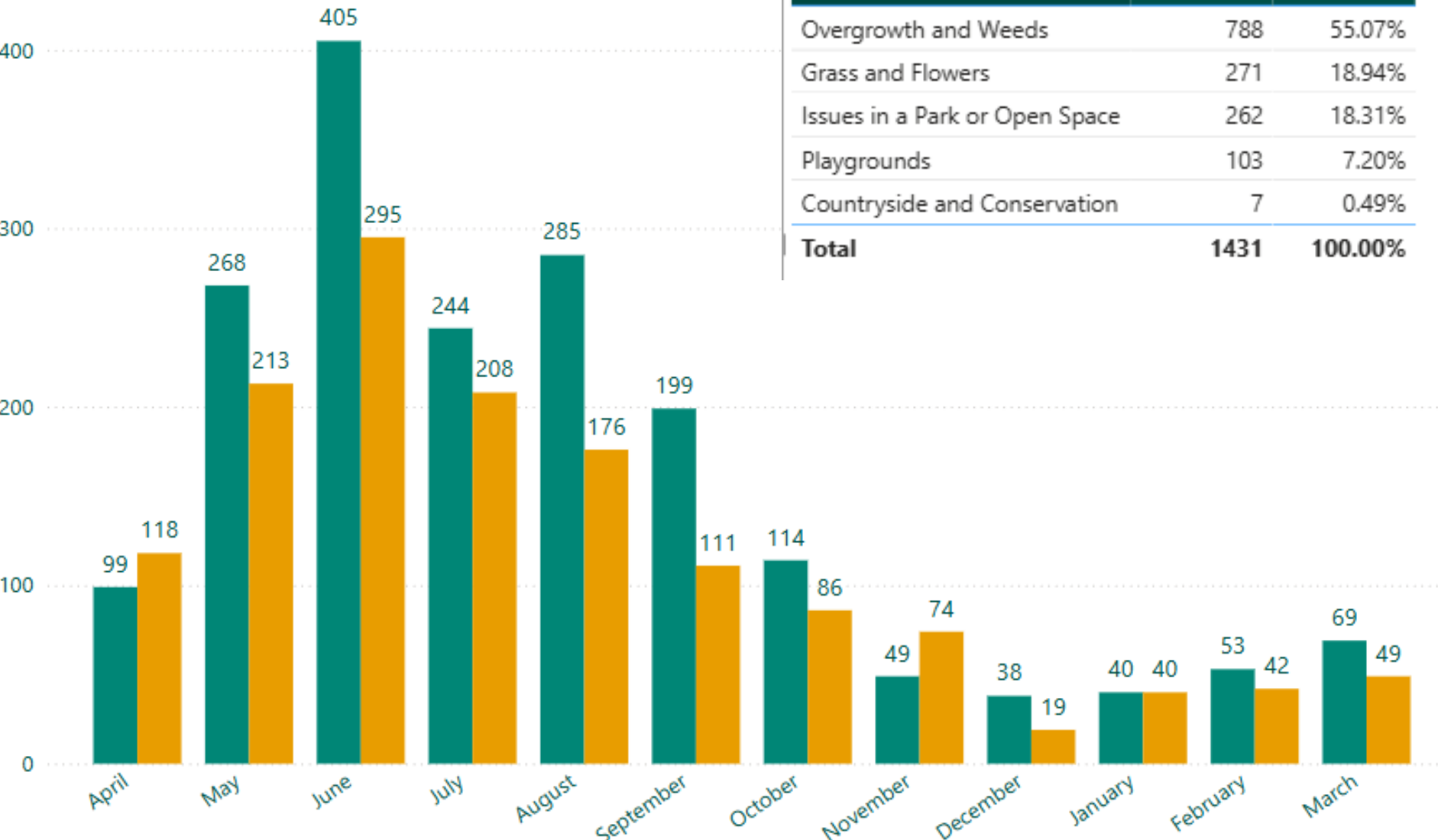
Overall, crime levels in Hillingdon are lower than average across London but confidence in policing, as measured through the Public Attitude Survey, has reduced during the last 12 to 18 months for a number of measures.

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



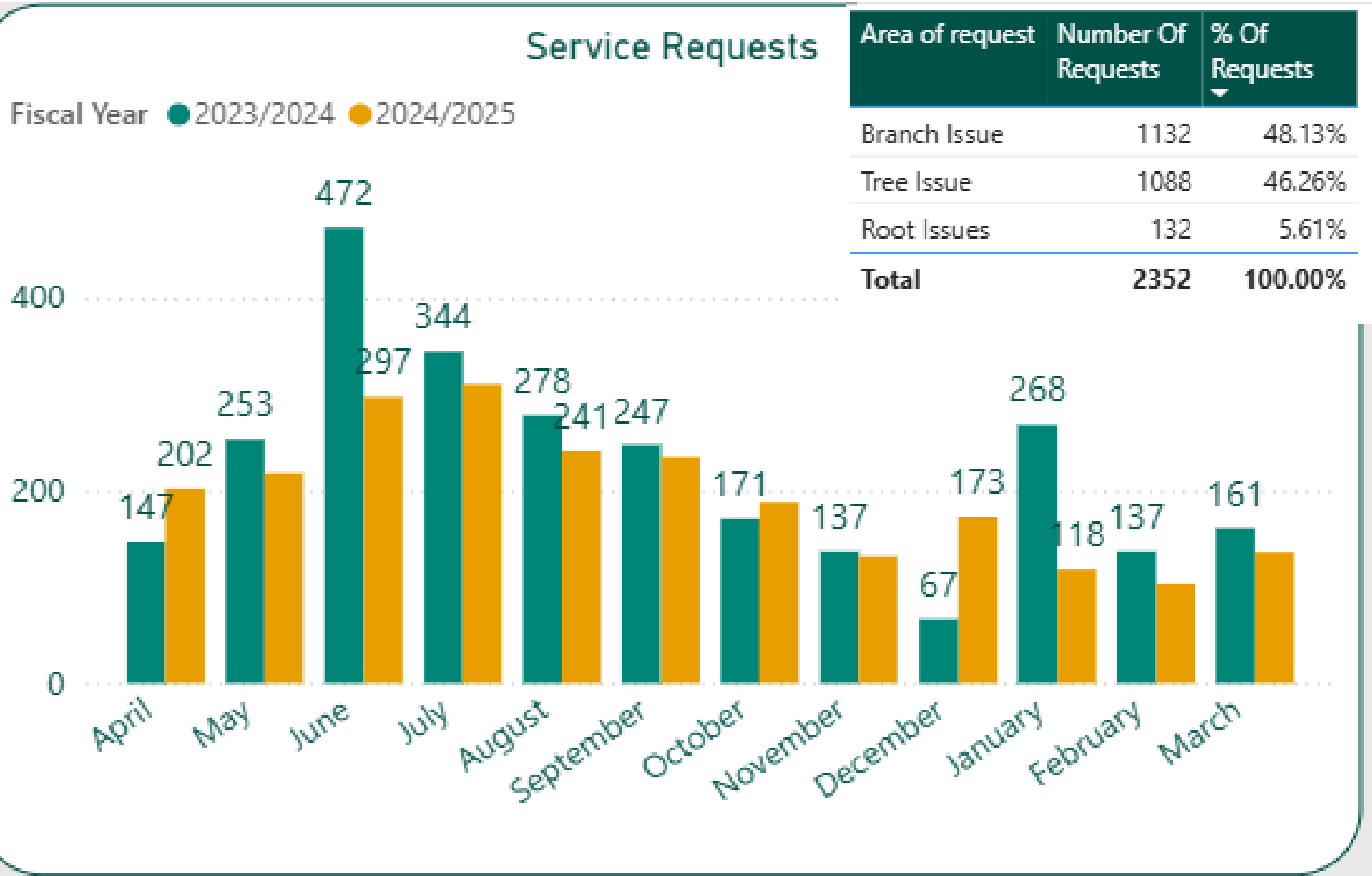
Area of request	Number Of Requests	% Of Requests
Overgrowth and Weeds	788	55.07%
Grass and Flowers	271	18.94%
Issues in a Park or Open Space	262	18.31%
Playgrounds	103	7.20%
Countryside and Conservation	7	0.49%
Total	1431	100.00%

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



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.

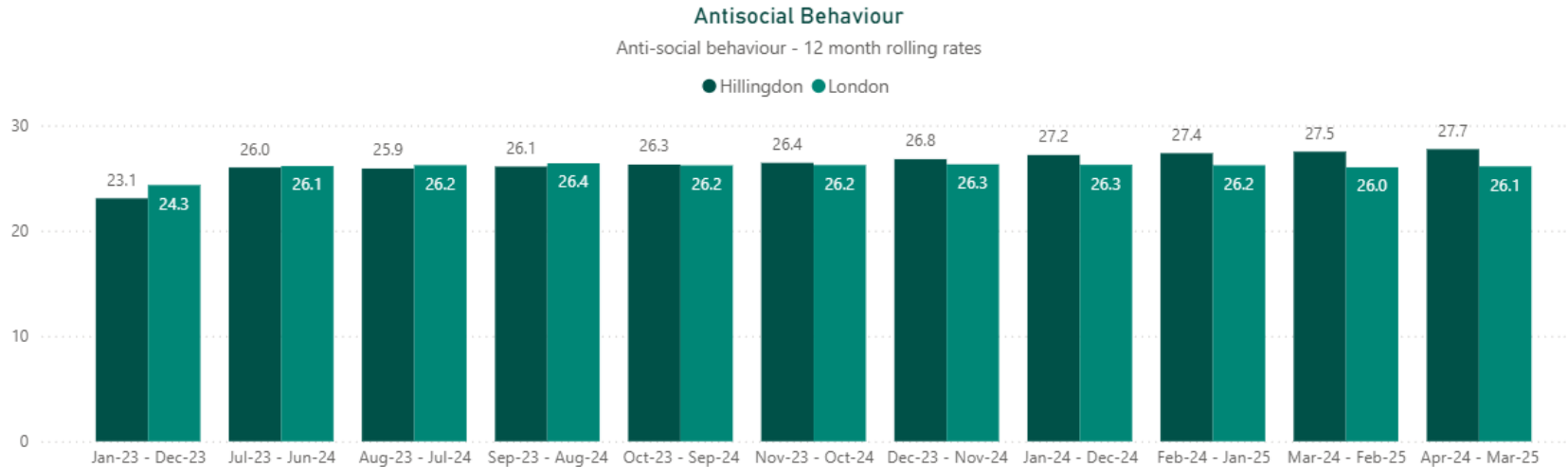
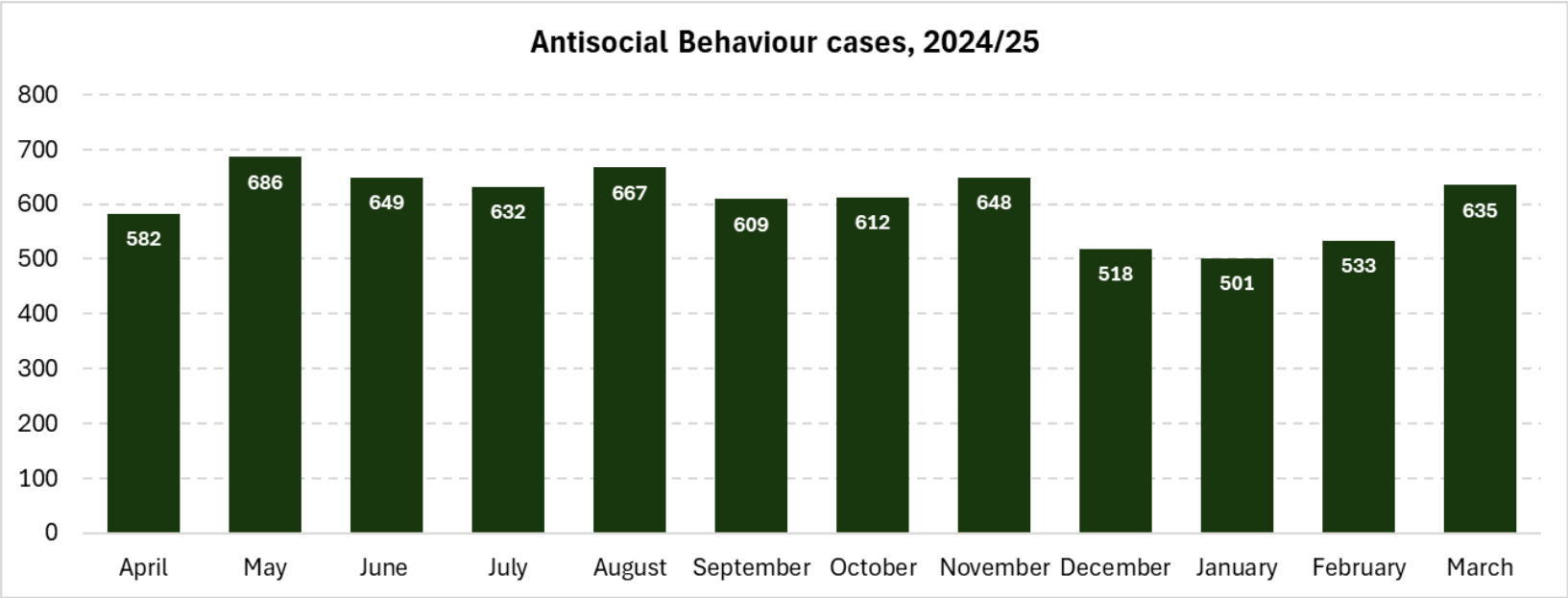
The overall reduction in reports indicates that the council’s proactive approach is working assisted by an updated tree policy. By targeting the most common issues, the council has improved response and maintenance—helping to keep Hillingdon’s trees healthy, safe, and enjoyable for all.

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.

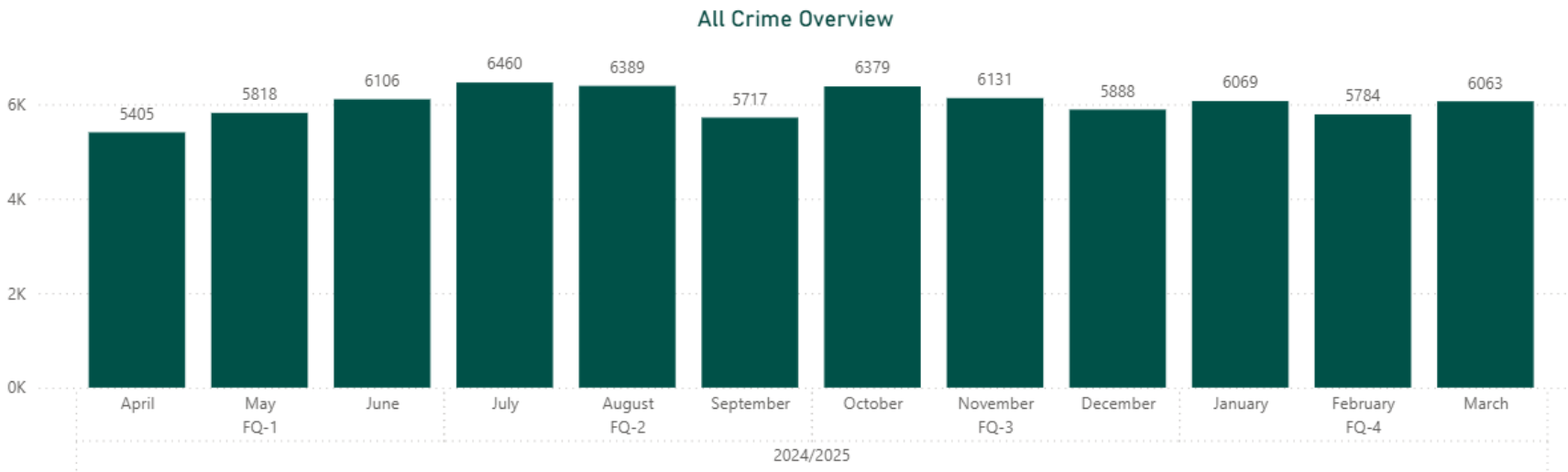
Sharing this data keeps residents informed, fosters transparency, and empowers targeted community action to tackle persistent issues.



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.

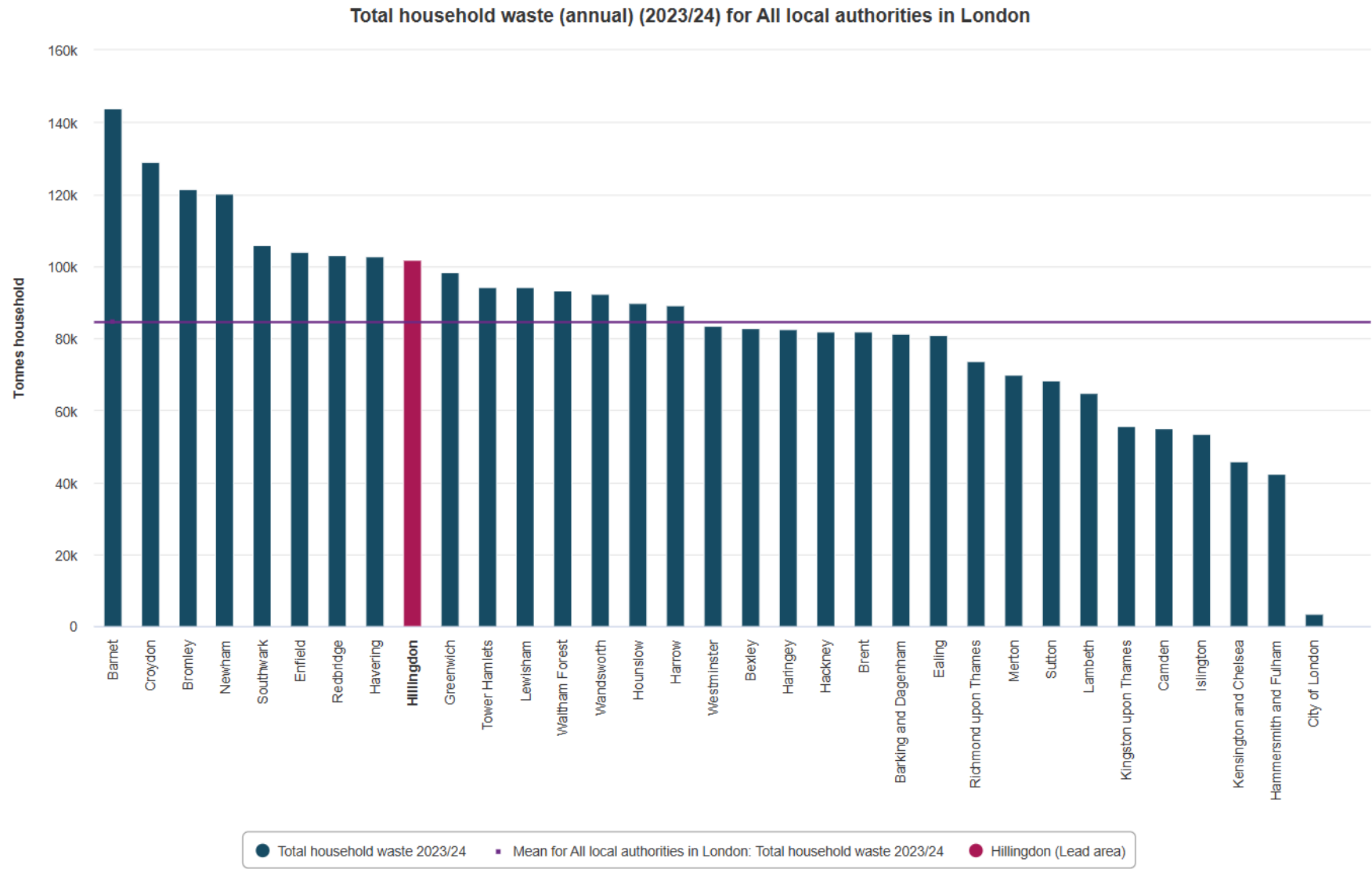


This chart compares 12-month rolling crime rates in Hillingdon and the London average since January 2023.

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.

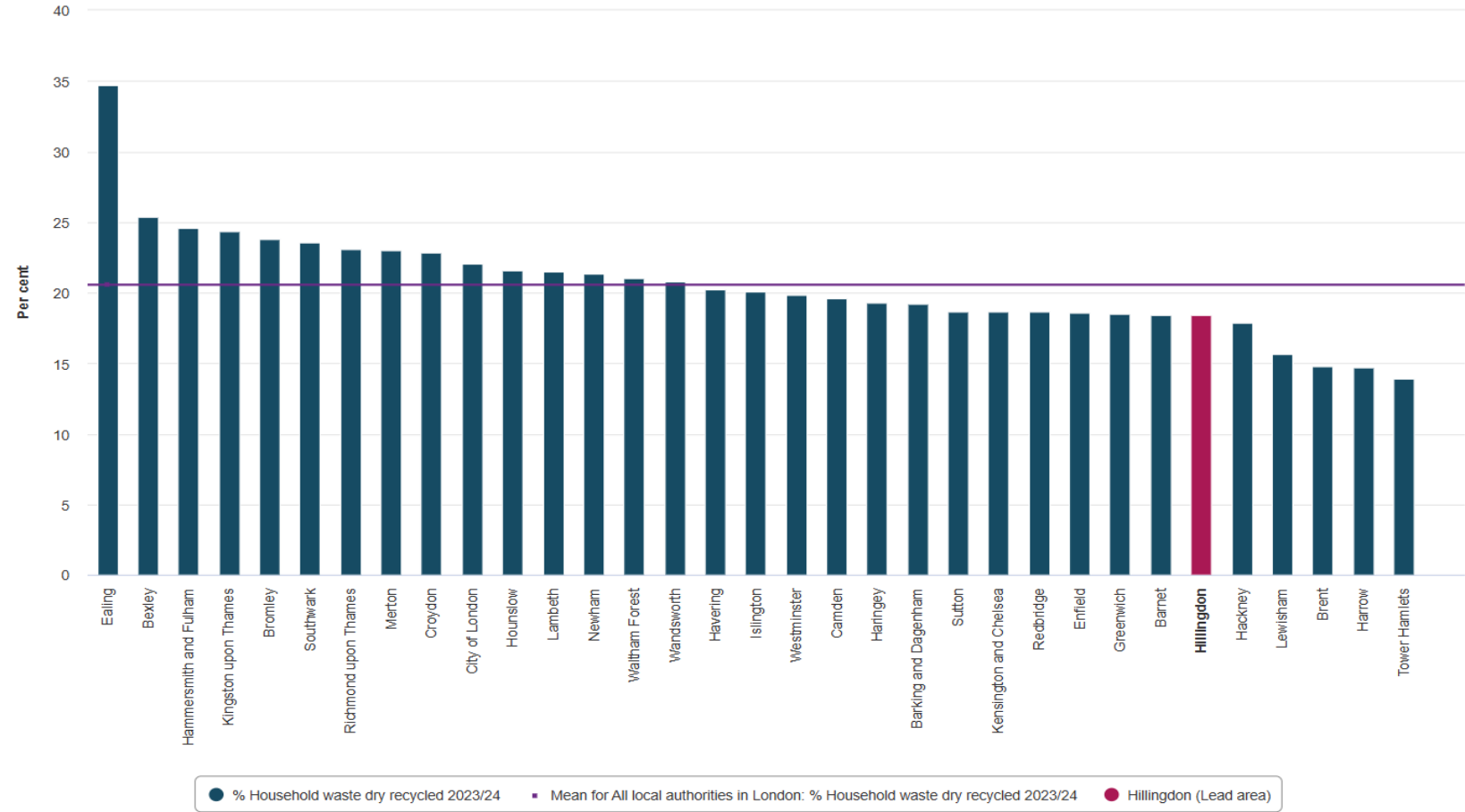
This chart shows total household waste collected by each London borough in 2023/24. Hillingdon, highlighted in red, generated just over 100,000 tonnes—placing it mid-range among boroughs but slightly above the London average.

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.

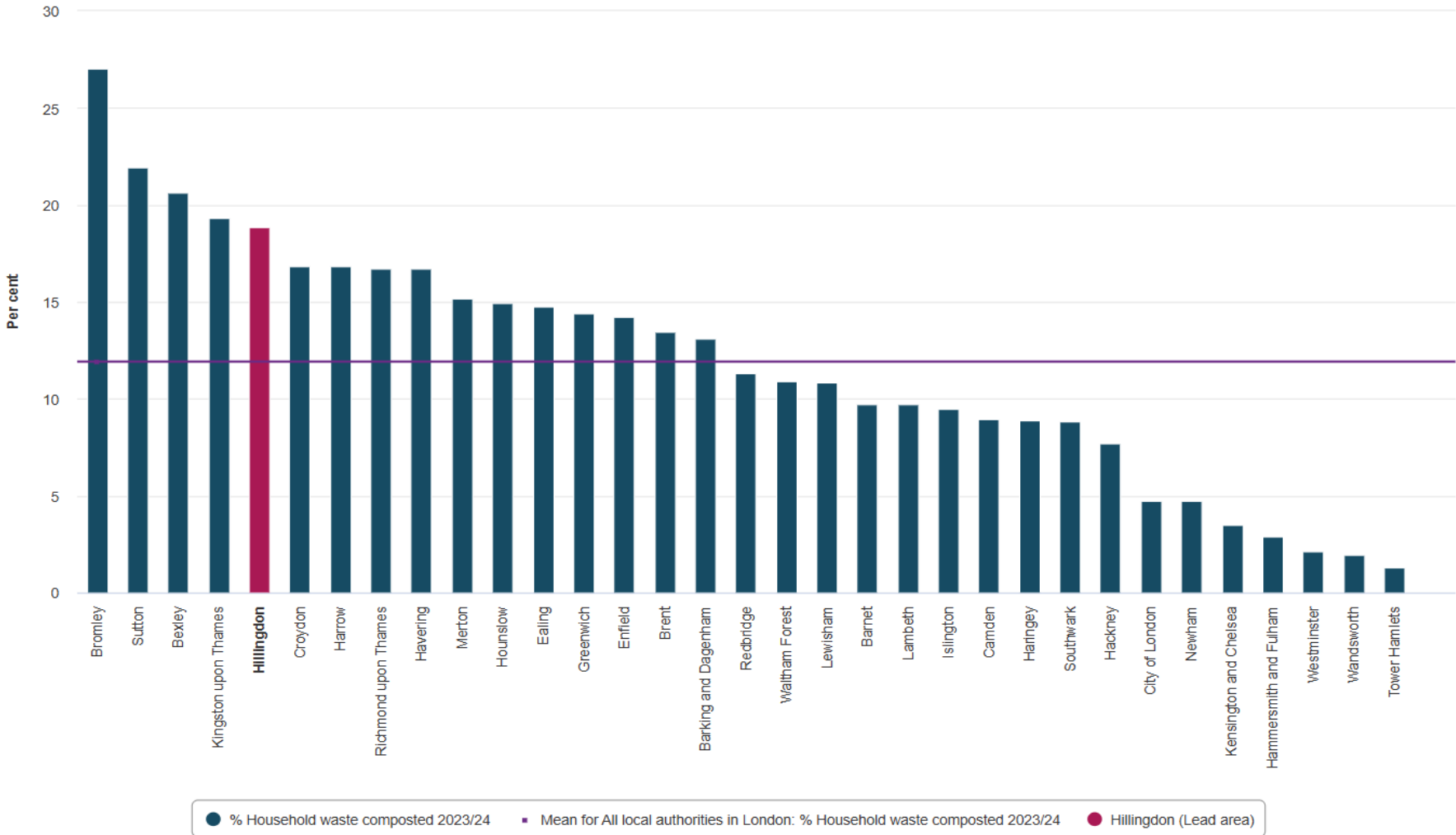
To improve recycling rates and reduce contamination, Hillingdon is trialling new recycling bins in selected flat blocks, supported by targeted education to encourage correct usage.

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.

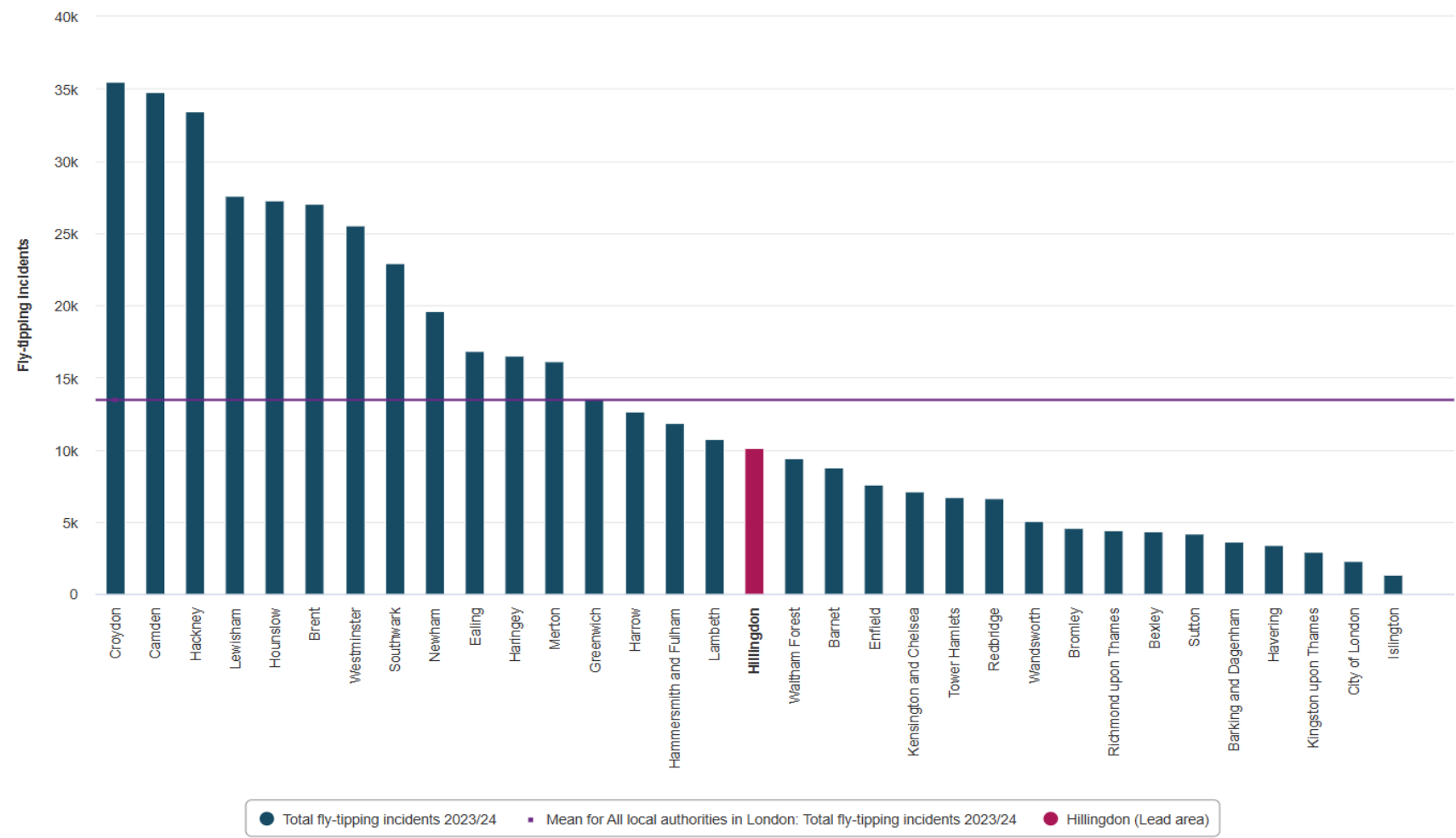
Only a few boroughs achieved higher rates, with most sending significantly less organic waste for composting.

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

Source:
Department for Environment, Food and Rural Affairs

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.

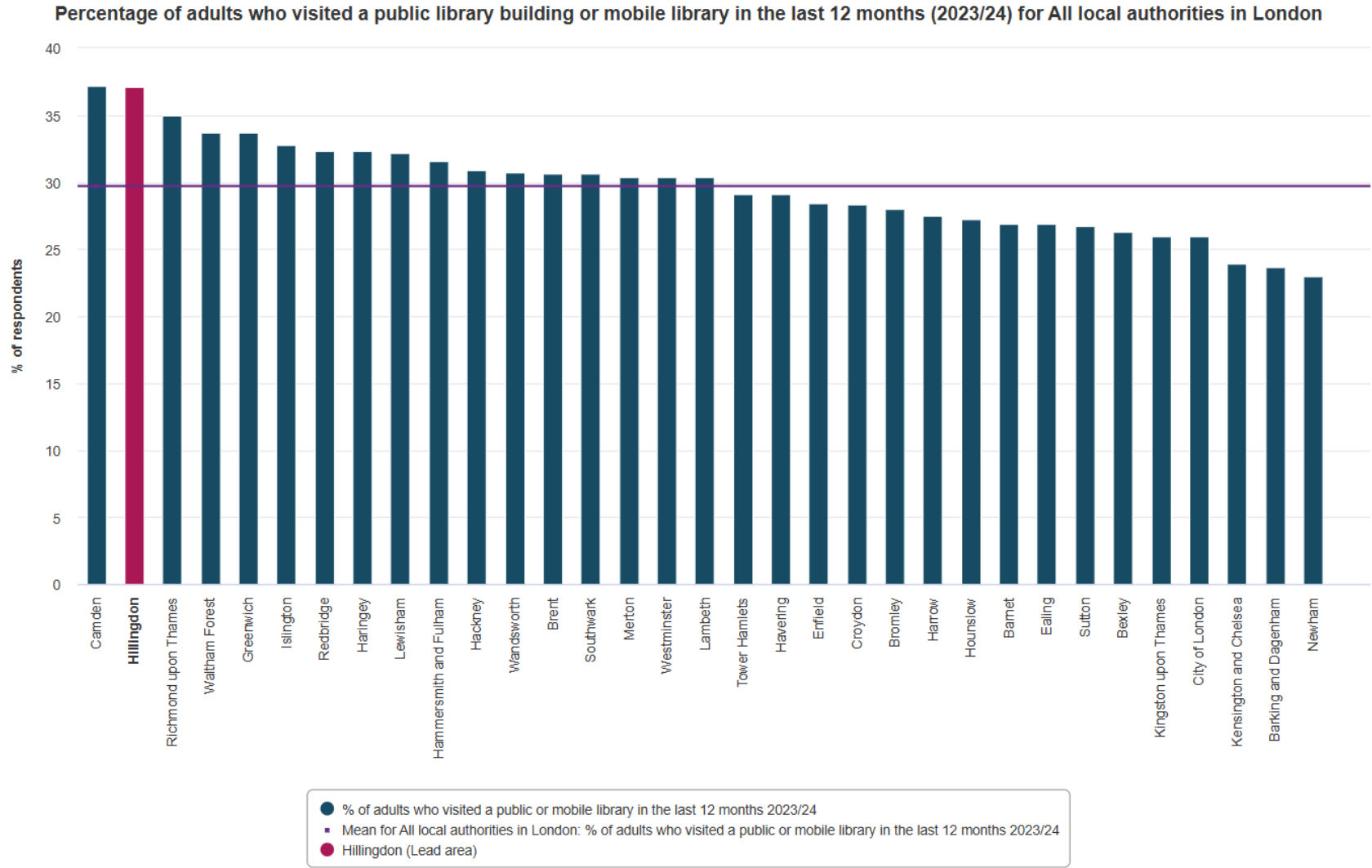
This chart shows the total number of fly-tipping incidents reported by London boroughs in 2023/24.

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.

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.

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.

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

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)