

ANNUAL PERFORMANCE REPORT 2024/25

Committee name	Children, Families & Education Select Committee
Officer reporting	Ian Kavanagh, Head of Business Intelligence
Papers with report	Appendix 1 – Annual Performance Report 2024/25
Ward	All

HEADLINES

This report presents Council’s Annual Performance for 2024/25. It outlines the performance cycle and shows corporate performance for 2024/25 across Children, Families & Education.

Performance management is a critical function in local government, enabling councils to use data-driven insights to improve outcomes for residents. It supports accountability – both internally and externally – by demonstrating how public services respond to local needs and ensure value for money.

The Council’s performance framework is aligned with the Hillingdon Council Strategy and incorporates a suite of reports accessible to services, senior management, the Corporate Management Team, and Cabinet. This annual report draws on key performance indicators and monitoring data to assess progress against strategic objectives. Where applicable, it includes the most recent data available, including pre-2024/25 benchmarks.

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

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

RECOMMENDATIONS

That the Committee:

- 1. Note the Annual Performance Report for 2024/25, as attached in Appendix 1; and**
- 2. Comments are invited, and if received, will be presented to full Council in November alongside the Annual Performance Report for information**

SUPPORTING INFORMATION

1. Performance management is about using data to drive evidence-based decision making to challenge current ways of working and service delivery models. It is an important tool for local

government to take responsibility for its own performance and for the public and national governments to hold local service providers to account, ensuring they respond to local needs and that public money is being spent wisely.

2. Performance management includes a range of processes and methods to identify shared goals and various measurements of progress towards these. Closely aligned to the concept of governance it ensures arrangements are in place so an authority's objectives can be achieved.
3. Within Hillingdon performance is aligned to the Council Strategy, where a suite of performance reports is available to services, senior management teams, our Corporate Management Team, and the Leader and Cabinet. Monthly reports are presented to CMT and action logs completed.
4. This annual report uses key performance indicators and monitoring data to show performance on key services for Financial Year 2024/25 (or in some cases, the latest data available as well as pre-financial year 2024/25).
5. The Annual Performance Report for 2024/25 presents a detailed and transparent account of how Hillingdon Council is performing across its core service areas, with a clear emphasis on putting residents first. The report reflects a council that is actively responding to significant challenges—rising demand, financial pressures, and evolving community needs—while maintaining a strong commitment to service quality, accountability, and resident wellbeing.

Children Services

6. Children's Services continues to deliver safe, inclusive, and responsive support for children and families in Hillingdon, despite operating in a complex and high-demand environment shaped by national pressures and the borough's role as a port authority.
7. Safeguarding remains strong, with effective referral pathways and multi-agency collaboration ensuring timely support. The service maintains a rigorous approach to risk assessment and accountability.
8. Placement sufficiency is a growing concern, particularly around high-cost residential settings. Efforts are underway to rebalance provision, reduce reliance on external placements, and improve care stability through recruitment and innovative care models.
9. SEND demand is rising, prompting improvements in assessment efficiency and decision-making. Inclusion remains a priority, with a focus on mainstream support and school collaboration.
10. Support for unaccompanied asylum-seeking children and care leavers is being strengthened, with tailored, trauma-informed approaches to help young people transition successfully.
11. Youth justice shows positive trends in early intervention, though reoffending remains a challenge. The strategic focus on prevention and restorative practice is well placed to address this.
12. Workforce stability is critical, with ongoing investment in recruitment, development, and wellbeing to ensure consistent, high-quality service delivery.

13. Overall, the service is navigating challenges with strategic clarity and resilience. Performance data aligns with priorities, and the focus on transformation, inclusion, and sustainability positions Children's Services well for the future. Continued collaboration across the council and with partners will be key to maintaining progress.

PERFORMANCE DATA

Performance data is included throughout the report.

RESIDENT BENEFIT

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

FINANCIAL IMPLICATIONS

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

LEGAL IMPLICATIONS

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

BACKGROUND PAPERS

NIL.

APPENDICES

Annual Performance Report, 2024/25