

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 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.

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

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

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

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

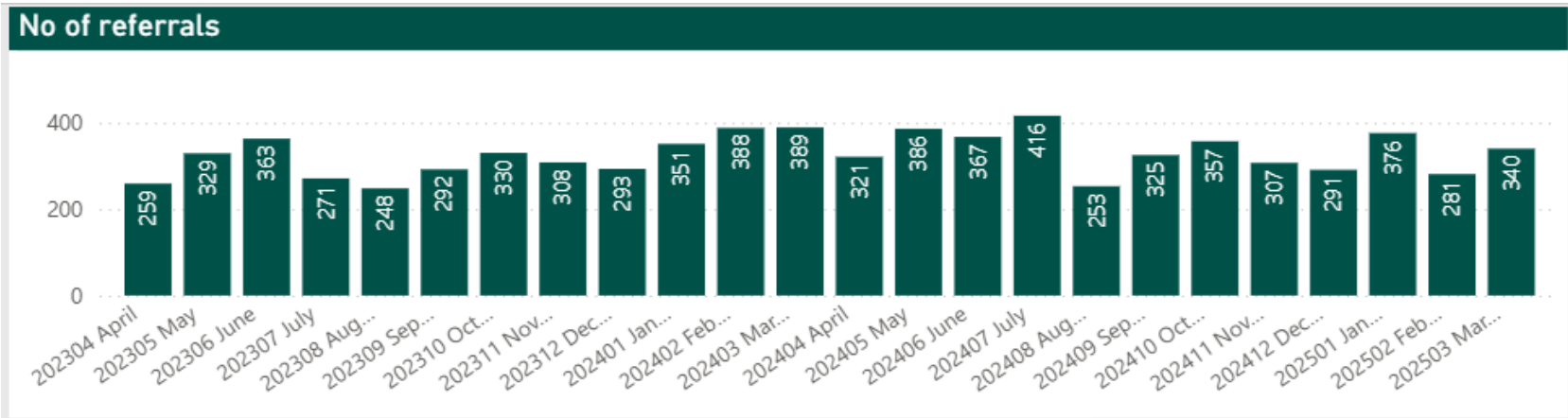
Youth justice performance reflects a positive trend in early intervention, with fewer young people entering the system for the first time. However, reoffending remains a concern, highlighting the need for more joined-up and sustained support for those already engaged with services. The strategic focus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

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

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

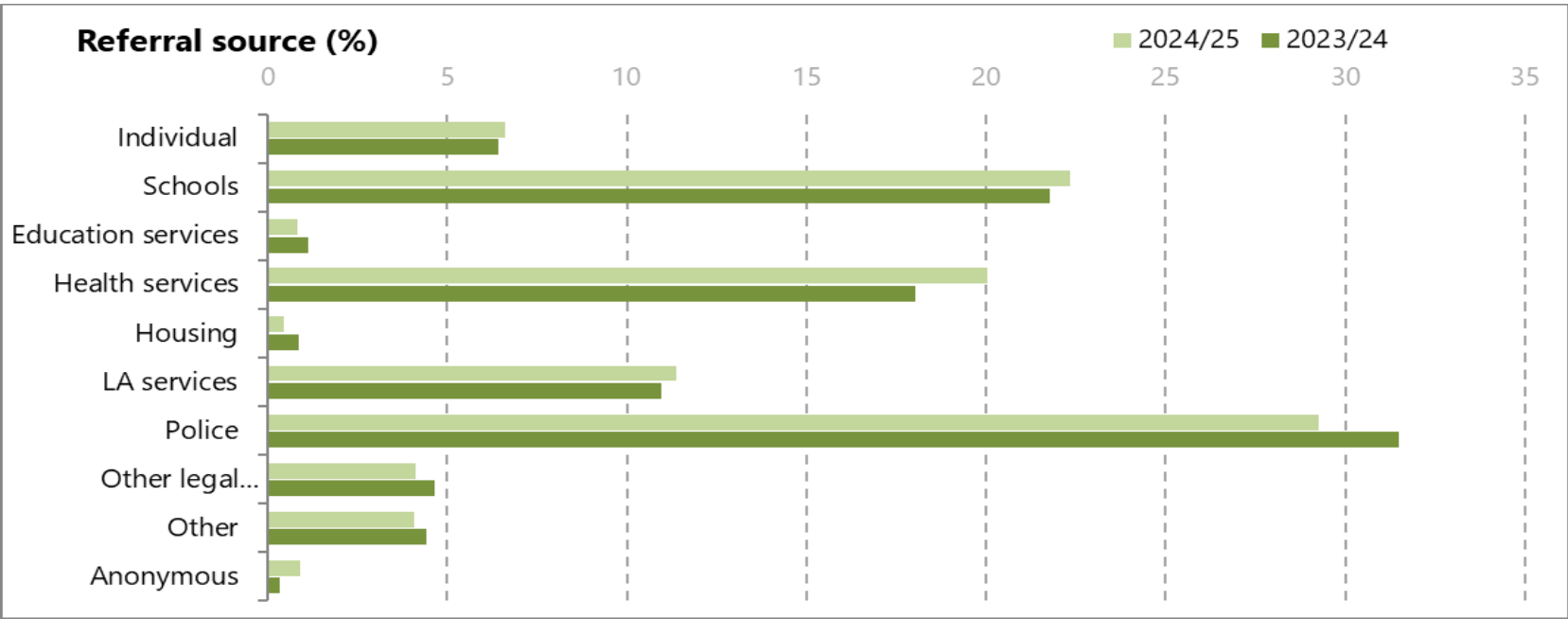
Performance information within this pack that benchmarks Hillingdon will be the latest available that has been a validated and normalised data set from national statutory returns to ensure fair and consistent reporting. There is always a delay due to the nature of collection, therefore you may see 2023/24’s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

Children, Families and Education – Social Care Demand - Referrals



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

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

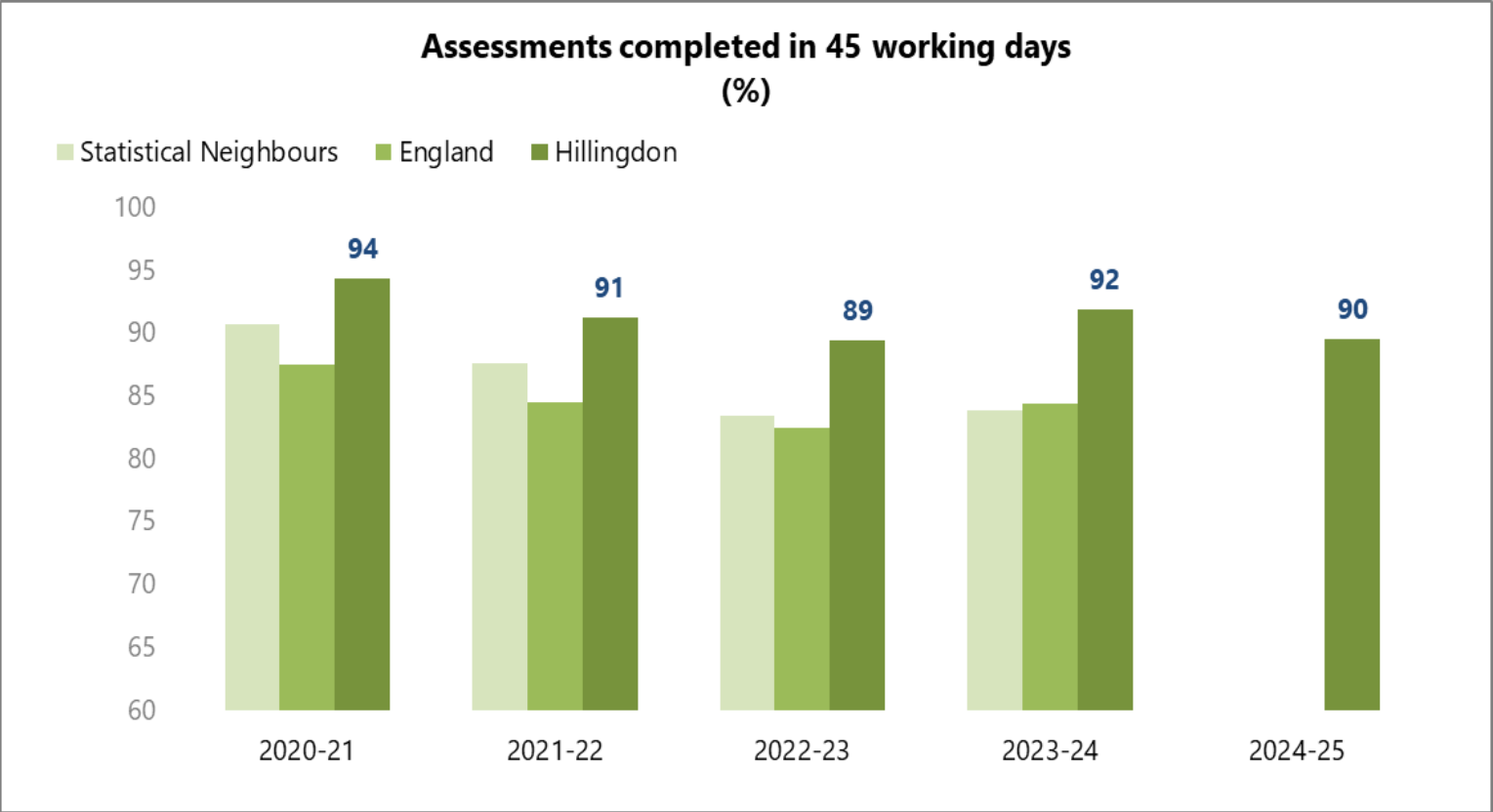


The bottom graph shows the source of the referrals, such as residents, schools, health professionals, or the police. Tracking this helps ensure that residents and professionals are aware of safeguarding concerns. Lower referral rates compared with our statistical neighbours may indicate a need to strengthen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

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

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

Children, Families and Education – Social Care Demand - Assessments



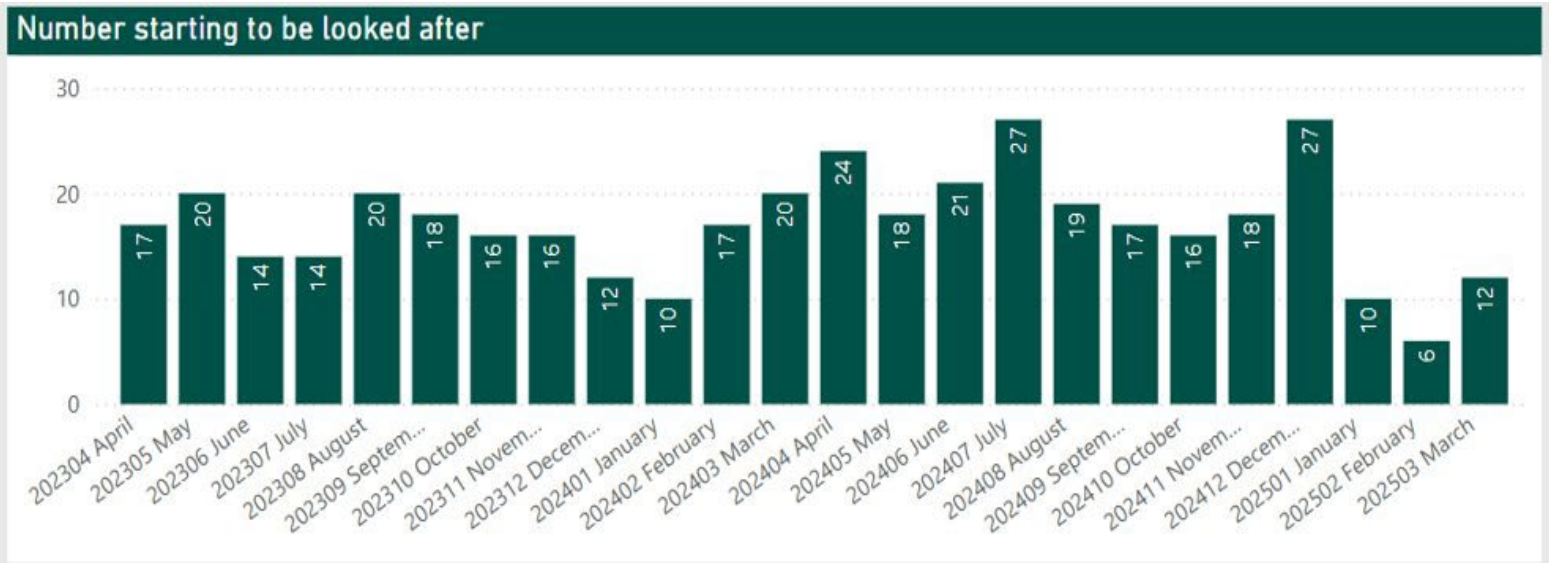
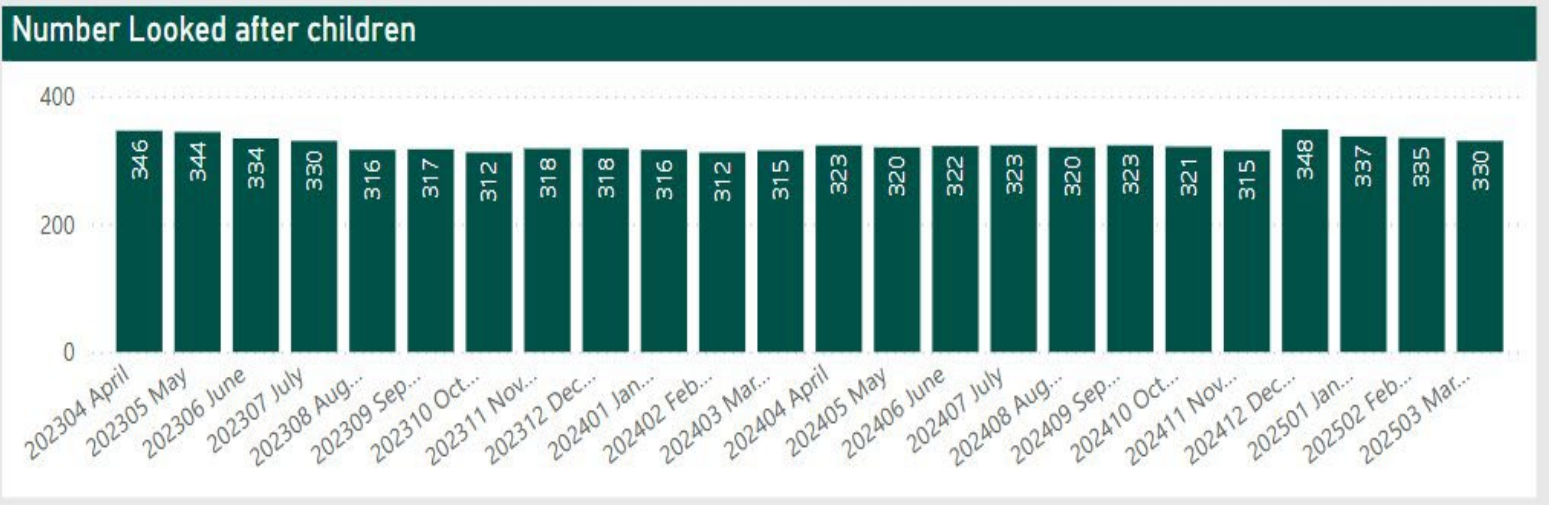
National 2024/25 data not yet available

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

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

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

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



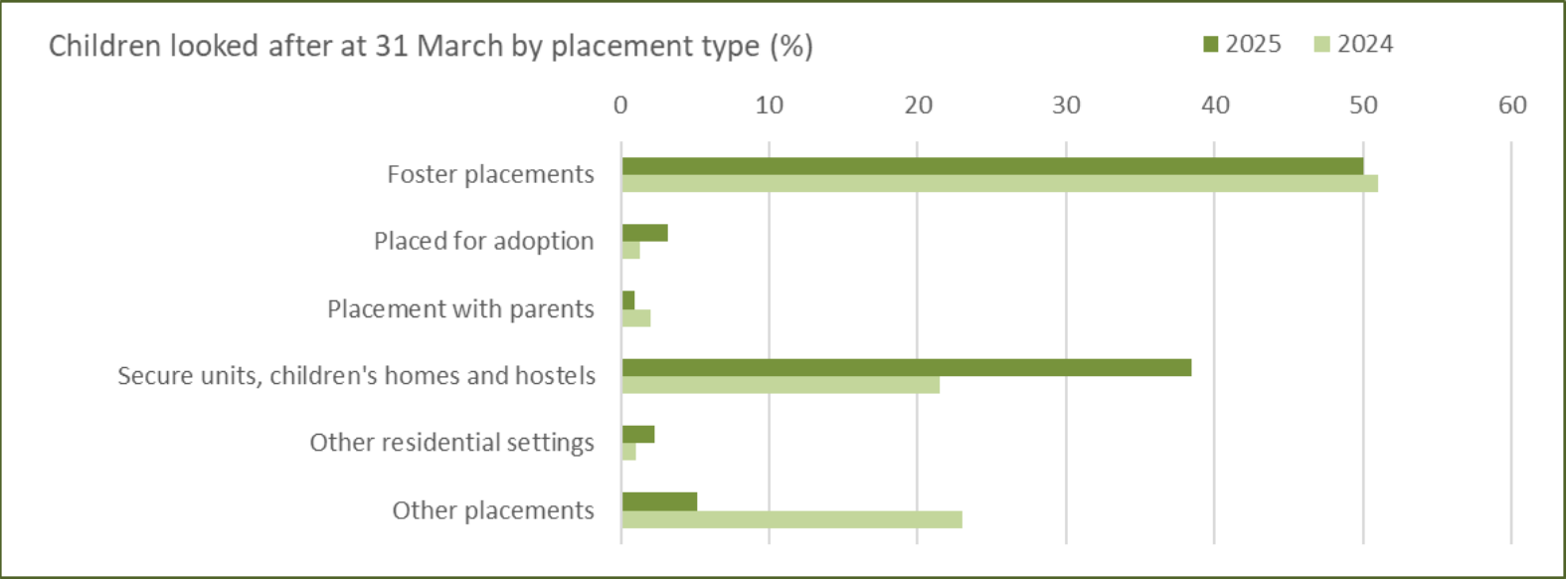
Our children are those cared for by the local authority. This includes children seeking asylum who have no parent or guardian in the UK. The council and the elected members hold parental responsibility and corporate parenting duties for most of these children.

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

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

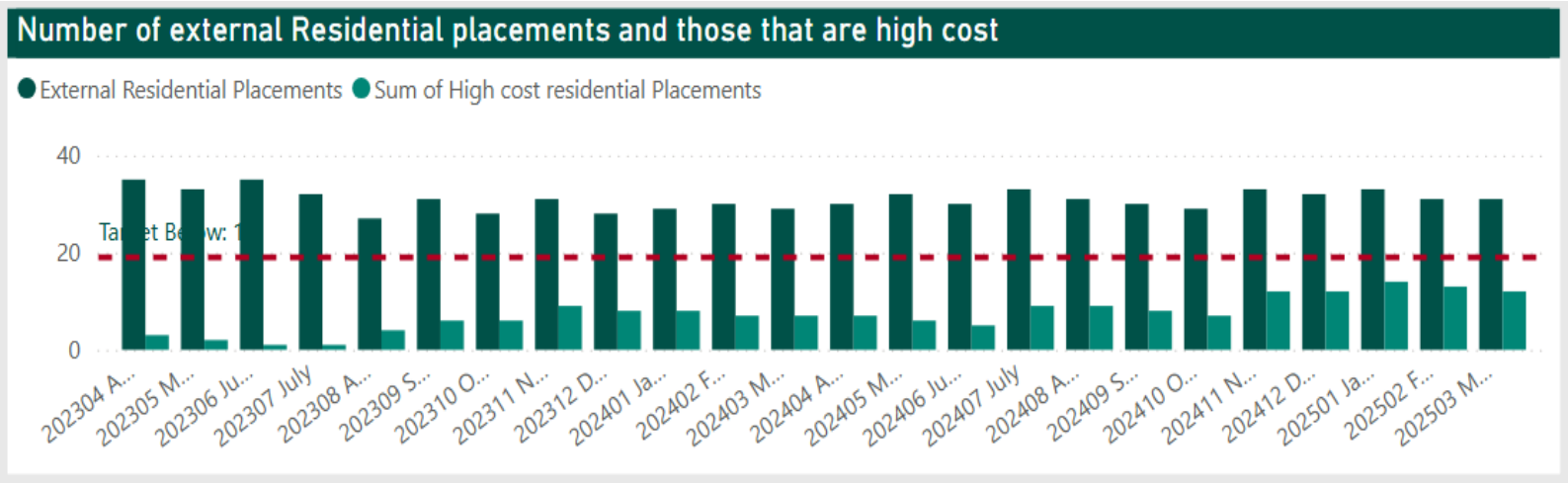
The bottom graph shows how many children came into our care each month. Spikes in this data highlight pressure points in safeguarding and a growing need for placements, especially during times of increased family breakdown or risk to children.

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



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

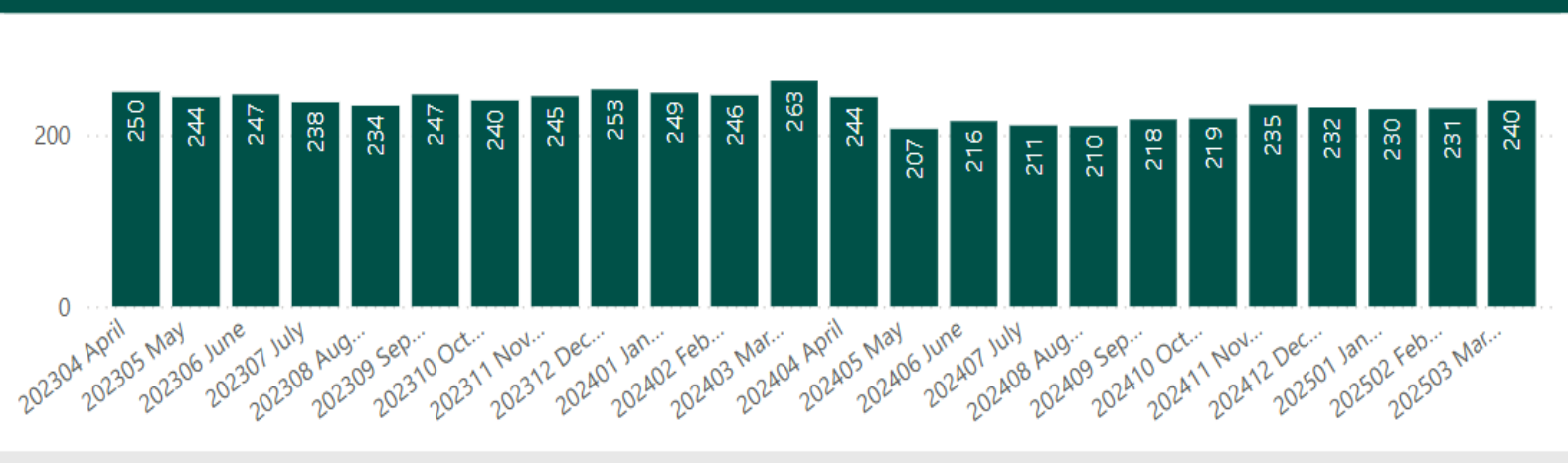
The bottom graph focuses on high-cost residential placements, which are often used in emergency situations or for children with high-risk needs. Monitoring these placements helps us plan more effectively, manage costs, and explore more local, sustainable options. It also highlights the number of children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



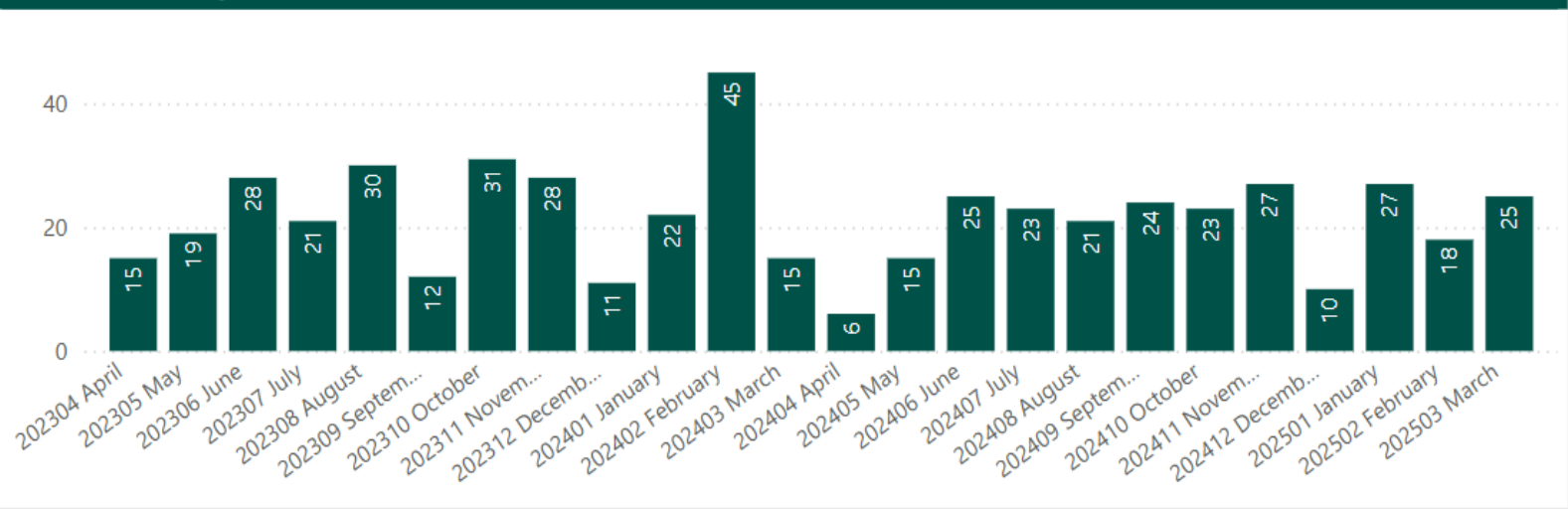
In line with the national trend, the high-cost residential placements have increased throughout the financial year and now represent a significant proportion of the Children's Social Care budget.

Children, Families and Education – Child Protection Plans

Number on CP Plans



Number starting on CP Plans



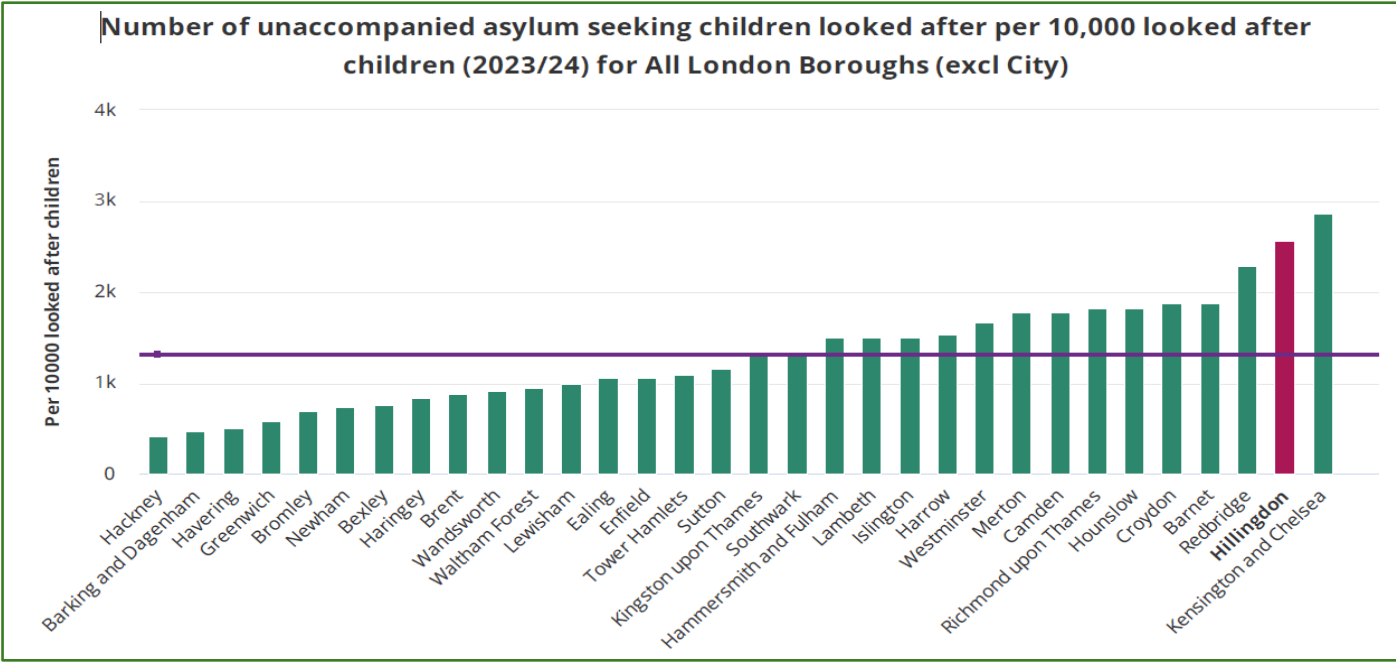
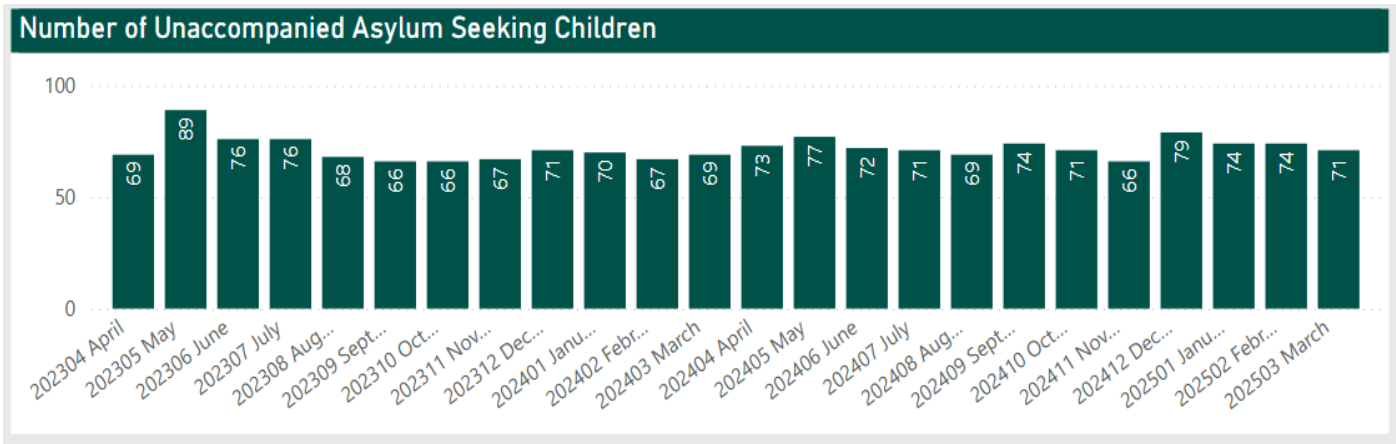
Child Protection Plans (CPPs) are implemented when there is a significant concern that a child may be at risk of harm, including abuse, neglect, or other forms of abuse. These plans are developed through multi-agency collaboration and outline specific actions to safeguard the child and promote their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

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

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

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

Children, Families and Education – Unaccompanied Asylum-Seeking Children

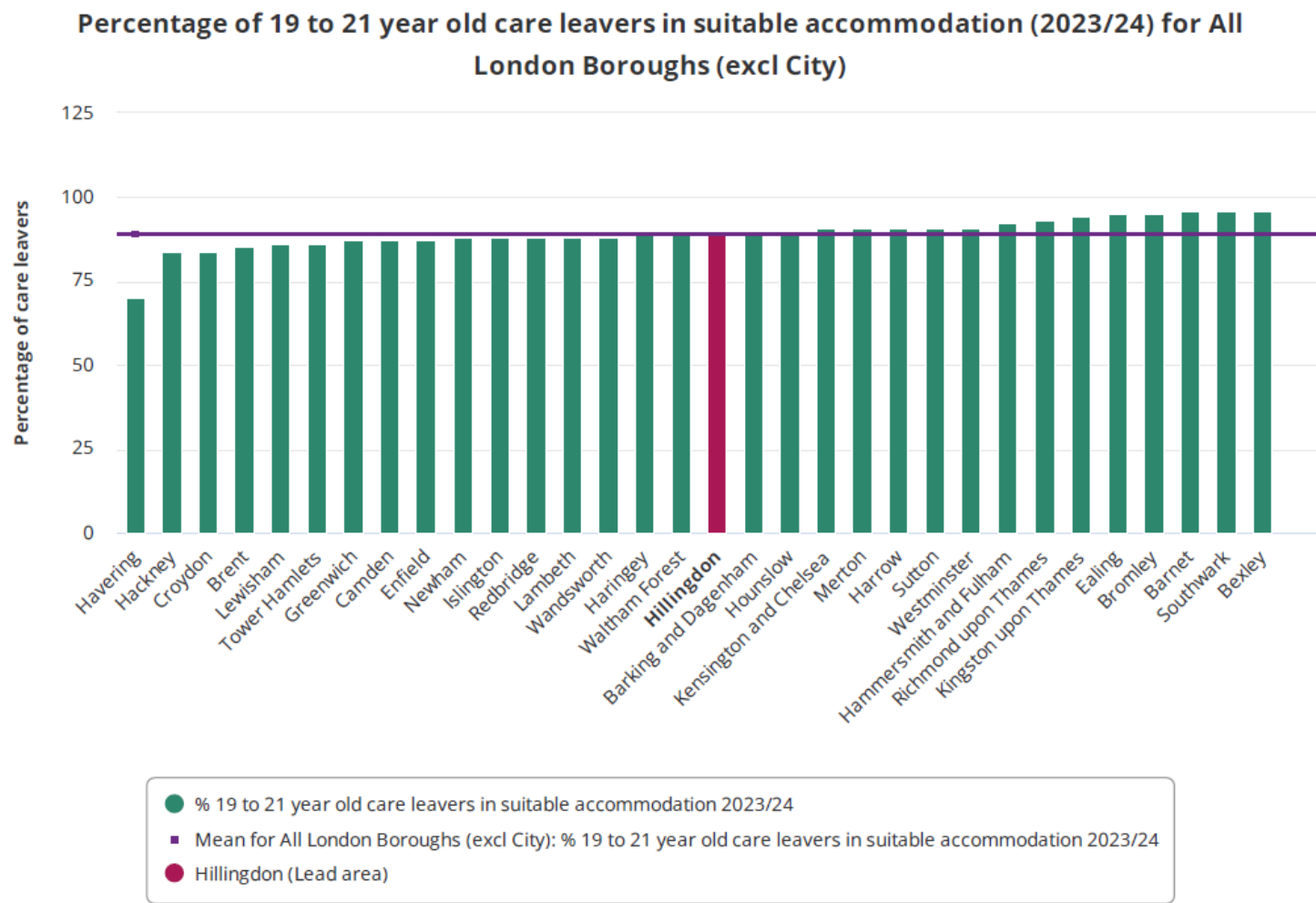


As a port authority area, due to the presence of Heathrow Airport, Hillingdon continues to play a critical role in supporting Unaccompanied Asylum-Seeking Children (UASC). These young people arrive in the UK without a parent or guardian and therefore have significant vulnerabilities. Consequently, they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

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

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

Children, Families and Education – Care Leavers



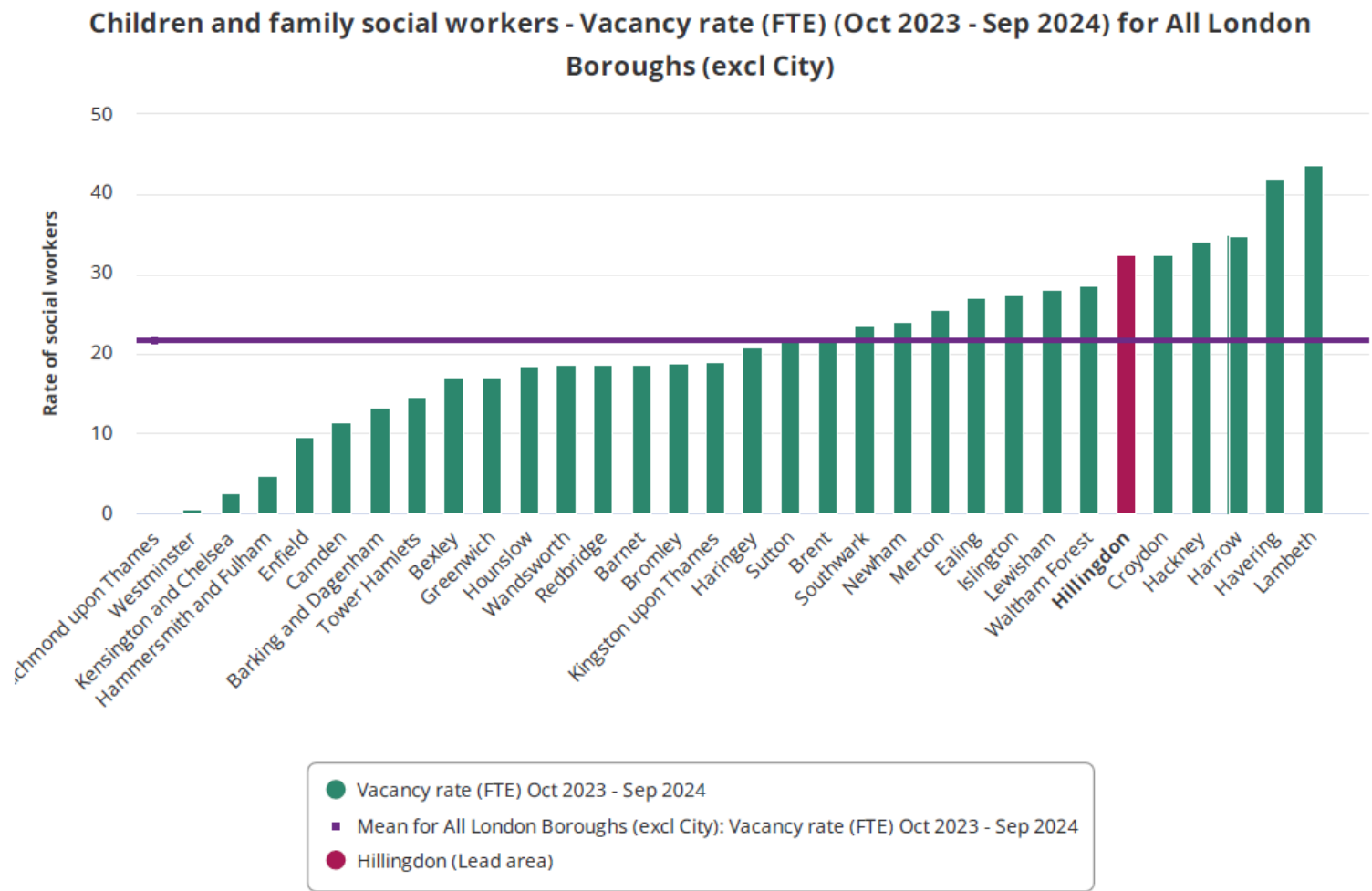
Source:
Department for Education, Children Looked After by Local Authorities in England (including adoption and care leavers), [Percentage of 19 to 21 year old care leavers in suitable accommodation](#) , **Data updated:** 25 Nov 2024

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

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

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

Children, Families and Education – Social Worker Recruitment and Retention



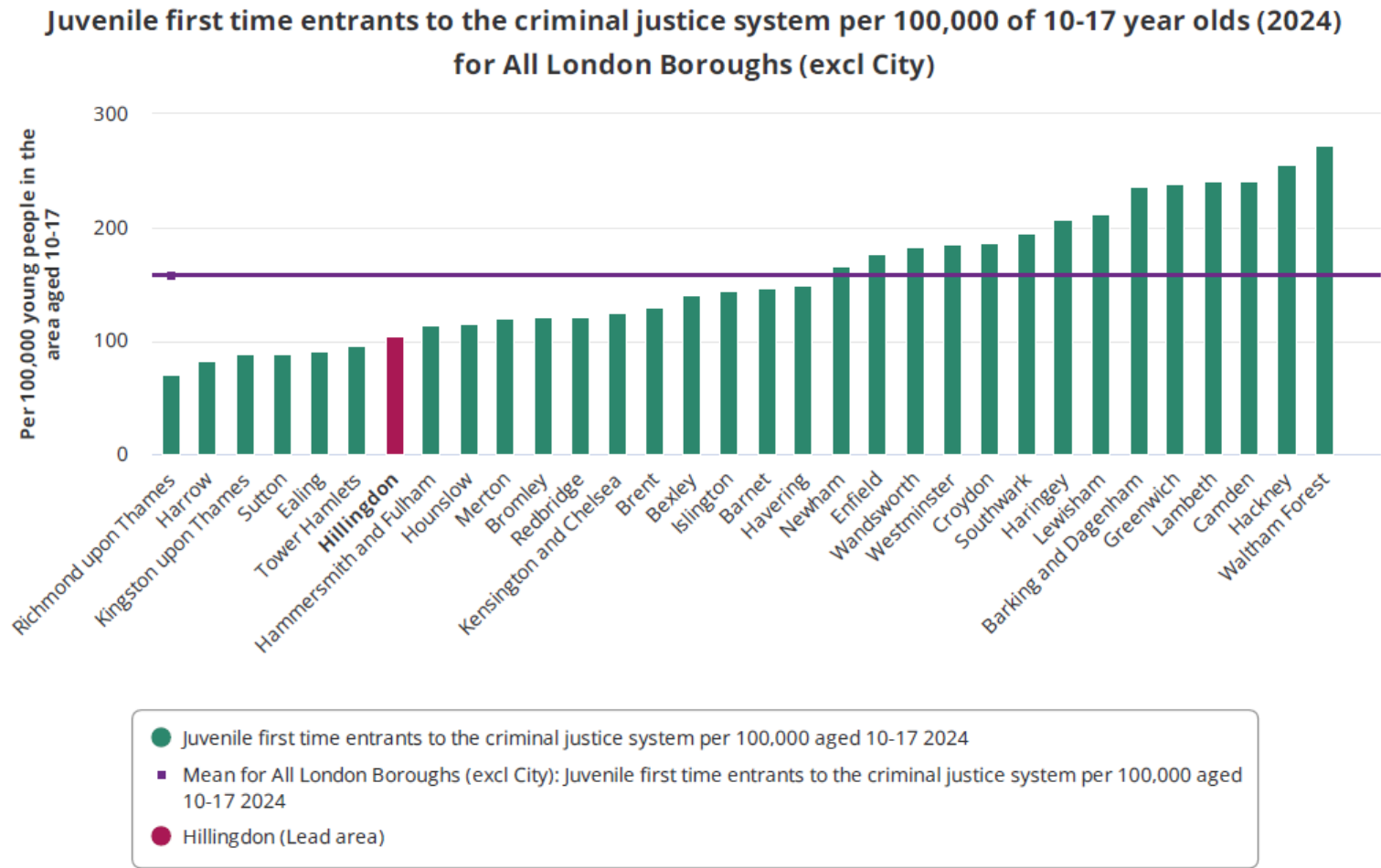
Source:
Department for Education, Children's social work workforce, [Children and family social workers - Vacancy rate \(FTE\)](#) , **Data updated:** 03 Mar 2025

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

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

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

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



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

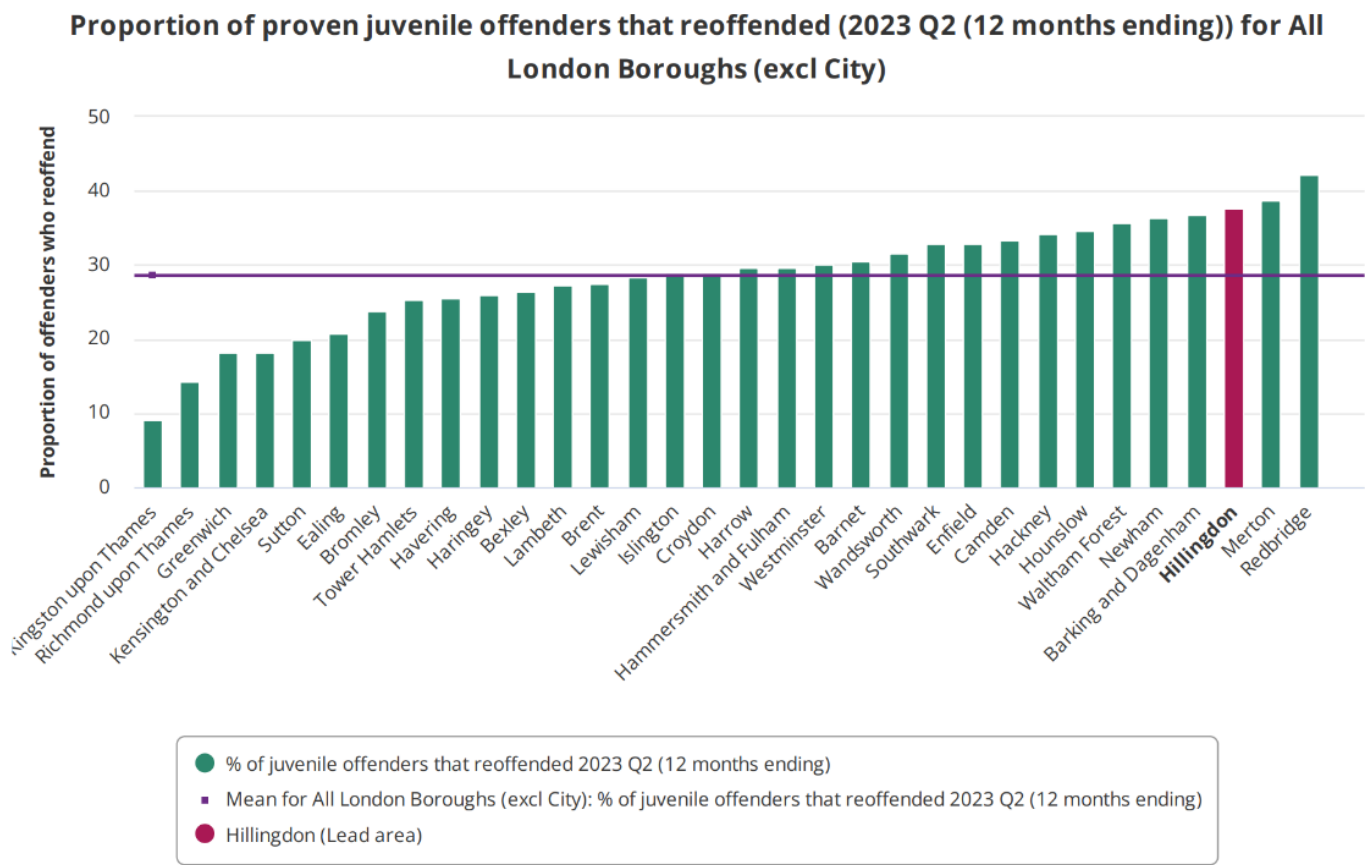
In 2024, Hillingdon recorded 104 first-time entrants to the youth justice system per 100,000 young people aged 10–17, a figure notably below the London average of 158 per 100,000.

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

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

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

Children, Families and Education – Youth Justice: Reoffending Rates



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

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

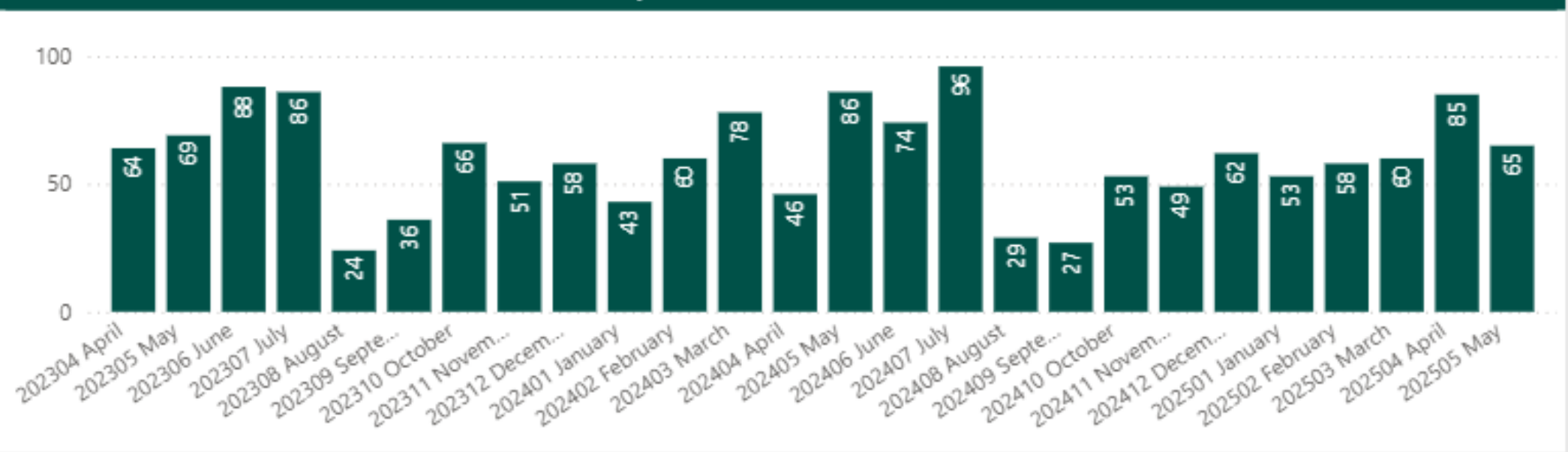
This measure tracks the proportion of young people who commit a further proven offence within a year of a previous offence. A higher rate may indicate challenges in rehabilitation, support, or community intervention. Therefore, this suggests that while initial diversion efforts are working, there is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

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

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

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

Education Health Care Needs Assessment requests

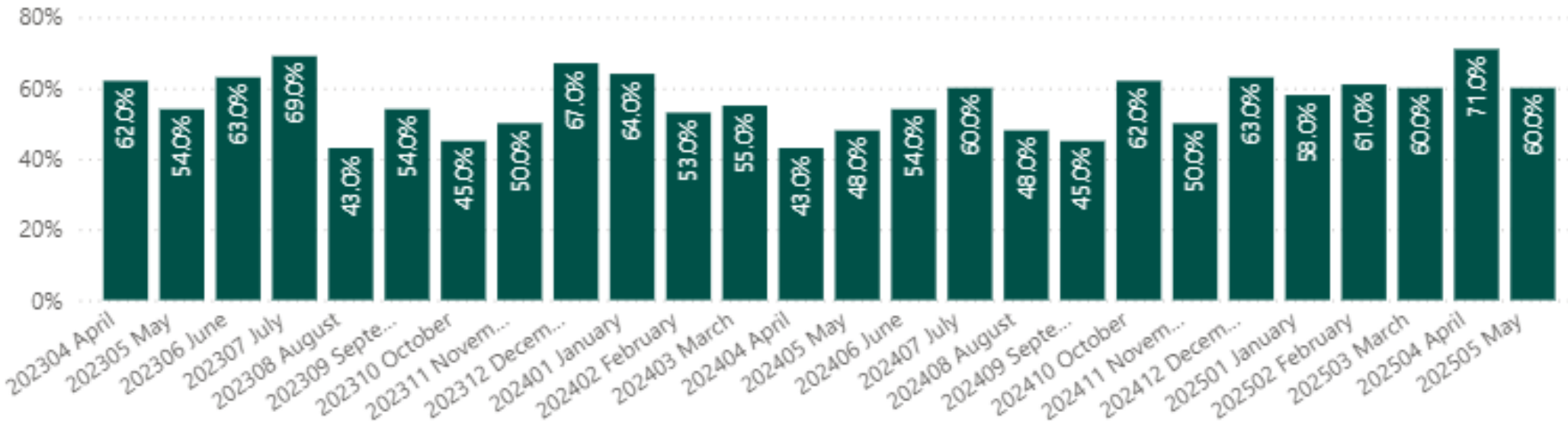


Education, Health and Care Needs Assessment (EHCNA) Requests are formal applications that trigger a multi-professional review of a child’s needs. Increasing numbers may indicate greater awareness, earlier identification, or growing demand for support, all contributing to timely and appropriate provision.

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

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

Education Health Care Needs Assessment - agreed to assess



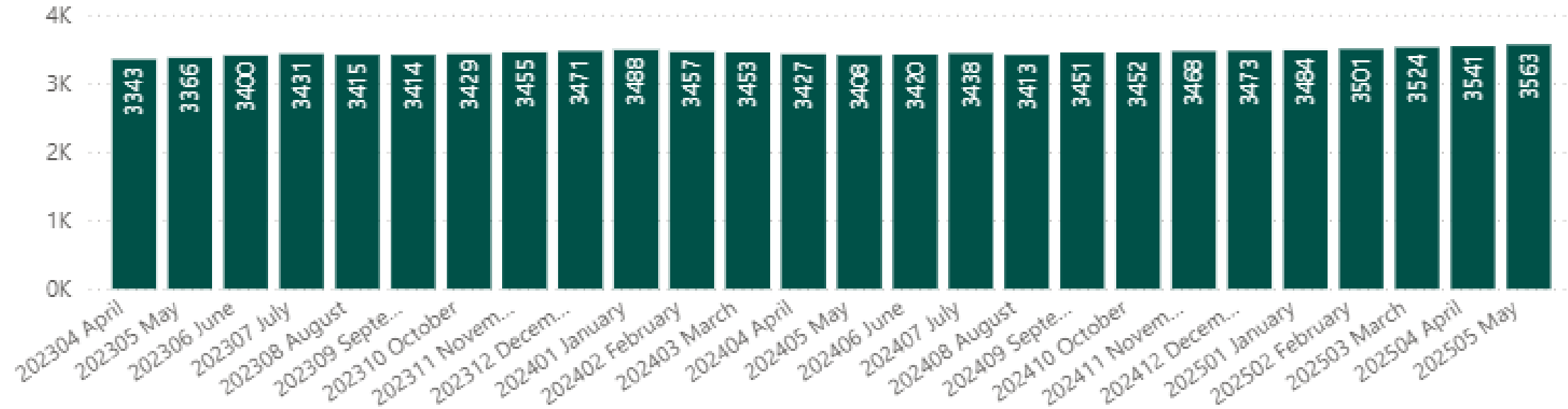
EHC Needs Assessments Agreed to Assess:

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

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

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

Number of Education Health Care Plans

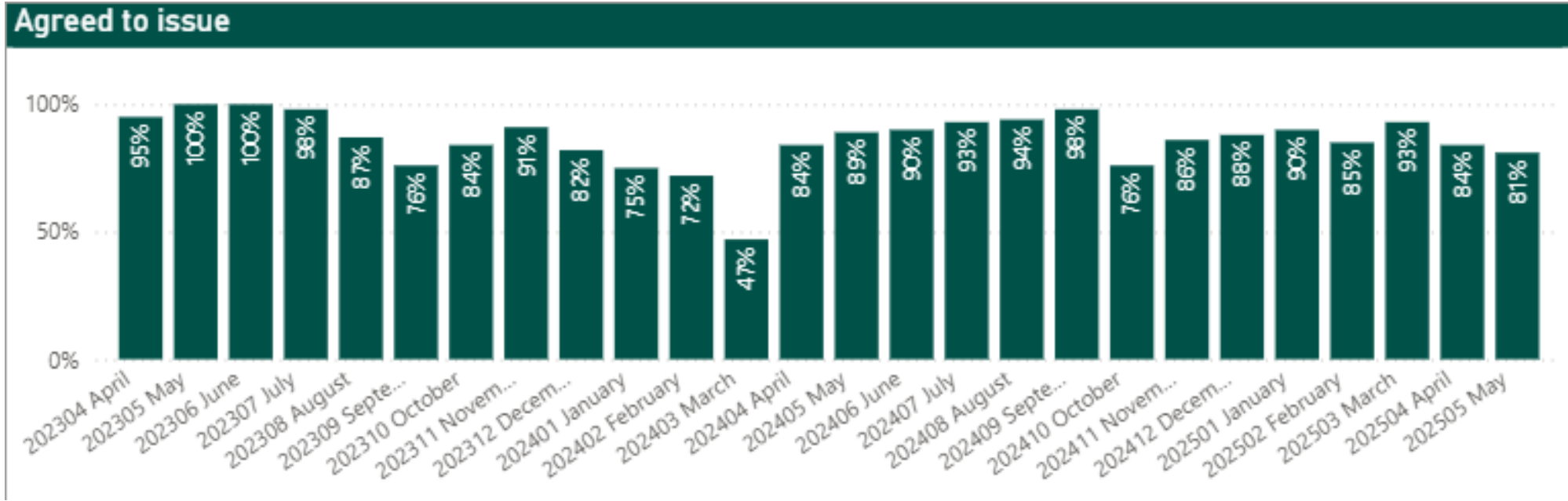


We are tracking both the number of Education, Health and Care Plans (EHCPs) issued and the volume of Needs Assessment Requests. EHCPs define the tailored support that children and young people with SEND are entitled to, ensuring they have access to the appropriate education, health, and care services.

Number of Education Health Care Plans (EHCPs):

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

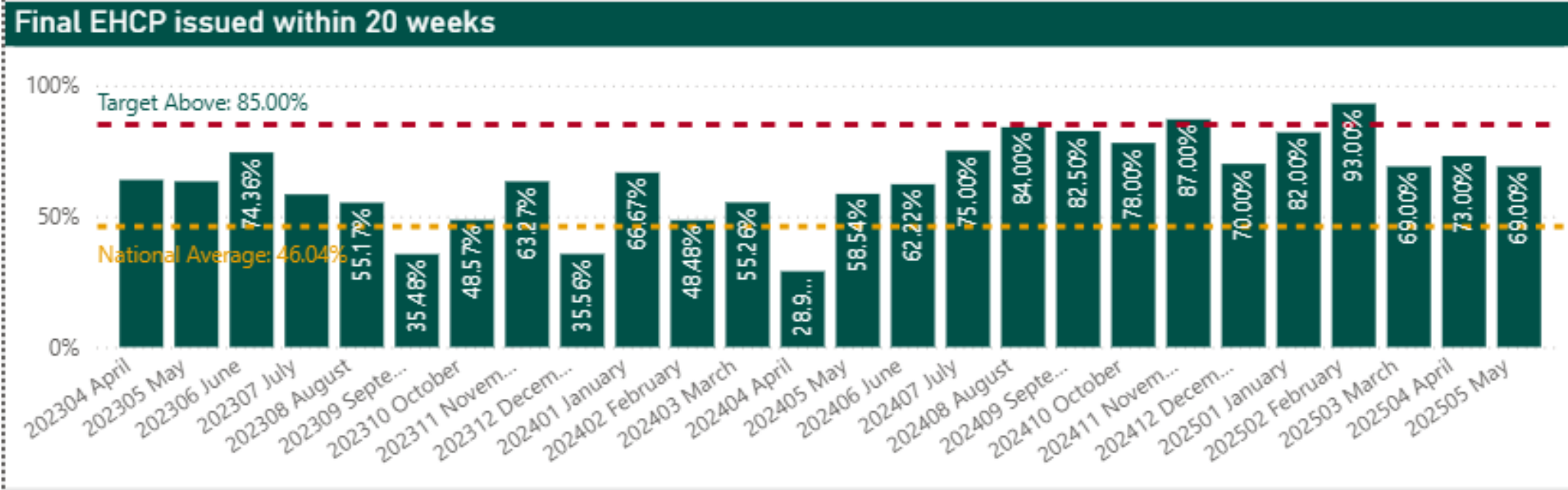
Children, Families and Education – Children with SEND – EHCP Demand



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

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

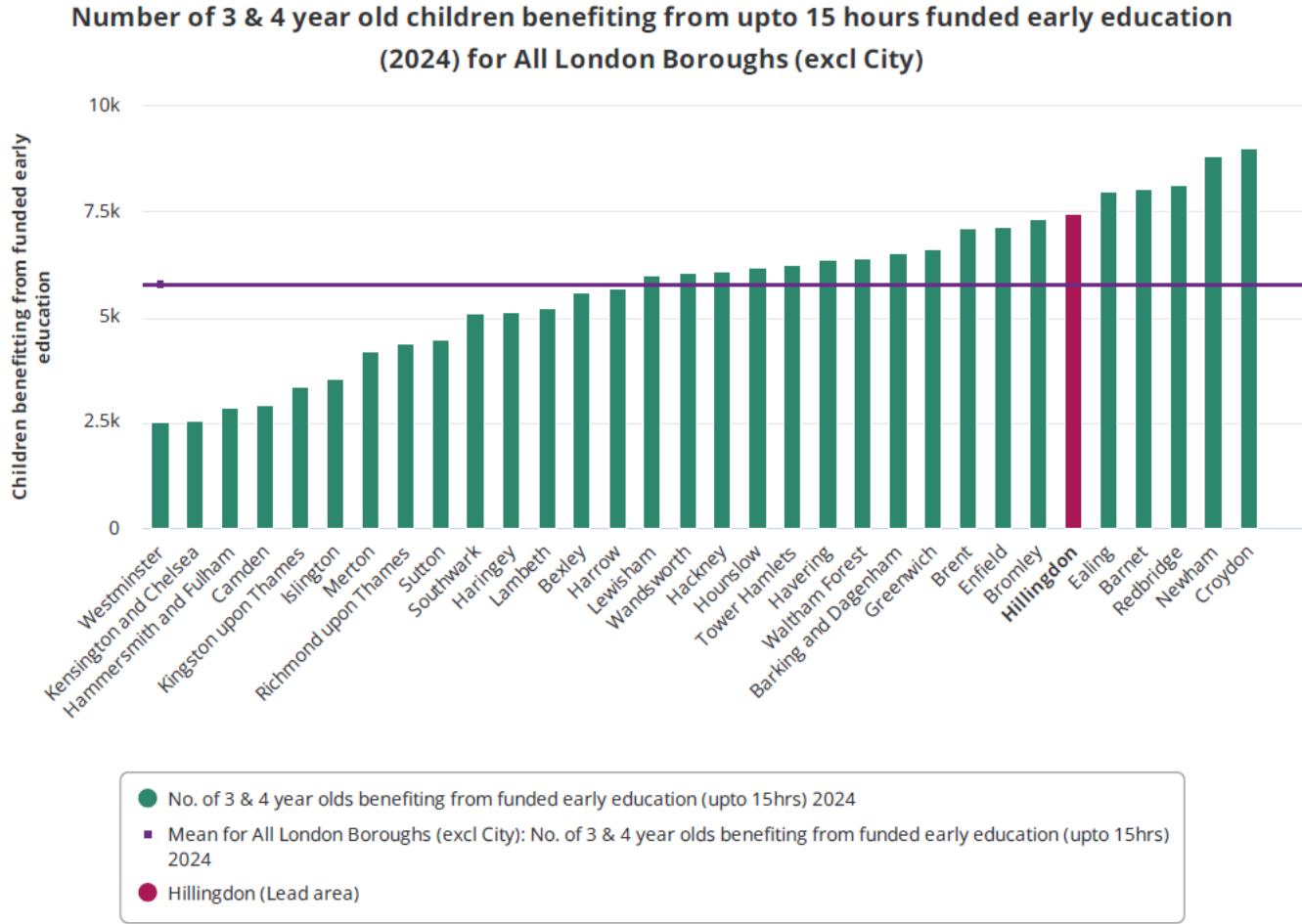
Children, Families and Education – Final EHCP 20 Week Timeliness



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

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

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



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

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

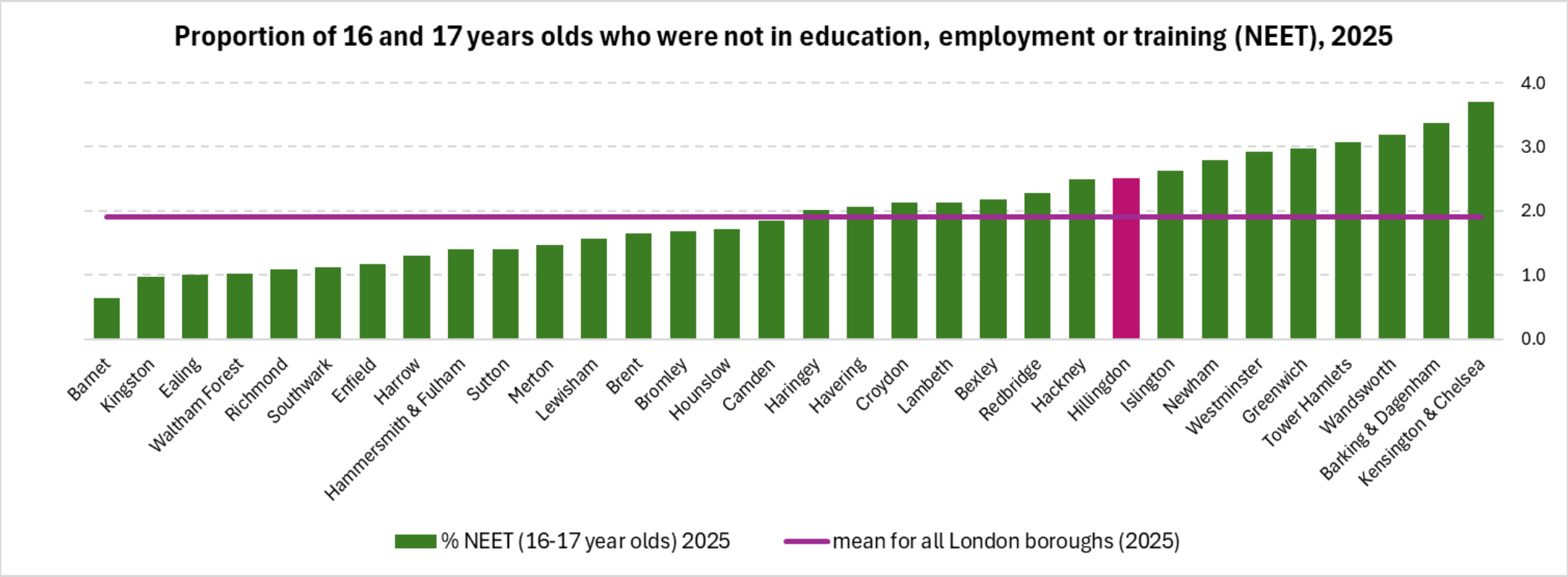
This number reflects how many children in this age group are benefiting from the government's offer of free early education, helping them get a strong start to their learning and development.

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

Source:

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

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



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

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

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

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

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

Financially, the council operates under considerable strain due to reduced central funding, inflationary pressures, and demand-led costs.

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)