London Borough Of Hillingdon

Performance Report 2024/25

Health & Social Care Select Committee

(Appendix 1)

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

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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

Our vision
Putting our residents first

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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.

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

Thriving, healthy households

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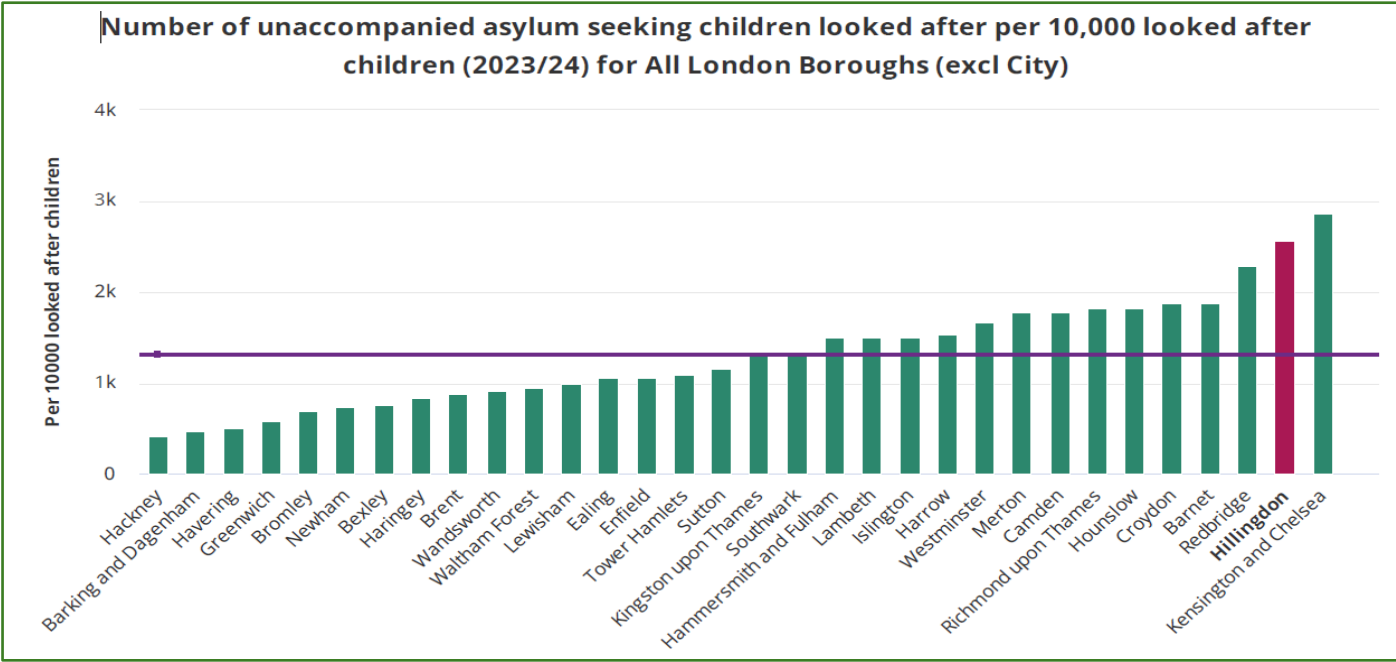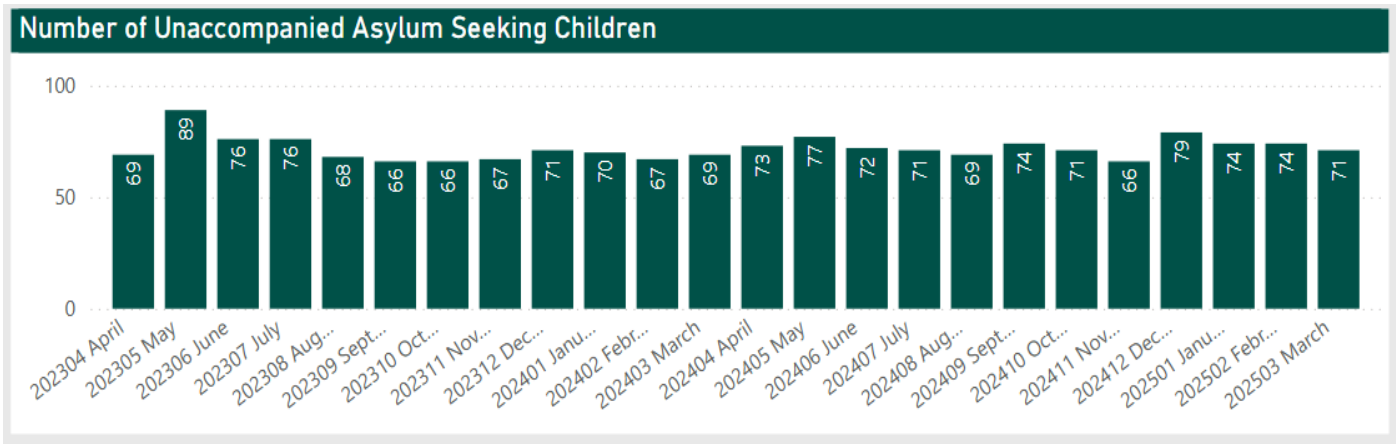# Corporate Director: Julie Kelly – Children Services

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.

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.

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 – Unaccompanied Asylum-Seeking Children

Number of Unaccompanied Asylum Seeking Children

Number of unaccompanied asylum seeking children looked after per 10,000 looked after children (2023/24) for All London Boroughs (excl City)

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.

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

Our commitments to residents

Thriving, healthy households

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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
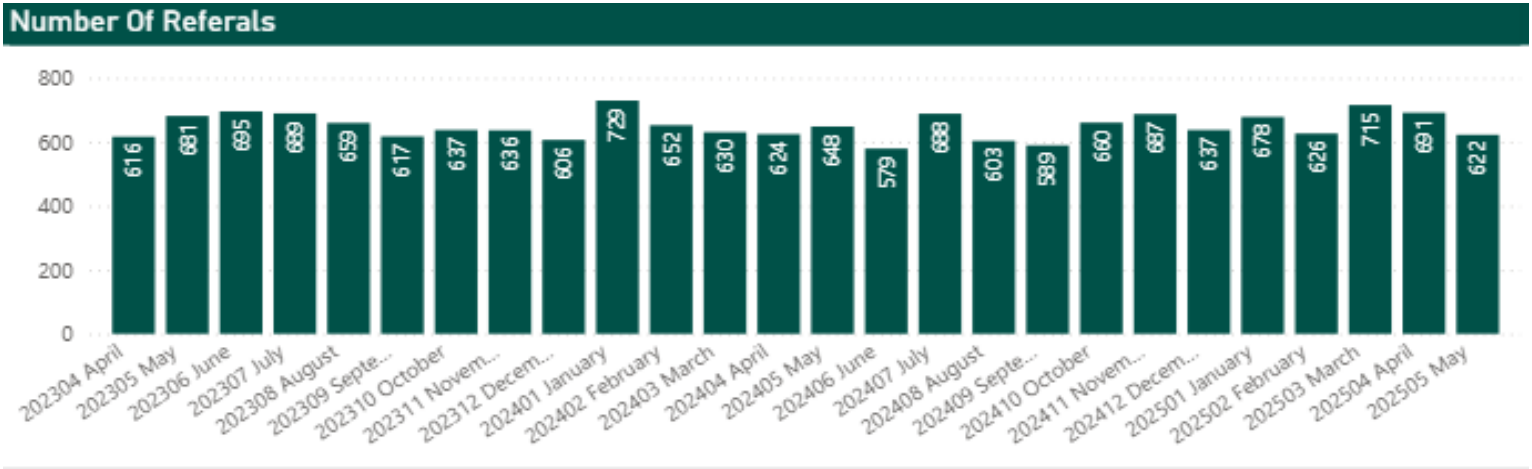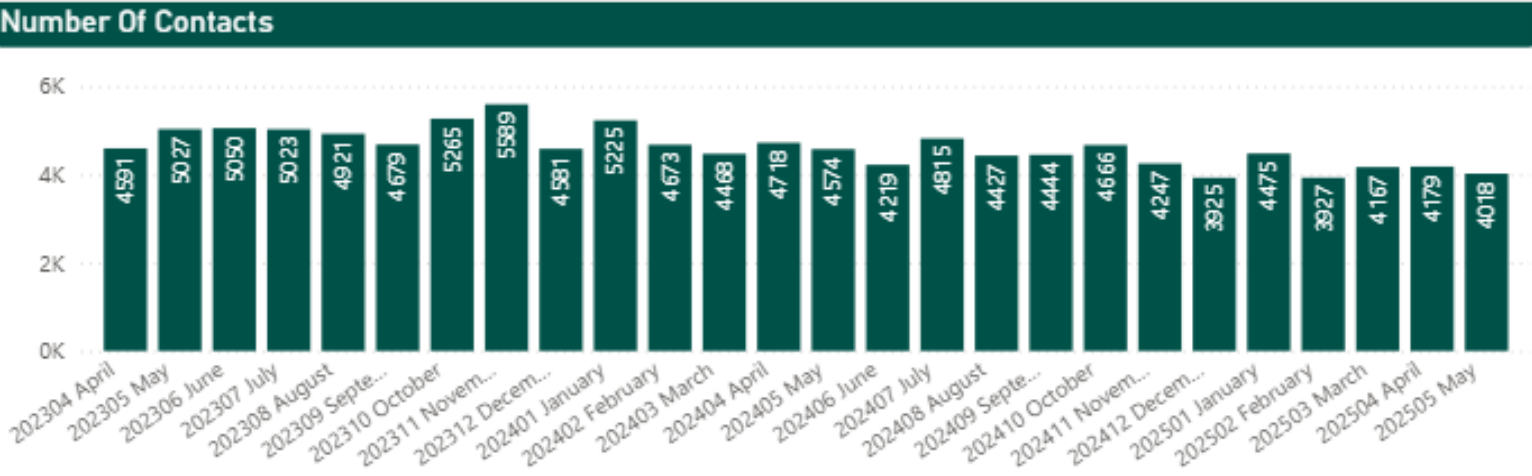
These pressures are compounded by significant legislative shifts, including the implementation of the Care Act, Better Care Fund (BCF) requirements, and the evolving Deprivation of Liberty Safeguards (DoLS) framework. Despite these challenges, ASC&H has maintained strong performance in several key areas, 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

Month	Value
202304 April	4591
202305 May	5027
202306 June	5050
202307 July	5023
202308 August	4921
202309 Septe...	4679
202310 October	5265
202311 Novem...	5589
202312 Decem...	4581
202401 January	5225
202402 February	4673
202403 March	4468
202404 April	4718
202405 May	4574
202406 June	4219
202407 July	4815
202408 August	4427
202409 Septe...	4444
202410 October	4666
202411 Novem...	4247
202412 Decem...	3925
202501 January	4475
202502 February	3927
202503 March	4167
202504 April	4179
202505 May	4018

Number Of Referrals

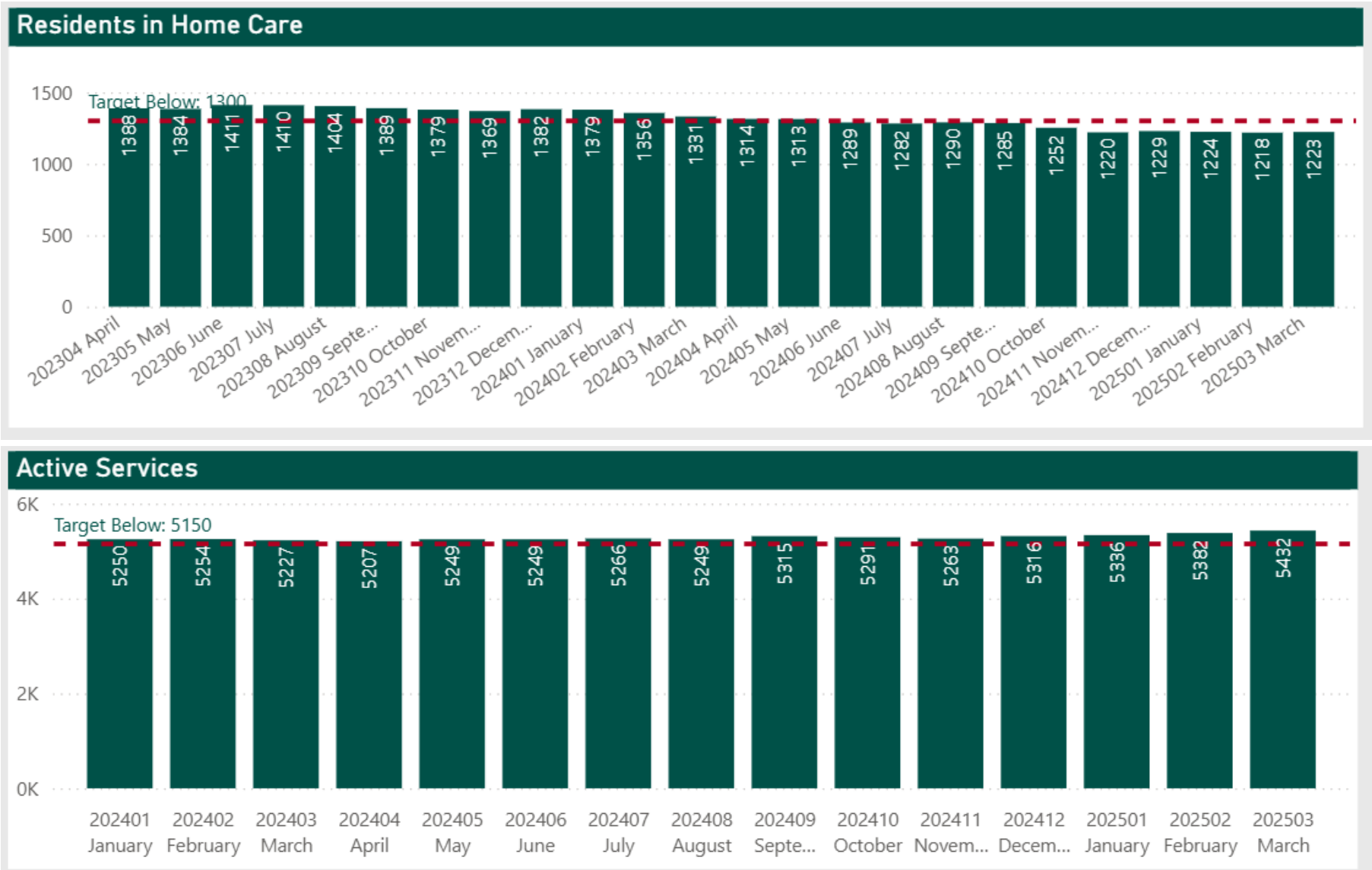| Month	Value
202304 April	616
202305 May	681
202306 June	695
202307 July	689
202308 August	659
202309 Septe...	617
202310 October	637
202311 Novem...	636
202312 Decem...	606
202401 January	729
202402 February	652
202403 March	630
202404 April	624
202405 May	648
202406 June	579
202407 July	688
202408 August	603
202409 Septe...	589
202410 October	660
202411 Novem...	687
202412 Decem...	637
202501 January	678
202502 February	626
202503 March	715
202504 April	691
202505 May	622

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.
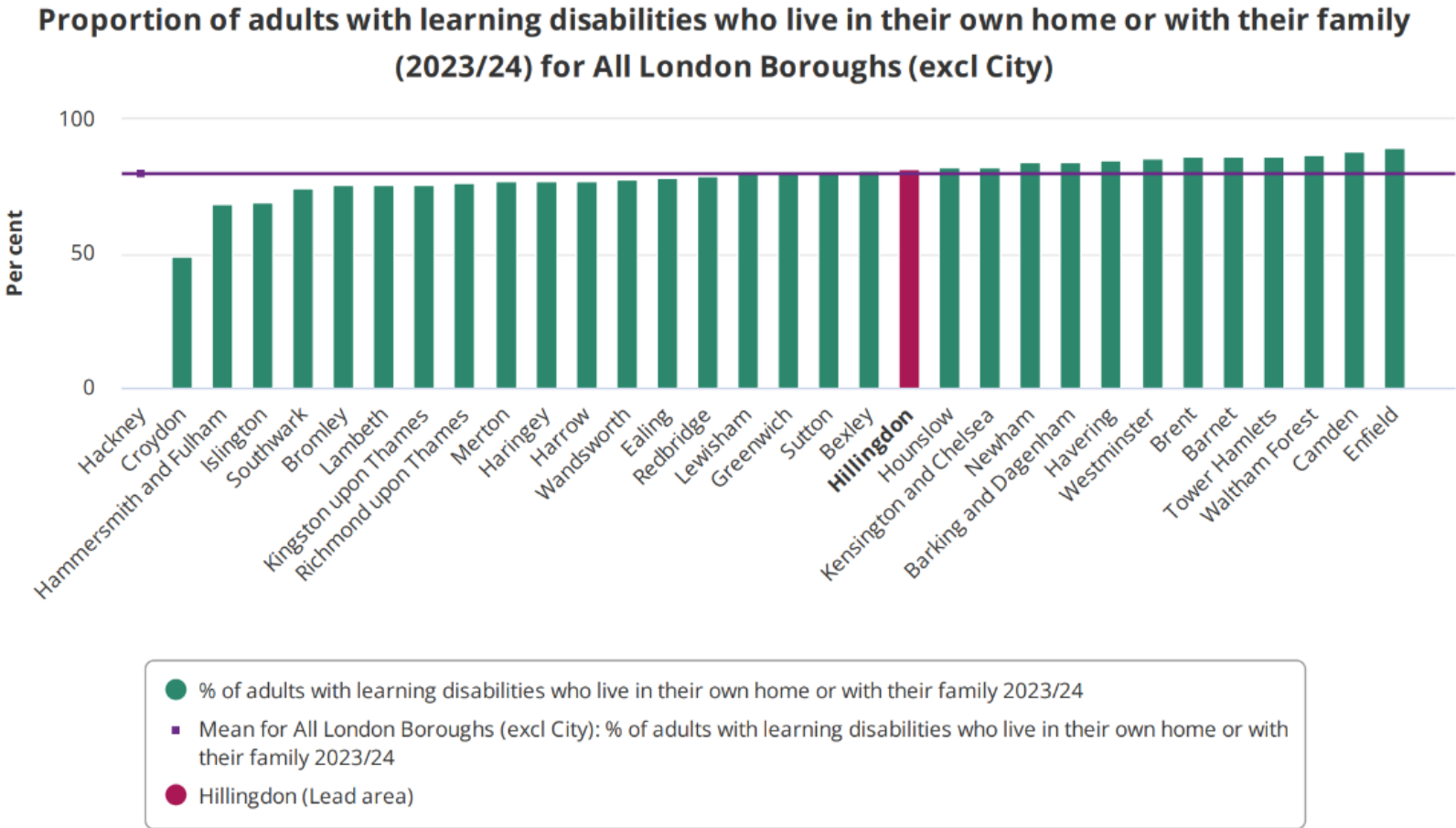
Health and Social Care - Adult Social Care Demand

Residents in Home Care

Target Below: 1300

Month	Value
202304 April	1388
202305 May	1384
202306 June	1411
202307 July	1410
202308 August	1404
202309 Septe...	1389
202310 October	1379
202311 Novem...	1369
202312 Decem...	1382
202401 January	1379
202402 February	1356
202403 March	1331
202404 April	1314
202405 May	1313
202406 June	1289
202407 July	1282
202408 August	1290
202409 Septe...	1285
202410 October	1252
202411 Novem...	1220
202412 Decem...	1229
202501 January	1224
202502 February	1218
202503 March	1223

Active Services

Target Below: 5150

Month	Value
202401 January	5250
202402 February	5254
202403 March	5227
202404 April	5207
202405 May	5249
202406 June	5249
202407 July	5266
202408 August	5249
202409 Septe...	5315
202410 October	5291
202411 Novem...	5263
202412 Decem...	5316
202501 January	5336
202502 February	5382
202503 March	5432

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.

Proportion of adults with learning disabilities who live in their own home or with their family (2023/24) for All London Boroughs (excl City)

Legend:
- ● % of adults with learning disabilities who live in their own home or with their family 2023/24
- ■ Mean for All London Boroughs (excl City): % of adults with learning disabilities who live in their own home or with their family 2023/24
- ● Hillingdon (Lead area)

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

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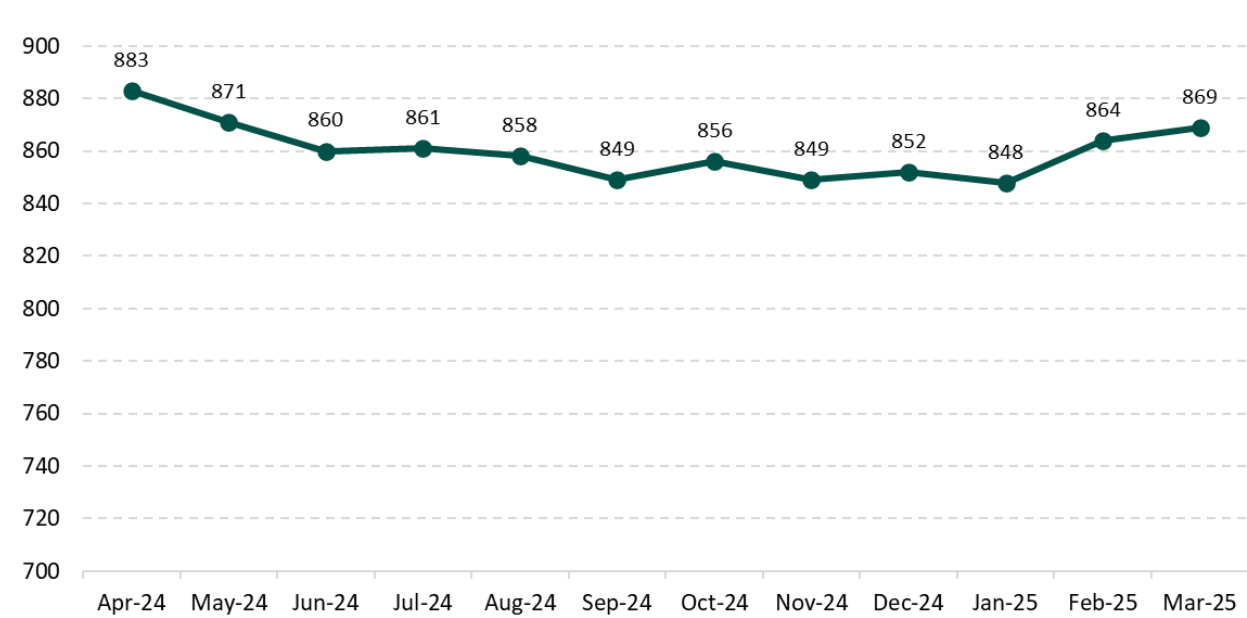
The higher the score, the more people living independently and in a stable environment.

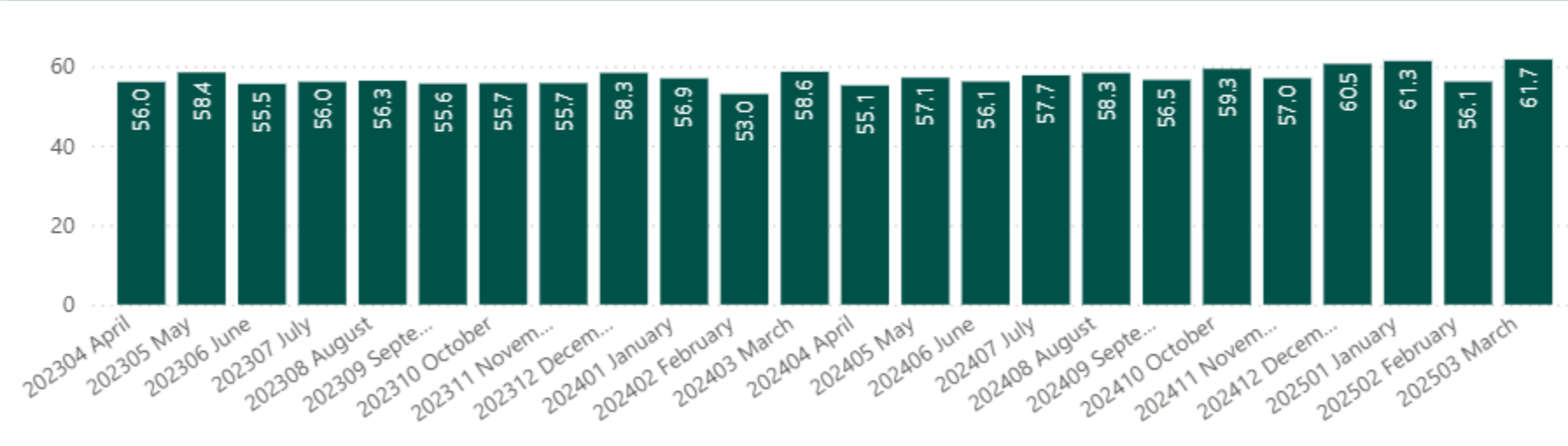# Health and Social Care - **Adult Social Care Demand**

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

Number of Contacts aged over 85
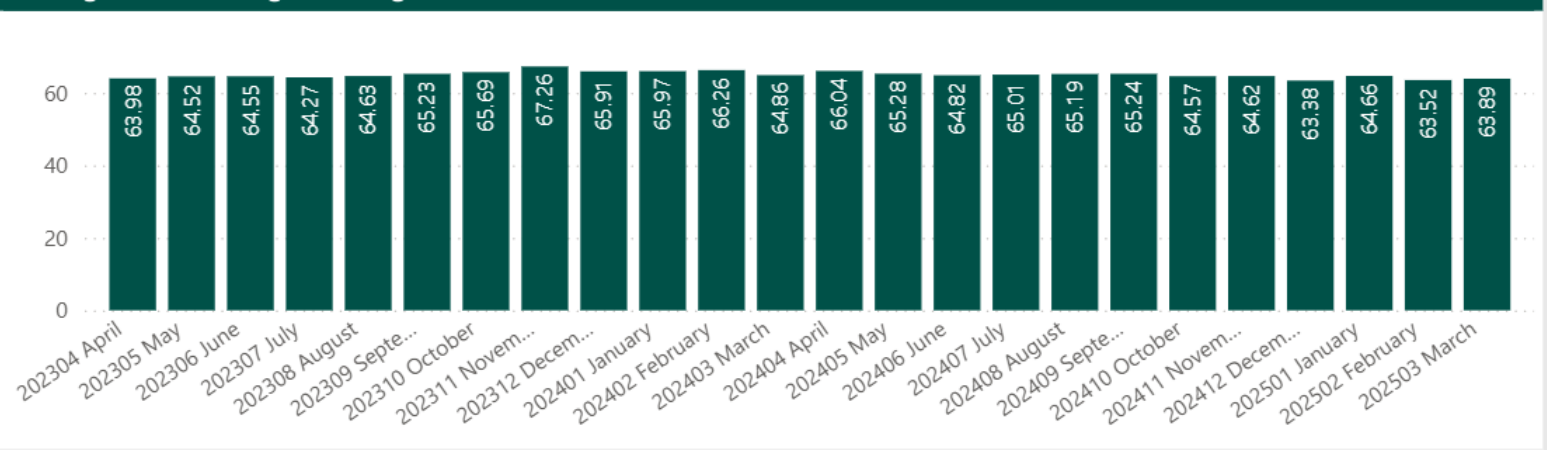
The top chart shows the average age of people starting to receive adult social care each month. This has stayed fairly steady over the year, generally between 63 and 66 years old. It helps us understand who is coming into the care system and how needs might change over time.
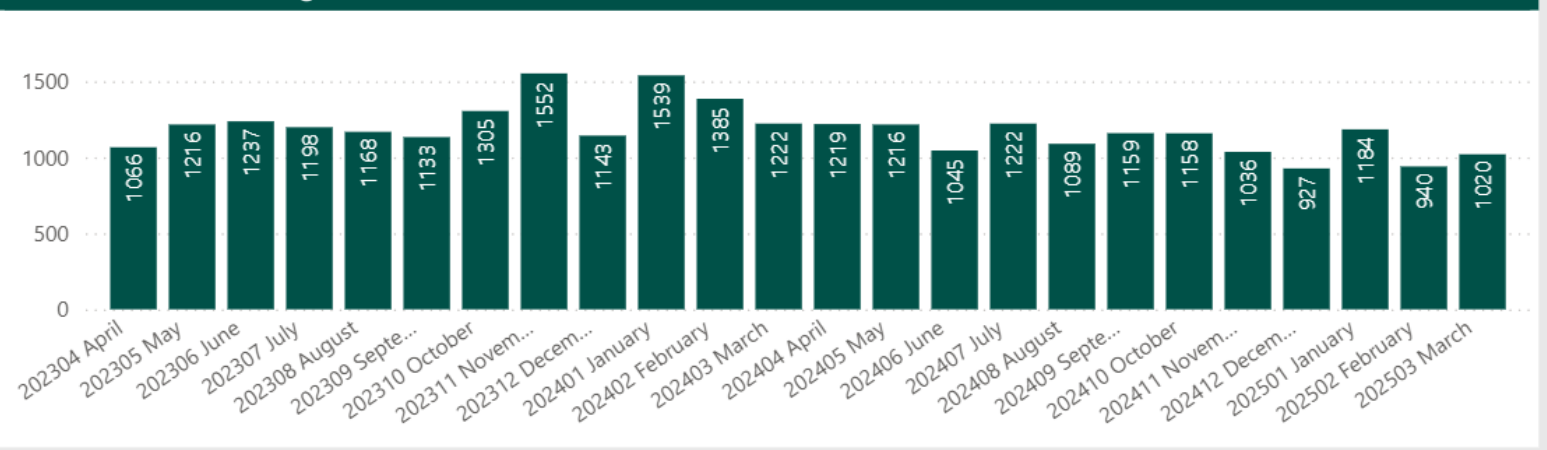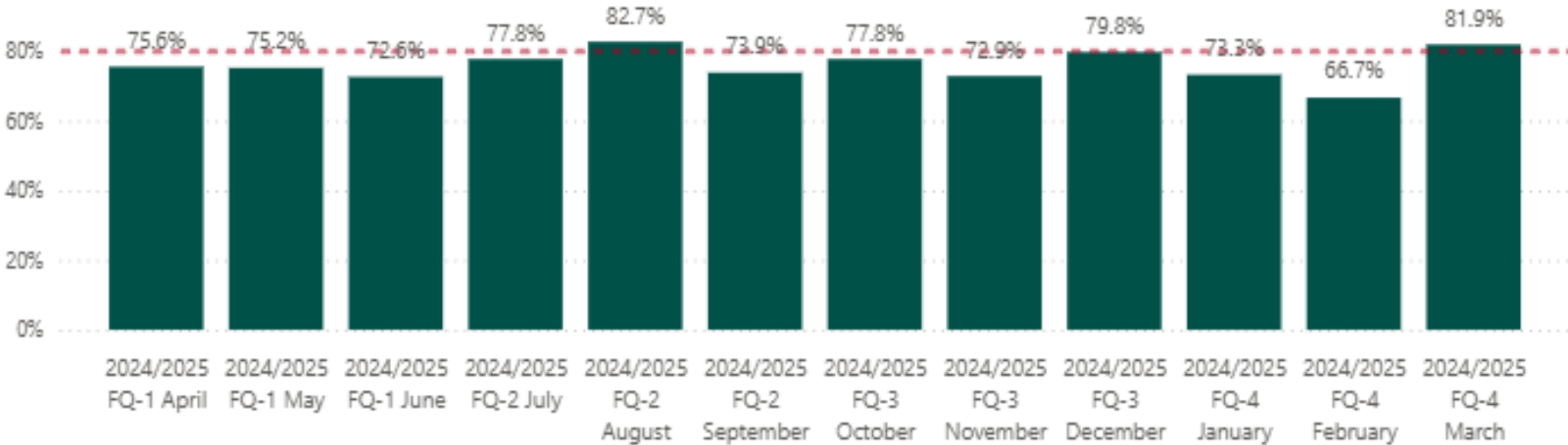
The bottom chart shows how many people aged over 85 have contacted adult social care services each month. These numbers go up and down, but we've seen some noticeable increases in certain months. This reflects the ongoing and often urgent needs of our older population, who are more likely to need support to stay safe and independent.

Health and Social Care - Adult Social Care Assessments

% On Time Completed Assessments

75.6%	75.2%	72.6%	77.8%	82.7%	73.9%	77.8%	72.9%	79.8%	73.3%	66.7%	81.9%

2024/2025 FQ-1 April | 2024/2025 FQ-1 May | 2024/2025 FQ-1 June | 2024/2025 FQ-2 July | 2024/2025 FQ-2 August | 2024/2025 FQ-2 September | 2024/2025 FQ-3 October | 2024/2025 FQ-3 November | 2024/2025 FQ-3 December | 2024/2025 FQ-4 January | 2024/2025 FQ-4 February | 2024/2025 FQ-4 March
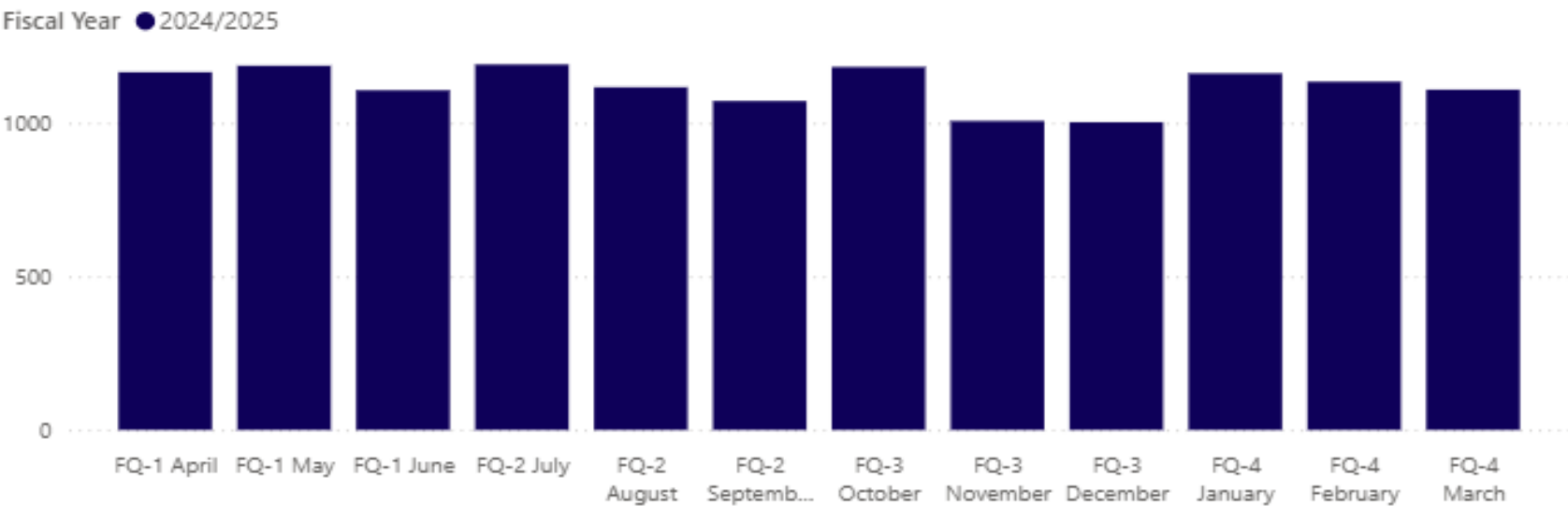
Adult Social Care has set an ambitious target of 80% to complete all new client assessments within 28 days of referral, ensuring timely engagement and reducing delays in care. This target supports early identification of needs and swift access to support, helping to minimise risk and improve outcomes for residents.

The graph indicates that whilst this has been achieved at times our work to achieve consistency io 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

FQ-1 April | FQ-1 May | FQ-1 June | FQ-2 July | FQ-2 August | FQ-2 Septemb... | FQ-3 October | FQ-3 November | FQ-3 December | FQ-4 January | FQ-4 February | FQ-4 March

Social care-related quality of life (score out of 24) (2023/24) for All London Boroughs (excl City)

Legend:
- Social care-related quality of life (score out of 24) 2023/24
- Mean for All London Boroughs (excl City): Social care-related quality of life (score out of 24) 2023/24
- Hillingdon (Lead area)

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.
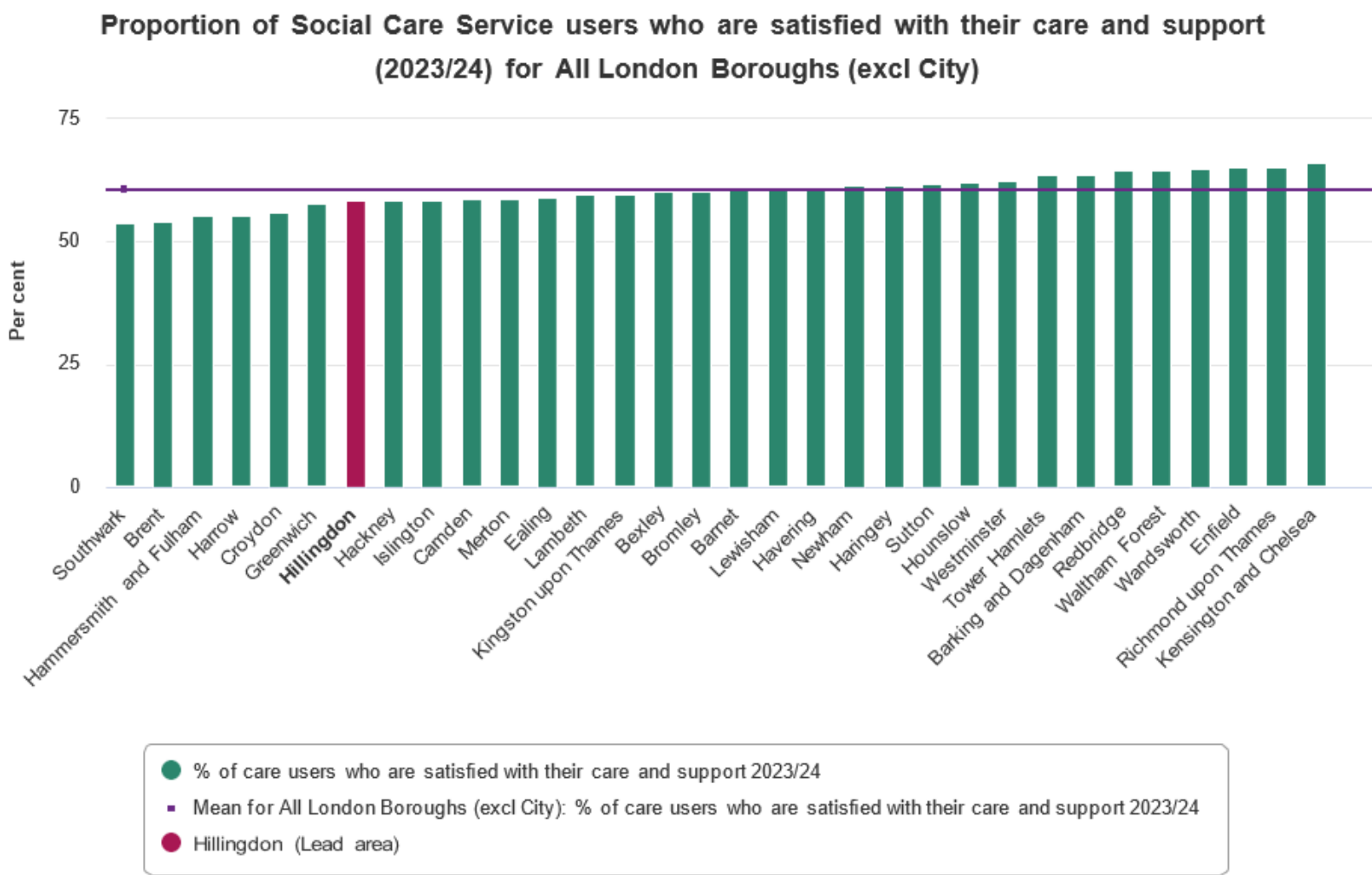
The higher the score, the better quality of life.

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.

Proportion of Social Care Service users who are satisfied with their care and support (2023/24) for All London Boroughs (excl City)

Legend:
- % of care users who are satisfied with their care and support 2023/24
- Mean for All London Boroughs (excl City): % of care users who are satisfied with their care and support 2023/24
- Hillingdon (Lead area)

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.

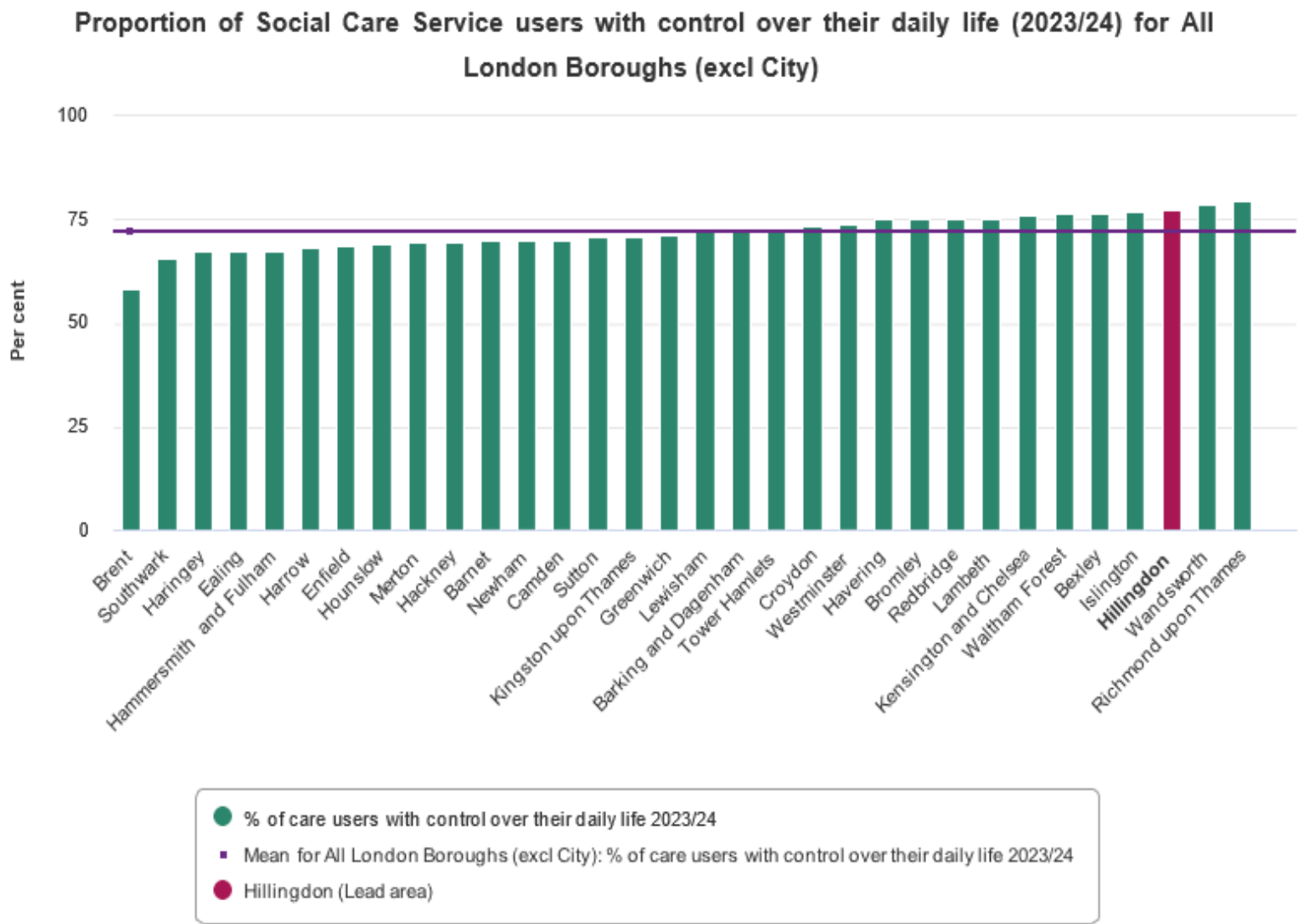It's important that service users' satisfaction with care and support is as high as possible.

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.

Proportion of Social Care Service users with control over their daily life (2023/24) for All London Boroughs (excl City)

% of care users with control over their daily life 2023/24

Mean for All London Boroughs (excl City): % of care users with control over their daily life 2023/24

Hillingdon (Lead area)

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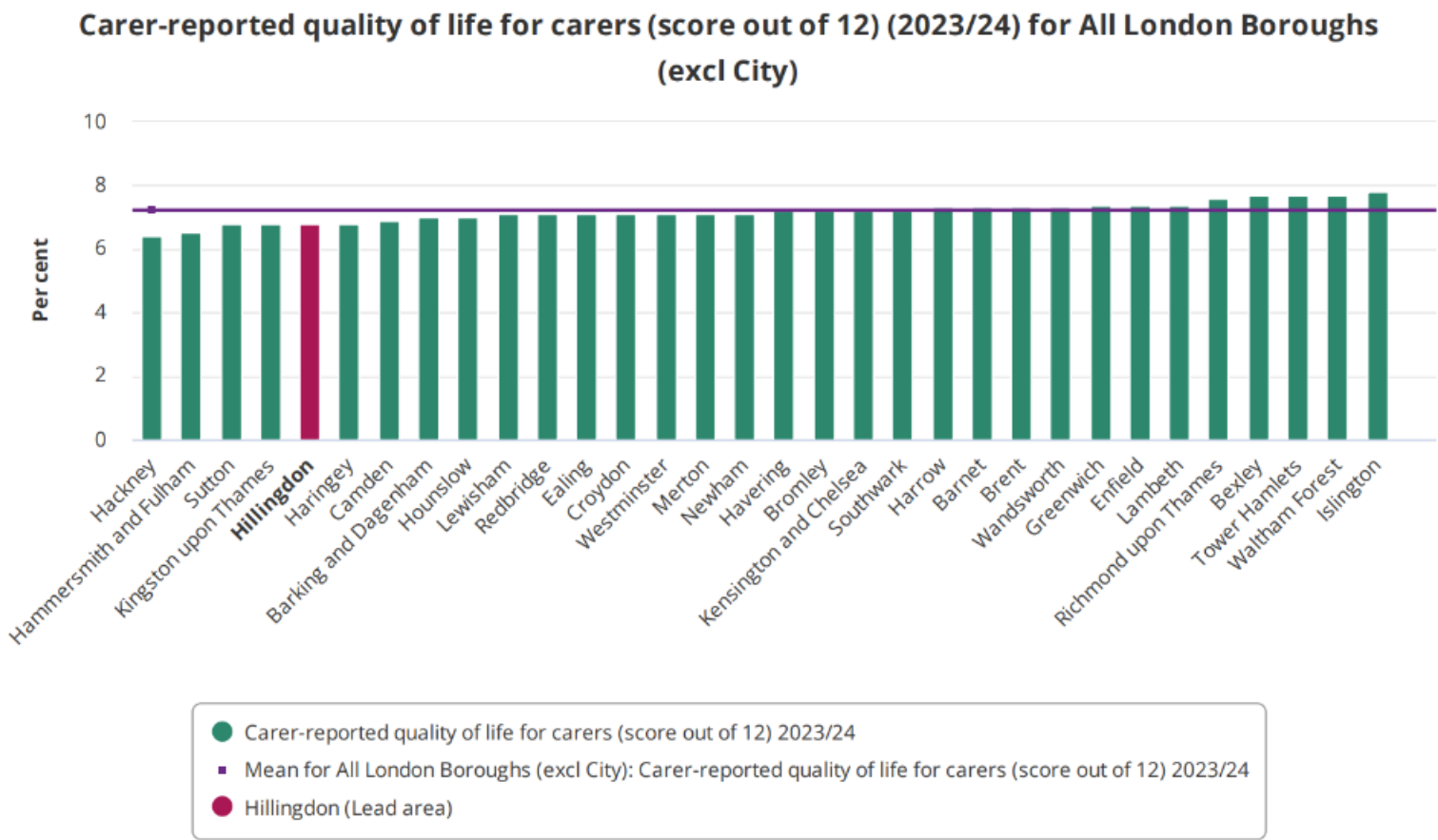
In 2023/24, Hillingdon scored 77.0%, for those service users who reported having control over their daily life, based on responses to surveys sent to service users, higher than the London average of 71.8%.

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.

Carer-reported quality of life for carers (score out of 12) (2023/24) for All London Boroughs (excl City)

Legend:
- Carer-reported quality of life for carers (score out of 12) 2023/24
- Mean for All London Boroughs (excl City): Carer-reported quality of life for carers (score out of 12) 2023/24
- Hillingdon (Lead area)

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
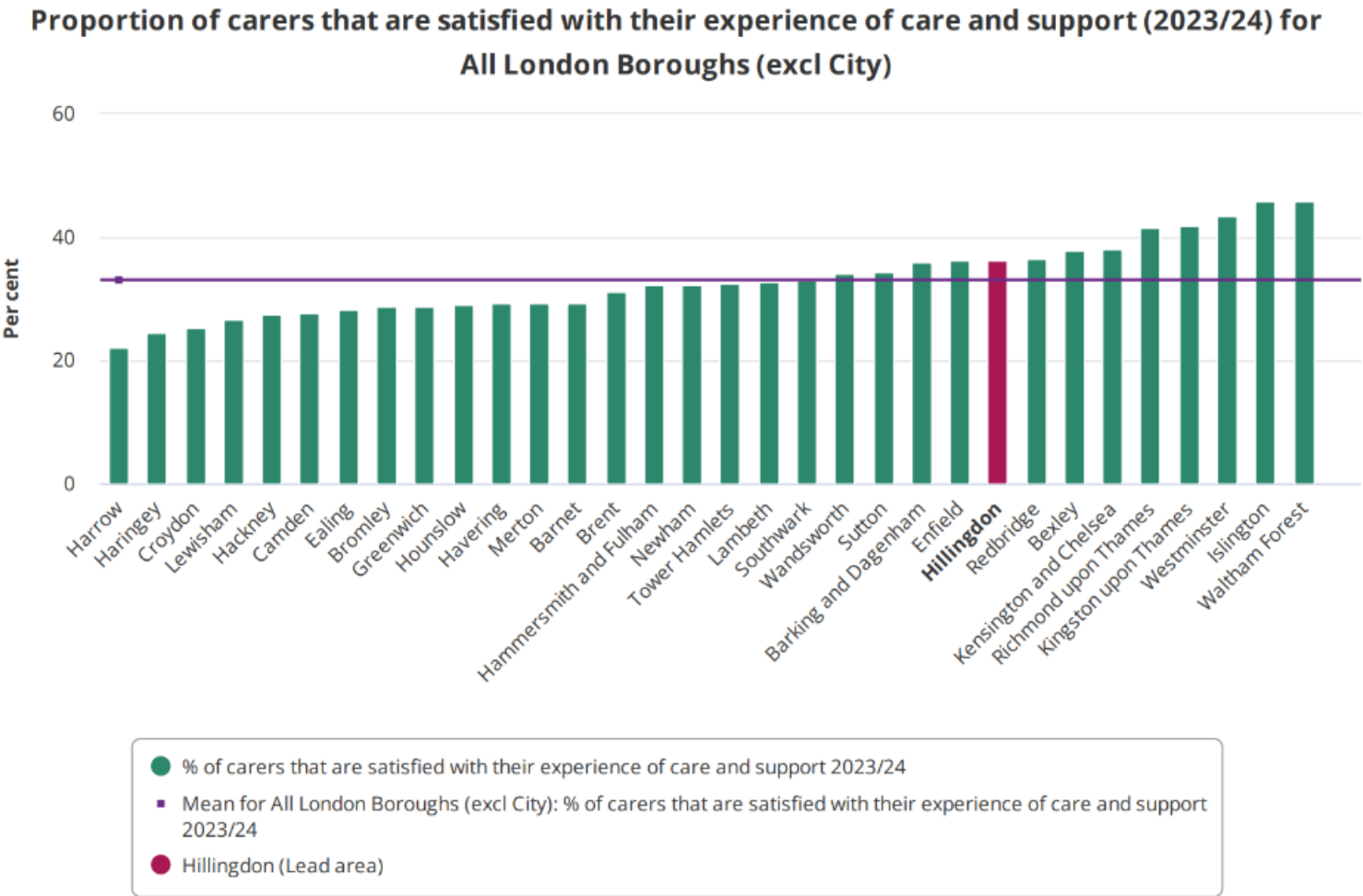-safety
-social participation
-encouragement/support.

'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.

Proportion of carers that are satisfied with their experience of care and support (2023/24) for All London Boroughs (excl City)

Legend:
- ● % of carers that are satisfied with their experience of care and support 2023/24
- ■ Mean for All London Boroughs (excl City): % of carers that are satisfied with their experience of care and support 2023/24
- ● Hillingdon (Lead area)

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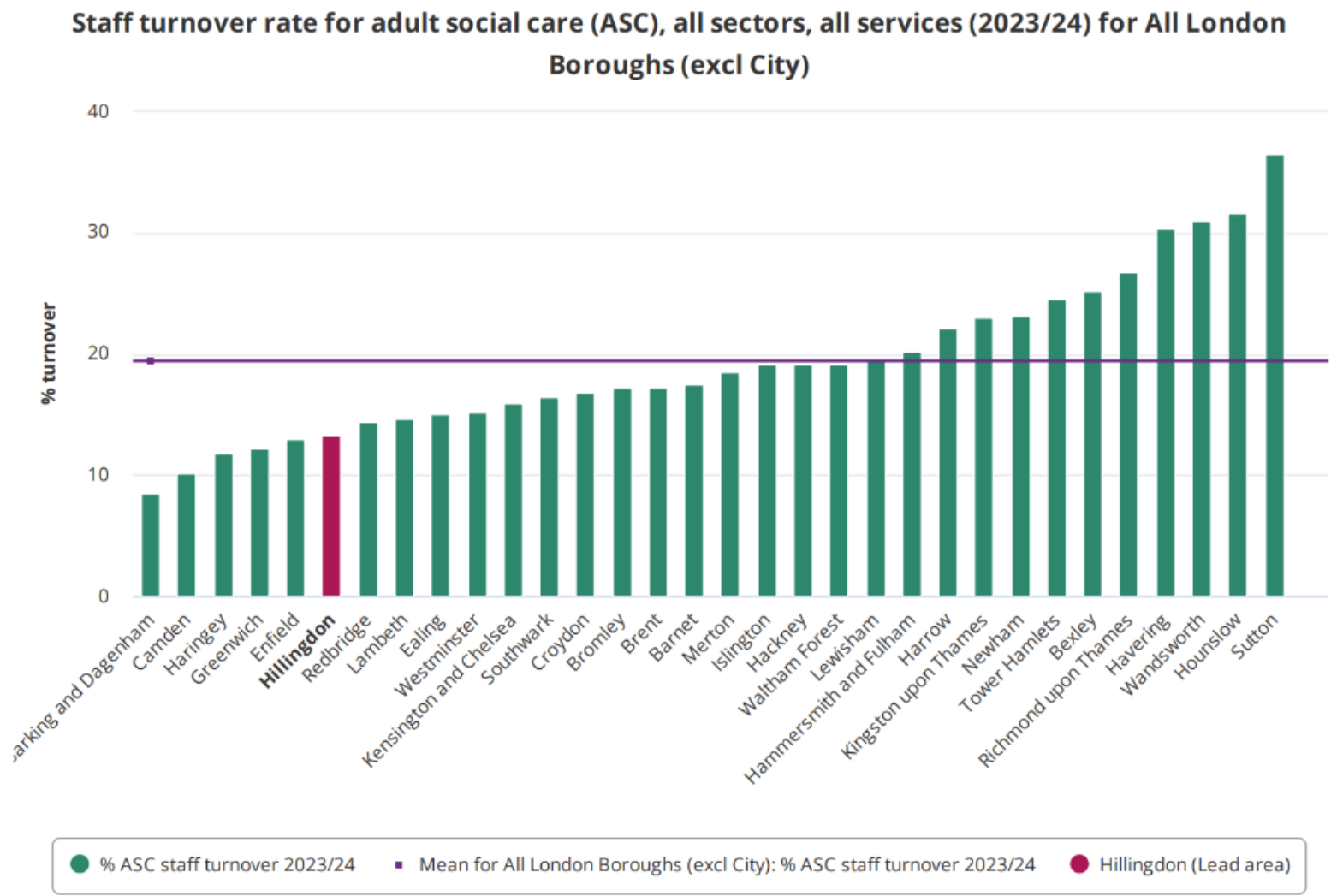
In 2023/24, Hillingdon achieved a carer satisfaction score of **36.3%** for care and support services—based on survey responses from carers. This is **above the London average of 33.1%**, indicating relatively higher satisfaction among local carers.

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).

Health and Social Care - Adult Social Care Staff Turnover

Staff turnover rate for adult social care (ASC), all sectors, all services (2023/24) for All London Boroughs (excl City)

Legend:
- % ASC staff turnover 2023/24
- Mean for All London Boroughs (excl City): % ASC staff turnover 2023/24
- Hillingdon (Lead area)

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

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**.

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

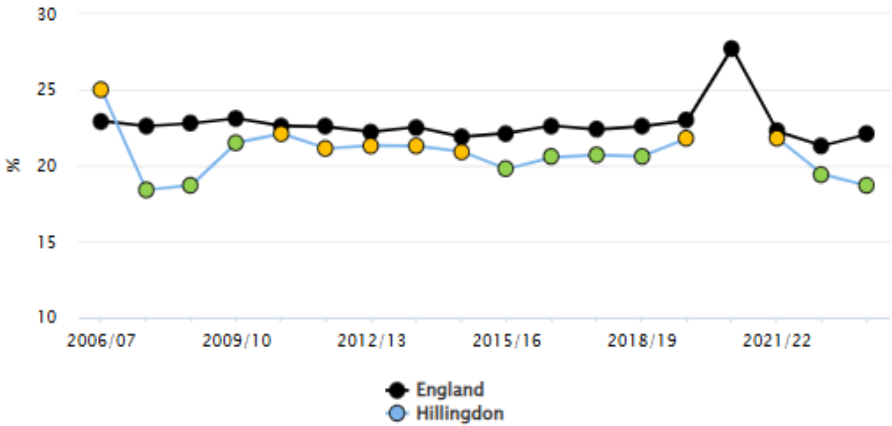| Area	Recent Trend	Count	Value	
England	↓	123,709	22.1	
London region (statistical)	↓	17,335	20.9	
Hackney	→	520	26.3*	
Westminster	–	225	25.4	
Lambeth	–	530	25.1	
Greenwich	–	745	25.0	
Haringey	–	495	24.0	
Barking and Dagenham	–	765	24.0	
Enfield	–	810	24.0	
Southwark	–	575	23.4	
Kensington and Chelsea	–	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.
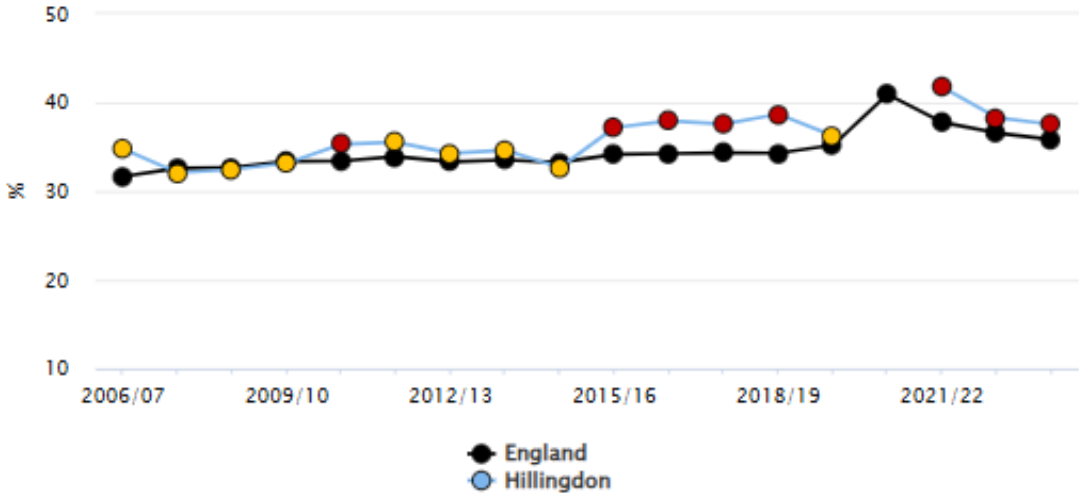
Health and Social Care – Public Health, prevalence of overweight (including obesity) in Year 6 children

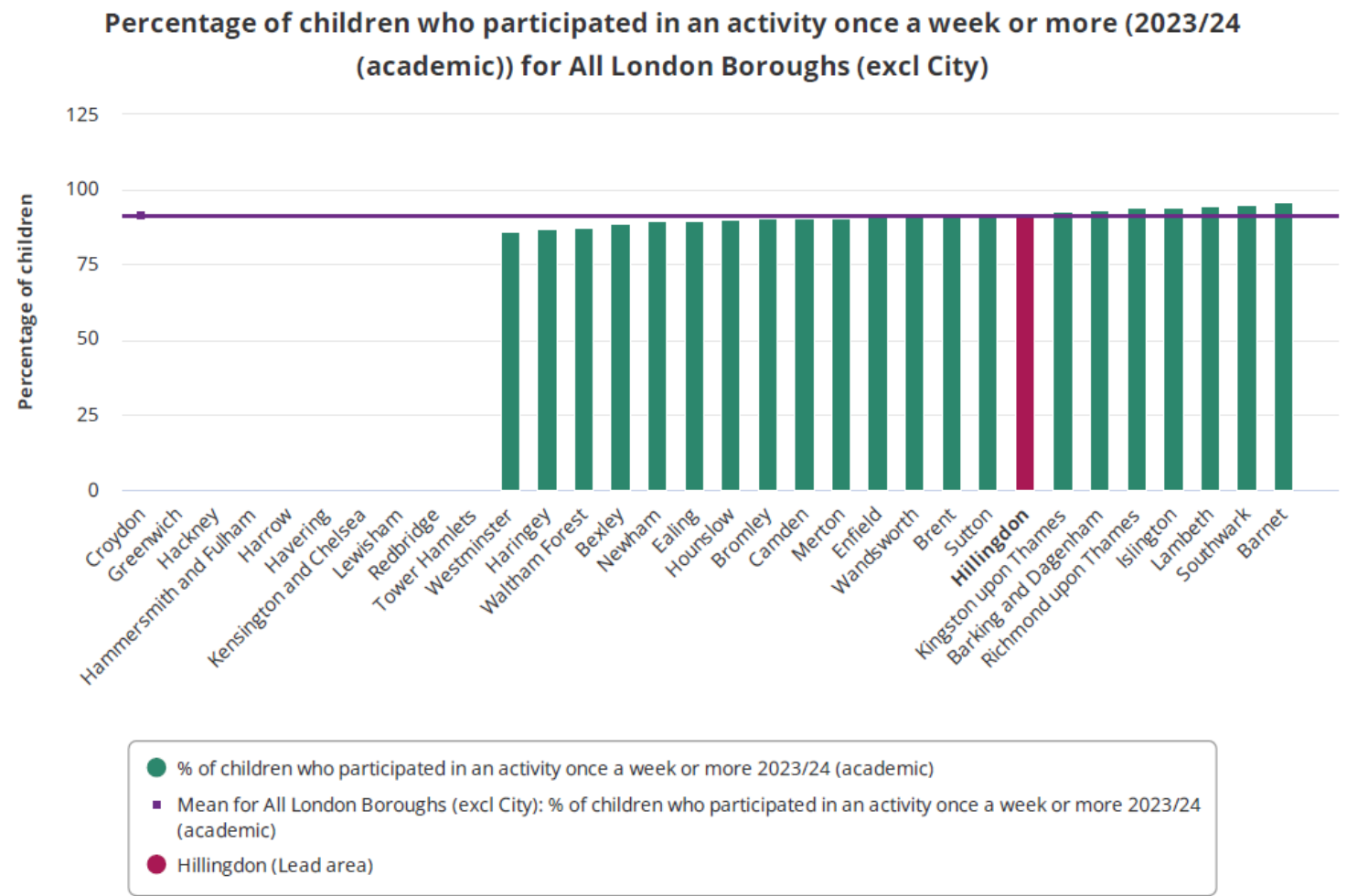| Area	Recent Trend	Count	Value	
England	→	217,532	35.8	
London region (statistical)	↓	33,550	37.8	
Barking and Dagenham	–	1,585	44.2	
Newham	→	1,825	42.5	
Southwark	–	1,120	41.9	
Tower Hamlets	→	1,290	41.7	
Hackney	→	915	41.4*	
Lambeth	–	990	41.3	
Enfield	–	1,585	41.2	
Greenwich	–	1,365	40.9	
Brent	–	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.

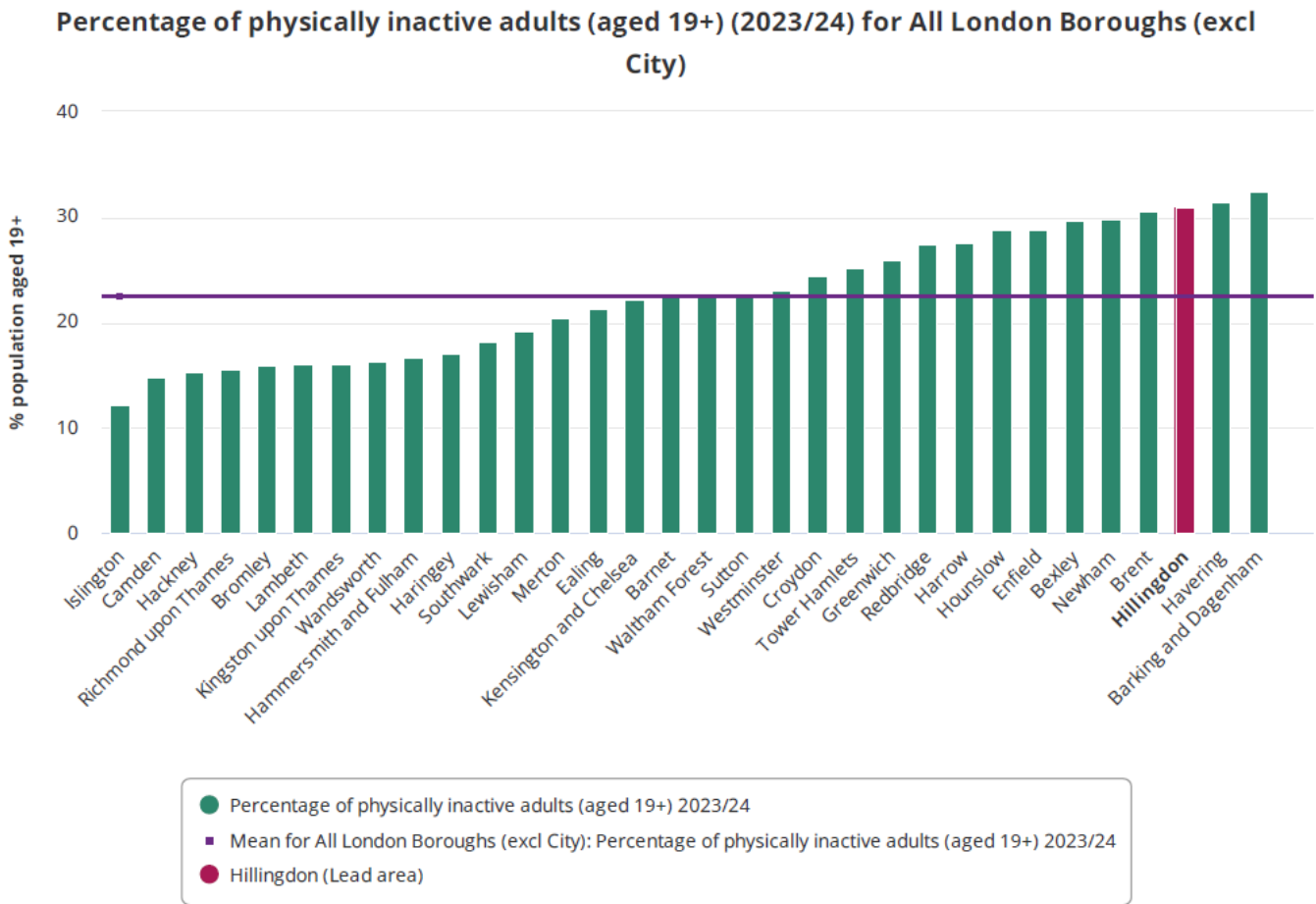# Health and Social Care – Public Health, physical activity (children)

Percentage of children who participated in an activity once a week or more (2023/24 (academic)) for All London Boroughs (excl City)

Legend:
- % of children who participated in an activity once a week or more 2023/24 (academic)
- Mean for All London Boroughs (excl City): % of children who participated in an activity once a week or more 2023/24 (academic)
- Hillingdon (Lead area)

Source:
Sport England, Active Lives Survey, Percentage of children who participated in an activity once a week or more , **Data updated:** 26 Feb 2025

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)

Percentage of physically inactive adults (aged 19+) (2023/24) for All London Boroughs (excl City)

Legend:
- Percentage of physically inactive adults (aged 19+) 2023/24
- Mean for All London Boroughs (excl City): Percentage of physically inactive adults (aged 19+) 2023/24
- Hillingdon (Lead area)

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

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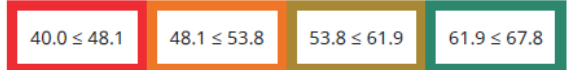
In 2023/24, the percentage of **physically inactive** adults in Hillingdon was 30.9%, above the London average of 22.5%.

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)

| 40.0 ≤ 48.1 | 48.1 ≤ 53.8 | 53.8 ≤ 61.9 | 61.9 ≤ 67.8 |

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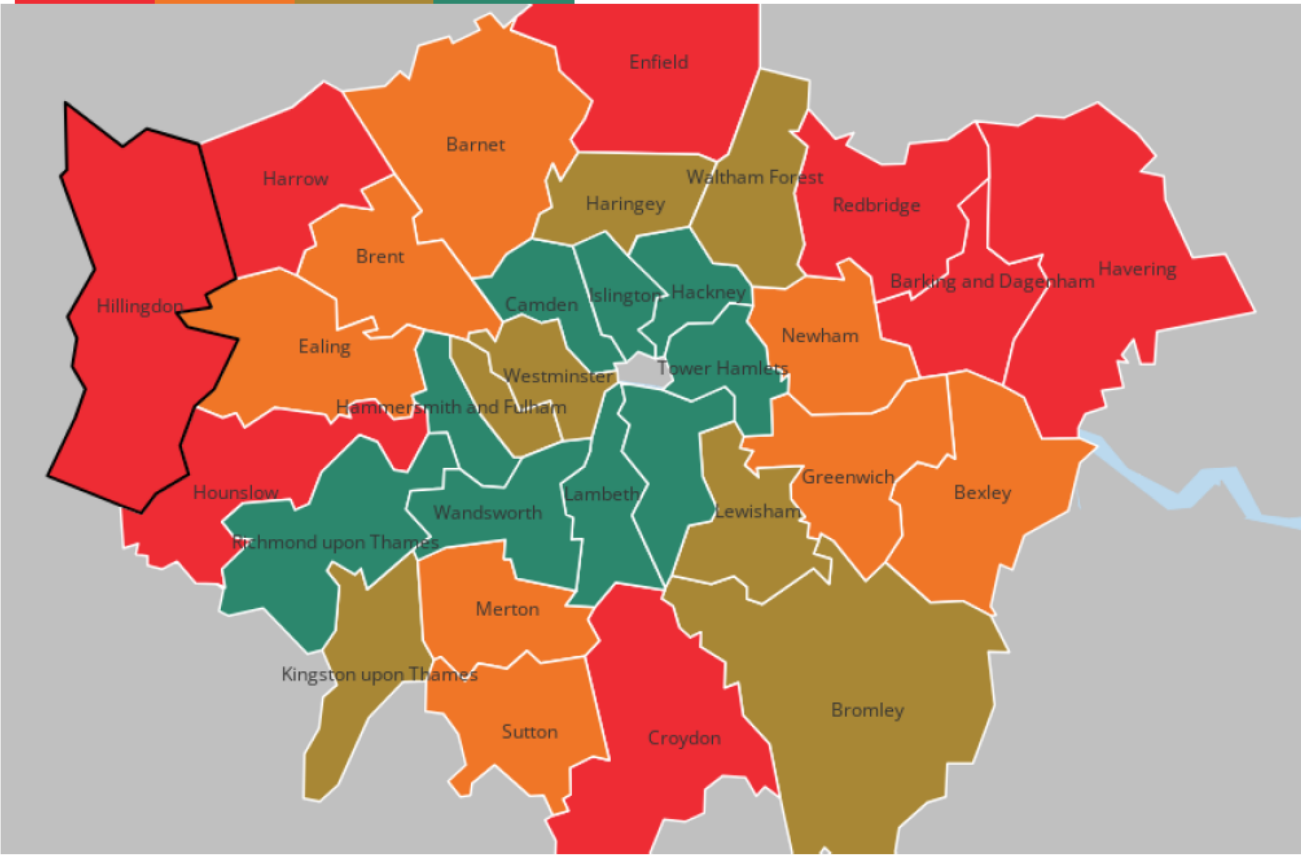
This is the proportion of adults who do any walking or cycling, for travel purposes at least once per week.

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%.

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.

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.

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

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 Digital, Culture, Media and Sport
- Department for Environment, Food and Rural Affairs (DEFRA)
- NHS England
- Office for Health Improvement and Disparities (OHID)

Local Government Outcomes Framework (LGOF)