London Borough Of Hillingdon

Performance Report 2024/25
(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.

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 Jonathan Bianco
Portfolio: Corporate Services and Property

Our commitments to residents

Thriving, healthy households

A green and sustainable borough

A digital-enabled, modern, well-run council

Safe and strong communities

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Corporate Director: Dan Kennedy, Residents Services

To maintain our corporate plan ambitions for sustainability, good quality affordable homes for our residents and maintaining a strong local economy, we have improved many areas of business within the Residents Services Directorate over the last year.

We have delivered over 400 new homes for the borough in the last year with more scheduled for delivery this year. Our regenerations schemes at Hayes Town Centre and the Former RAF Uxbridge site are progressing well with the first phases of the Hayes Regeneration scheme scheduled for completion later this year. Our Grays Road development is also progressing with first stages of consultation with local residents completed earlier this year. This level of new acquisitions and built homes ensures we are growing our housing stock to meet the demands for housing across Hillingdon.
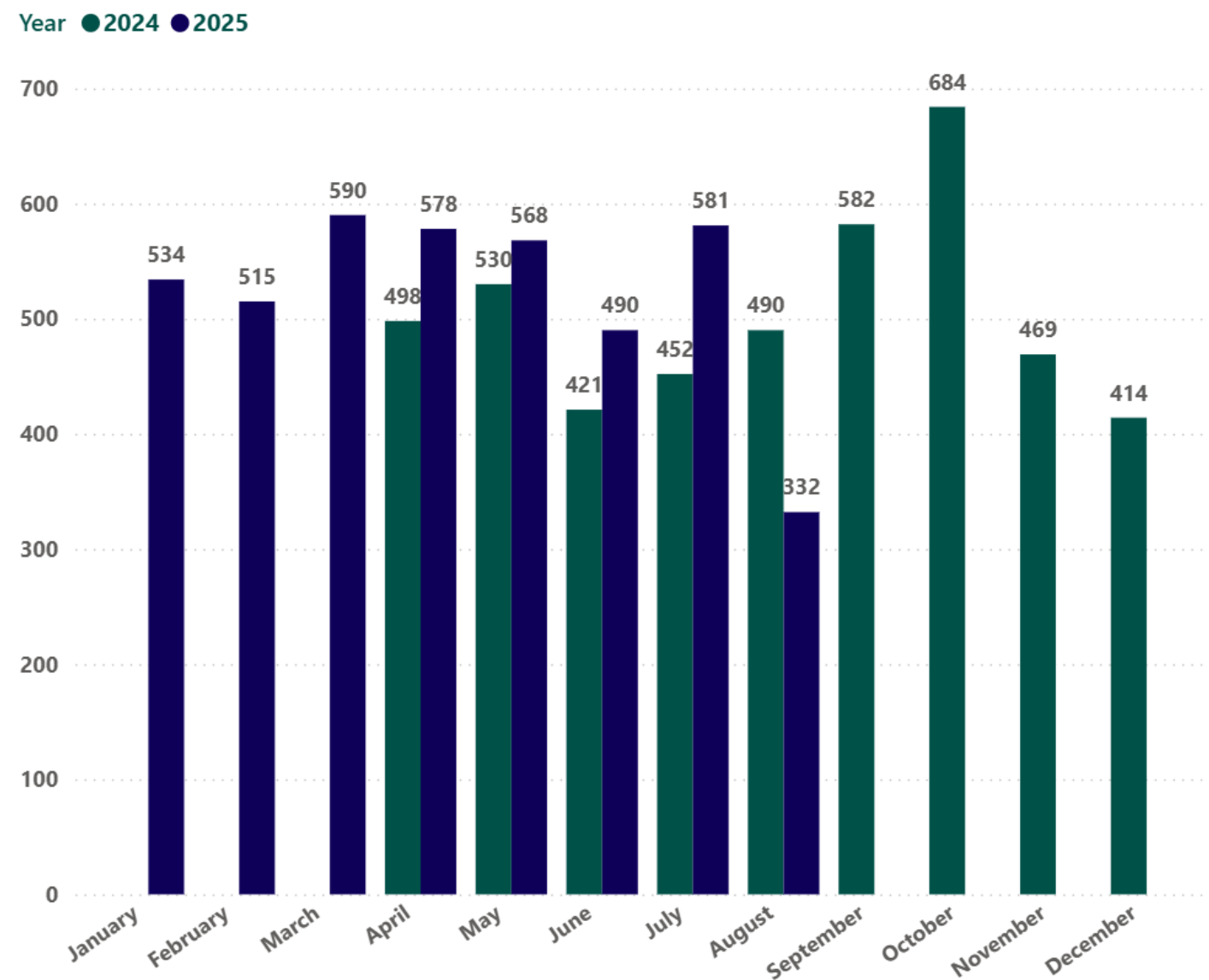
Our capital programmes across the borough are building new homes, a new leisure centre and many new facilities across Hillingdon.

Our Housing repairs and maintenance of council stock is improving creating good quality homes which are safe and comfortable for our residents increasing their general healths, safety and wellbeing within their homes. This last year we completed over 3,000 repairs across our council owned dwellings. These initiatives ensure our assets are kept to a high standard of maintenance and efficiency which in turn assist our residents to control increases in energy costs. We received a positive C2 rating in our recent housing inspection earlier this year.

We are currently reviewing our assets to ensure we utilise our corporate estate efficiently and have introduced decarbonisation initiatives in a number of our corporate buildings including the Civic Centre. We have also carried out extensive refurbishment works to many properties across the borough and this year have seen the new library and registrars' offices open to the public with the new Jubilee Leisure Centre opening shortly. Our capital works programme is also ensuring we are improving our schools with many new facilities.

We are also working hard to ensure our commercial property lettings are increasing the council's ability to raise income for residents whilst also supporting community groups to continue to use our assets to support local initiatives across the borough. This year we have managed to work in partnership with other providers to keep the Beck Theatre and maintain the Uxbridge Golf course.

Member Enquiries

Year ●2024 ●2025

Month	2024	2025
January		534
February		515
March		590
April	498	578
May	530	568
June	421	490
July	452	581
August	490	332
September	582	
October	684	
November	469	
December	414	

The chart shows the number of Member Enquiries (MEs) made each month, comparing this year and last year. MEs are questions or requests for information that residents raise with their local councillors—sometimes about problems with council services, sometimes just for more details about a situation.

The number of enquiries that are made demonstrates how often Members are requesting assistance to resolve resident queries.

The council aims to respond to these enquiries within 10 working days, which helps make sure that any issues or questions Members raise are dealt with promptly.

Tracking these numbers over time helps the council improve services.

Highways – **Classified roads**

Percentage of local A roads and motorways where maintenance should be considered (2023/24) for All London Boroughs (excl City)

Y-axis: Percentage of principal road carriageway surveyed

Legend:
- % of A roads and motorways where maintenance should be considered 2023/24
- Mean for All London Boroughs (excl City): % of A roads and motorways where maintenance should be considered 2023/24
- Hillingdon (Lead area)

Source:
Department for Transport

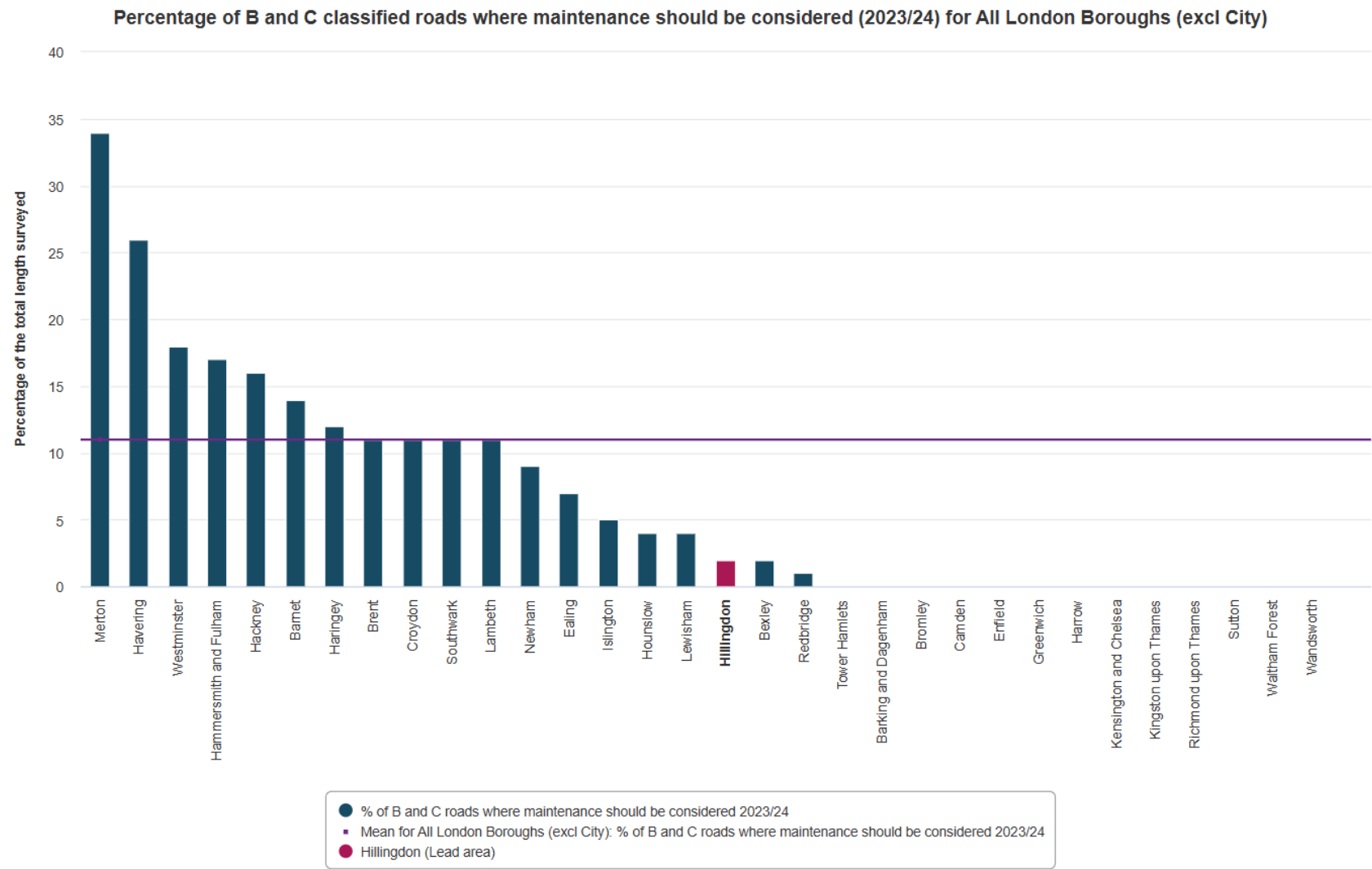This is the percentage of the local authority's A roads and motorways (owned principal roads) where maintenance should be considered. This represents the percentage of road that is in the worst condition measured in 10 metre sections.

In 2023/24, the percentage of Hillingdon's A roads and motorways where maintenance should be considered was 3%, which is below the London and England average (6% and 4%).

Highways – **Classified roads**

Percentage of B and C classified roads where maintenance should be considered (2023/24) for All London Boroughs (excl City)

This is the percentage of the local authority's B and C roads (non-principal roads) where maintenance should be considered. This represents the percentage of road that is in the worst condition measured in 10 metre sections.

In 2023/24, the percentage of Hillingdon's B and C roads where maintenance should be considered was 2%, which is below the London and England average (12% and 7%).

As the Graph demonstrates some authorities have not submitted data to the Department for Transport.

Source:
Department for Transport

Highways - **Unclassified roads**

Percentage of unclassified roads where maintenance should be considered (2023/24) for All London Boroughs (excl City)

Legend:
- % of unclassified roads where maintenance should be considered 2023/24
- Mean for All London Boroughs (excl City): % of unclassified roads where maintenance should be considered 2023/24
- Hillingdon (Lead area)
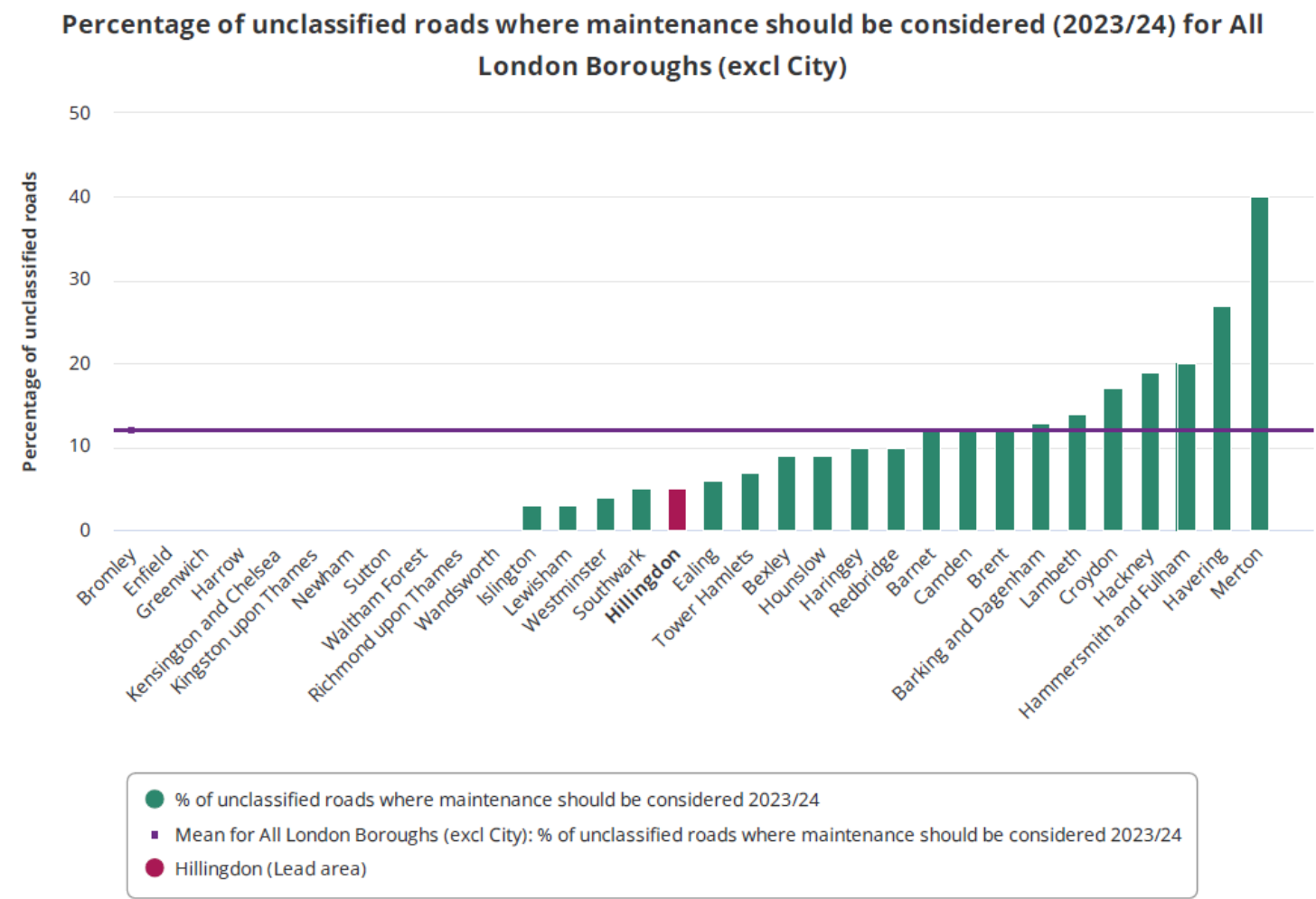
This is the percentage of the local authority's unclassified roads (U roads) where maintenance should be considered. There is no mandated method for collection of U road condition, hence a variety of road condition monitoring techniques are used by local authorities.

In 2023/24, the percentage of Hillingdon's unclassified roads where maintenance should be considered is 5%, which is below the London and England average (12% and 16%).

As the Graph demonstrates some authorities have not submitted data to the Department for Transport.
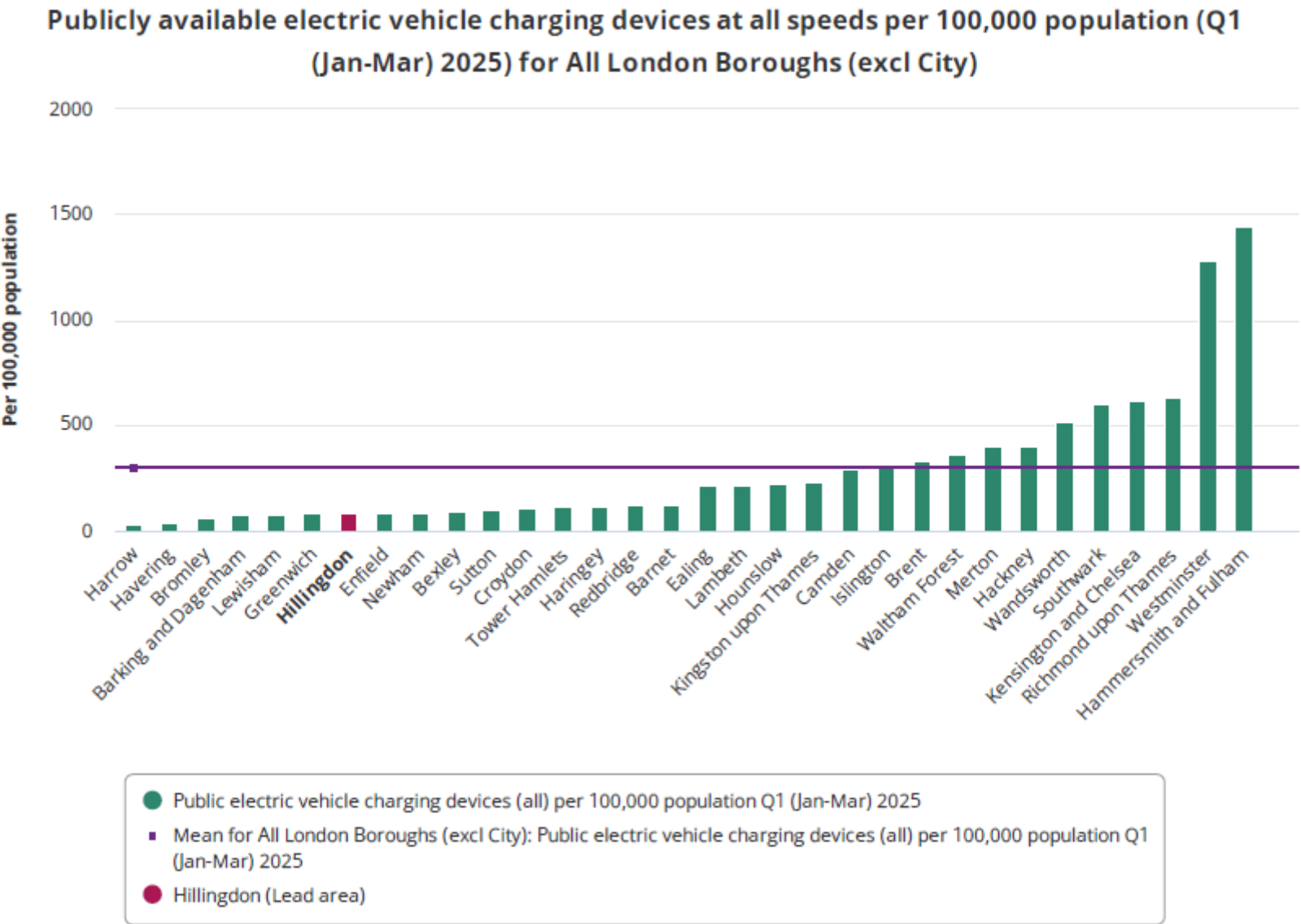
Source:
Department for Transport, Road conditions statistics, Percentage of unclassified roads where maintenance should be considered , **Data updated:** 20 Dec 2024

Highways – **Electric Vehicle (EV) Charging**

Publicly available electric vehicle charging devices at all speeds per 100,000 population (Q1 (Jan-Mar) 2025) for All London Boroughs (excl City)

Legend:
- Public electric vehicle charging devices (all) per 100,000 population Q1 (Jan-Mar) 2025
- Mean for All London Boroughs (excl City): Public electric vehicle charging devices (all) per 100,000 population Q1 (Jan-Mar) 2025
- Hillingdon (Lead area)

Public EV charging devices per 100,000 population

In Q1 (Jan-Mar) 2025, the number of publicly available electric vehicle charging devices per 100,000 population in Hillingdon was 78.9, which is below the London rate of 295.5 (based on charging devices at all speeds).

The council has joined forces with Brent, Ealing, Hammersmith & Fulham, Haringey and Harrow to secure £7.5 million from the government's Local Electric Vehicle Infrastructure (LEVI) fund.

The partnership is in the process of procuring a supplier to install and manage the new EV charge points across all five boroughs, with 1,673 new EV charging points set to be installed across Hillingdon.

Community and Environment - **Potholes**

Fiscal Year ● 2023/2024 ● 2024/2025

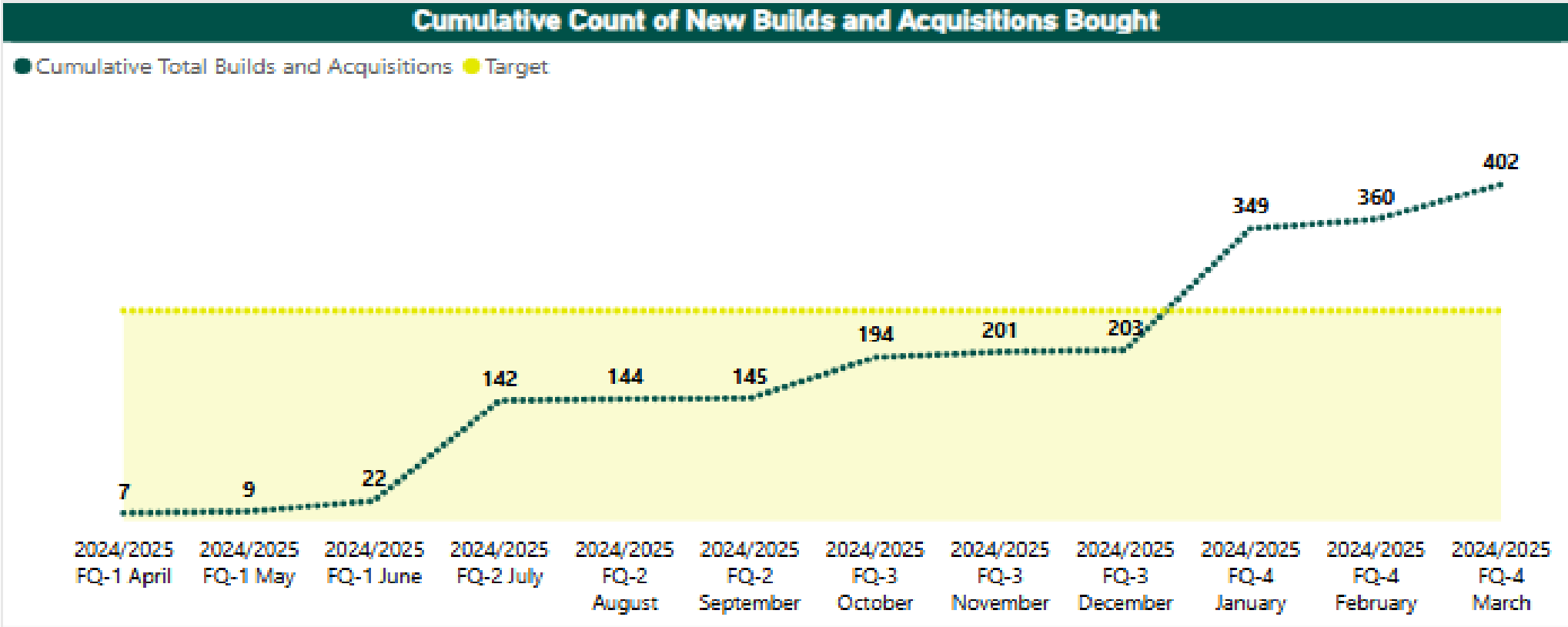| Month	2023/2024	2024/2025
April	383	226
May	201	190
June	154	131
July	134	136
August	174	129
September	131	125
October	140	142
November	189	70
December	168	117
January	235	178
February	271	248
March	327	252
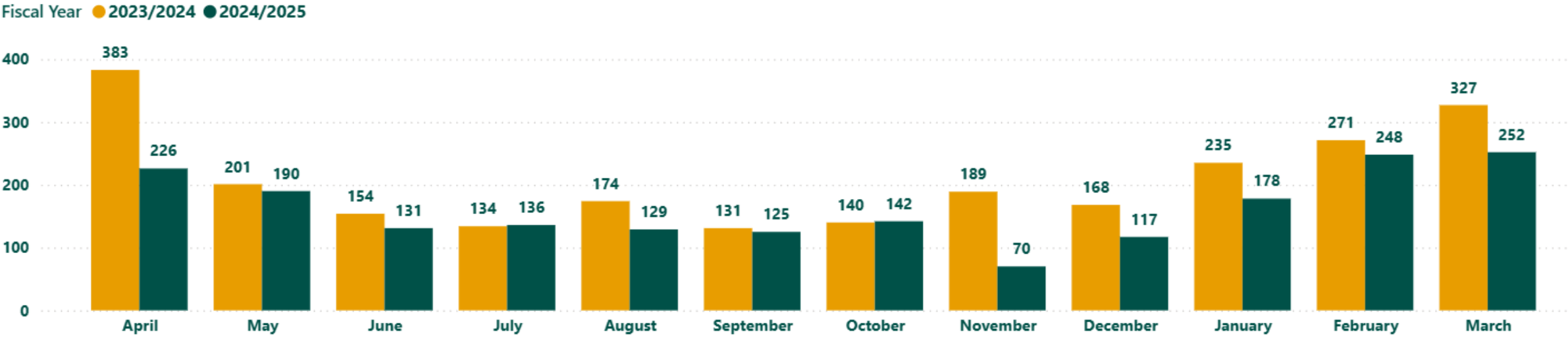
This chart shows the number of potholes reported each month over the past two financial years. Potholes are a common concern for many residents, as they affect road safety and can damage vehicles.

Looking at the data, you can see that the number of reported potholes can change a lot from month to month, often spiking in winter and early spring, when cold and wet weather causes the most damage to road surfaces. Compared to the previous year, 2024/25 has seen fewer reports in several months, especially in April and November, which shows improvement.

By tracking these numbers, the council can better understand when and where road repairs are needed most and focus resources to keep roads safer and smoother for everyone in Hillingdon.

Corporate Services and Property – **New Builds and Acquisitions**

Cumulative Count of New Builds and Acquisitions Bought

- Cumulative Total Builds and Acquisitions
- Target

Period	Value
2024/2025 FQ-1 April	7
2024/2025 FQ-1 May	9
2024/2025 FQ-1 June	22
2024/2025 FQ-2 July	142
2024/2025 FQ-2 August	144
2024/2025 FQ-2 September	145
2024/2025 FQ-3 October	194
2024/2025 FQ-3 November	201
2024/2025 FQ-3 December	203
2024/2025 FQ-4 January	349
2024/2025 FQ-4 February	360
2024/2025 FQ-4 March	402

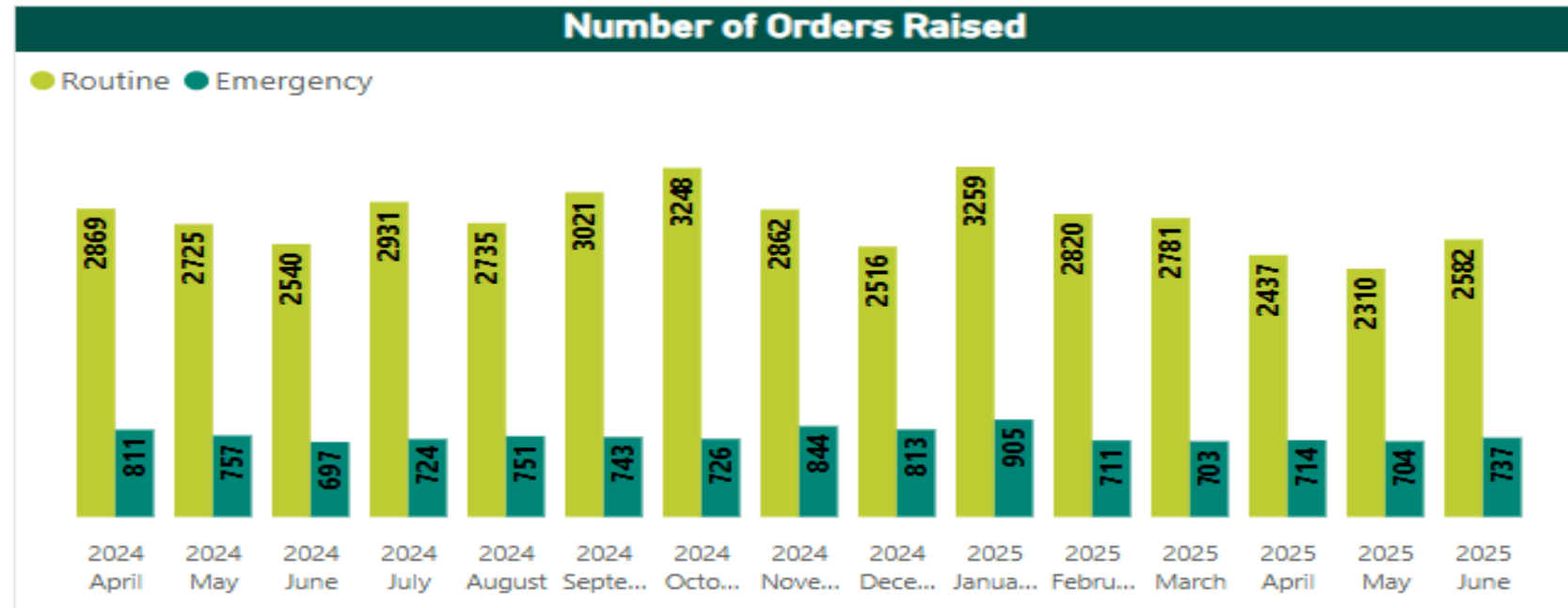The number of properties acquired by Hillingdon Council which includes new builds and acquisitions to housing stock.

By the end of the financial year, the council significantly exceeded its target of increasing housing stock by 300 properties, contributing to a more sustainable and secure supply of homes for local residents.

This growth reflects the council's continued investment in addressing housing need across the borough.

Homes and Communities – Repairs

Number of Orders Raised

Legend: ● Routine ● Emergency

Period	Routine	Emergency
2024 April	2869	811
2024 May	2725	757
2024 June	2540	697
2024 July	2931	724
2024 August	2735	751
2024 Septe...	3021	743
2024 Octo...	3248	726
2024 Nove...	2862	844
2024 Dece...	2516	813
2025 Janua...	3259	905
2025 Febru...	2820	711
2025 March	2781	703
2025 April	2437	714
2025 May	2310	704
2025 June	2582	737

The top graph looks at the number of jobs that have been logged that are either classed as emergency or routine.
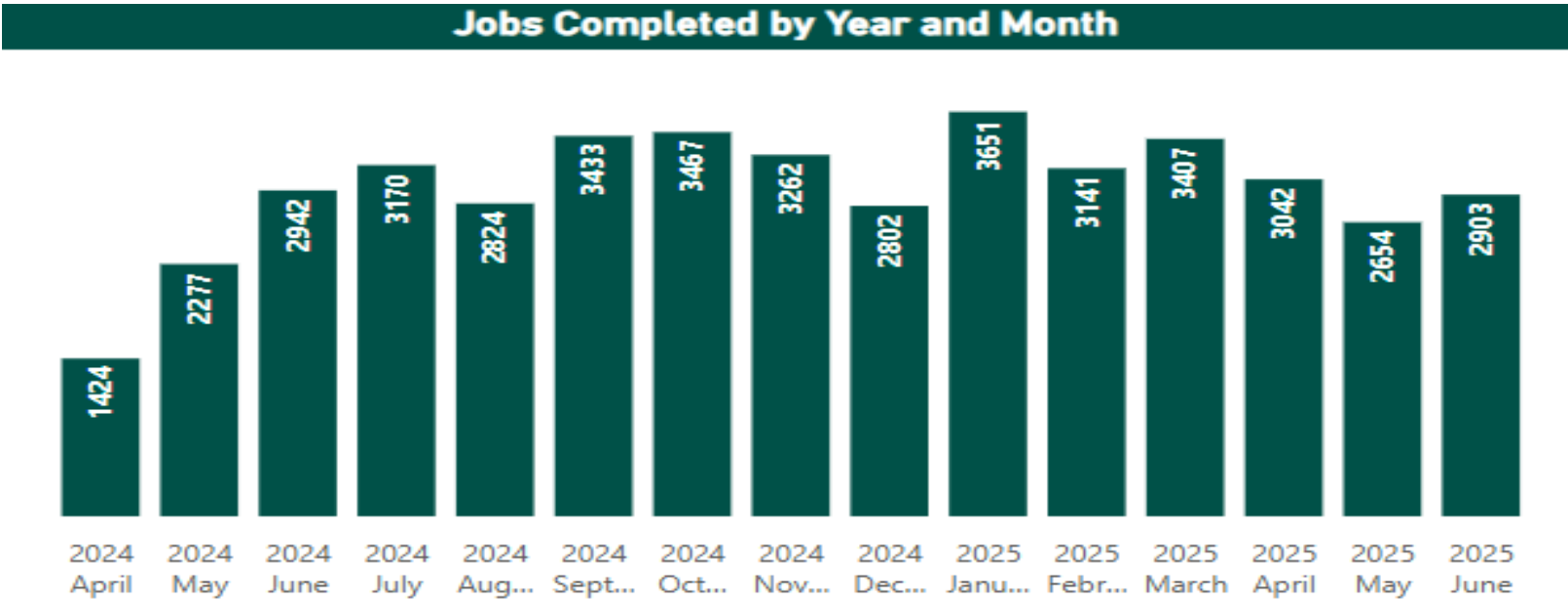
Emergency jobs require either next day or out of hours attendance.

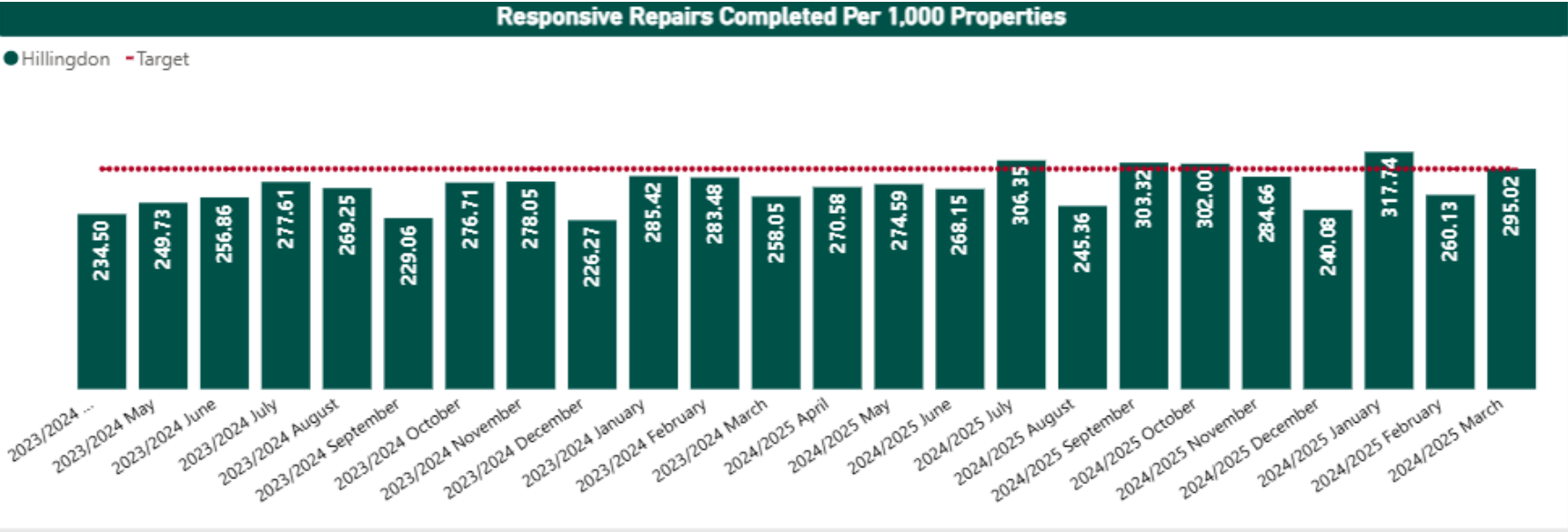Routine jobs are up to 90 working days depending on the severity.

The bottom graph looks at overall jobs completed.

Jobs Completed by Year and Month

Period	Jobs Completed
2024 April	1424
2024 May	2277
2024 June	2942
2024 July	3170
2024 Aug...	2824
2024 Sept...	3433
2024 Oct...	3467
2024 Nov...	3262
2024 Dec...	2802
2025 Janu...	3651
2025 Febr...	3141
2025 March	3407
2025 April	3042
2025 May	2654
2025 June	2903

Each month, more than 3,000 repair requests are logged. Emergency job volumes have remained stable, while routine repairs have fluctuated slightly. Despite this, overall repair completion rates have steadily improved, meaning more issues are being resolved on time. This improvement helps ensure that homes remain safe, functional, and comfortable.

A more reliable repair service also means residents experience fewer delays and less stress, with reduced need for repeated follow-ups.

Homes and Communities - Repairs

Responsive Repairs Completed Per 1,000 Properties

● Hillingdon — Target

Period	Value
2023/2024 ...	234.50
2023/2024 May	249.73
2023/2024 June	256.86
2023/2024 July	277.61
2023/2024 August	269.25
2023/2024 September	229.06
2023/2024 October	276.71
2023/2024 November	278.05
2023/2024 December	226.27
2023/2024 January	285.42
2023/2024 February	283.48
2023/2024 March	258.05
2024/2025 April	270.58
2024/2025 May	274.59
2024/2025 June	268.15
2024/2025 July	306.35
2024/2025 August	245.36
2024/2025 September	303.32
2024/2025 October	302.00
2024/2025 November	284.66
2024/2025 December	240.08
2024/2025 January	317.14
2024/2025 February	260.13
2024/2025 March	295.02

Responsive Repairs Completed Within Timescale (%)

● Hillingdon — Target

Period	Value
2023/2024 ...	84.00
2023/2024 May	82.00
2023/2024 June	85.00
2023/2024 July	84.00
2023/2024 August	86.00
2023/2024 September	83.00
2023/2024 October	83.00
2023/2024 November	84.00
2023/2024 December	84.00
2023/2024 January	79.00
2023/2024 February	81.00
2023/2024 March	79.00
2024/2025 April	81.00
2024/2025 May	79.00
2024/2025 June	81.00
2024/2025 July	85.00
2024/2025 August	87.00
2024/2025 September	89.43
2024/2025 October	93.80
2024/2025 November	96.11
2024/2025 December	97.06
2024/2025 January	93.72
2024/2025 February	93.19
2024/2025 March	90.24

The top graph shows the number of responsive repairs completed for every 1,000 properties. This is used to measure the average core demand (Target Line) placed on the sector. Based on this the sector's average is 295.

The bottom graph also looks at responsive repairs completed on time but as a percentage and the target for this is 89%.
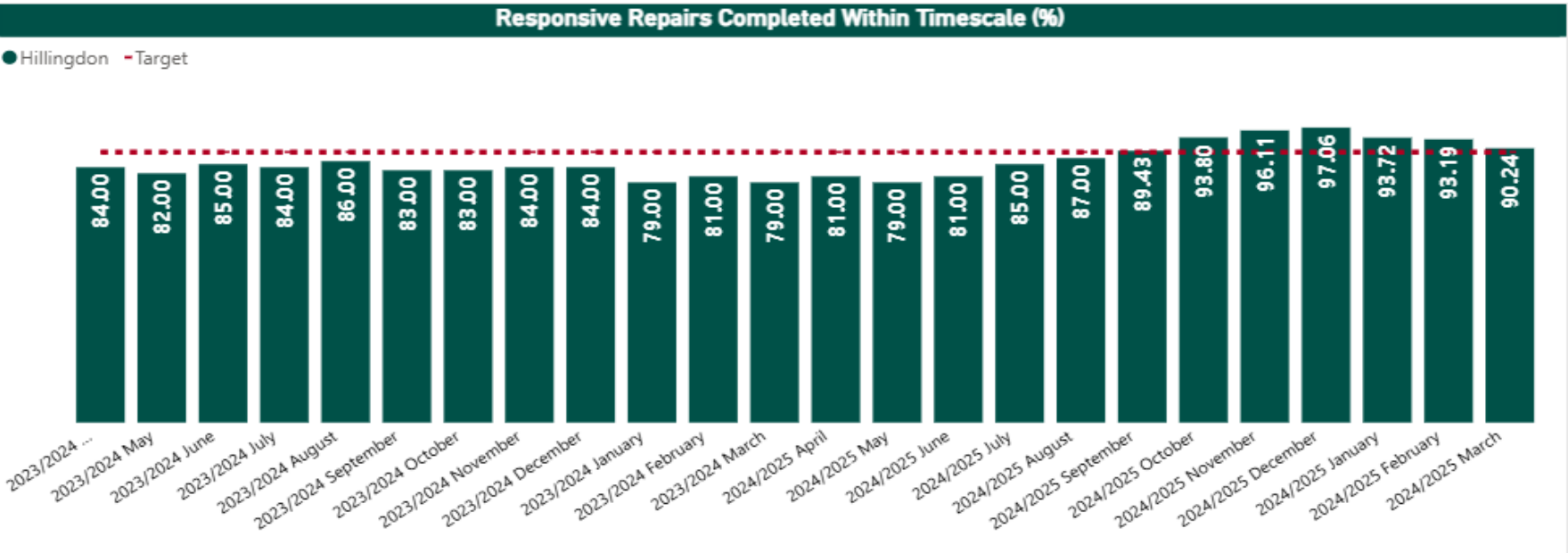
Since September 2024, Hillingdon has consistently achieved the target of responsive repairs completed within the required timescales each month which means most residents can now expect a more dependable and timely housing repairs service.

Cabinet Member: Cllr Martin Goddard
Portfolio: Finance and Transformation

Our commitments to residents

A thriving economy

A digital-enabled, modern, well-run council

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Corporate Director: Matthew Wallbridge, Chief Operating Officer

In October 2024, the council agreed its first Digital Strategy that set out our vision to embrace technology to be efficient and make it easier for residents to use council services, including supporting those who are unable to use technology.

In November 2024, the council completed a Cyber 360 review by the Local Government Association with the feedback: "Hillingdon Council has made notable strides in advancing its cyber security posture, with strong leadership backing and a solid foundation of policies and processes in place. The commitment to improving security is evident through investments in digital strategy, proactive risk management, and the establishment of clear governance structures".

Currently, 97.9% of Hillingdon residents have access to superfast broadband. This wide coverage ensures that almost everyone in the borough can benefit from fast internet, helping to keep people connected and making everyday life easier.
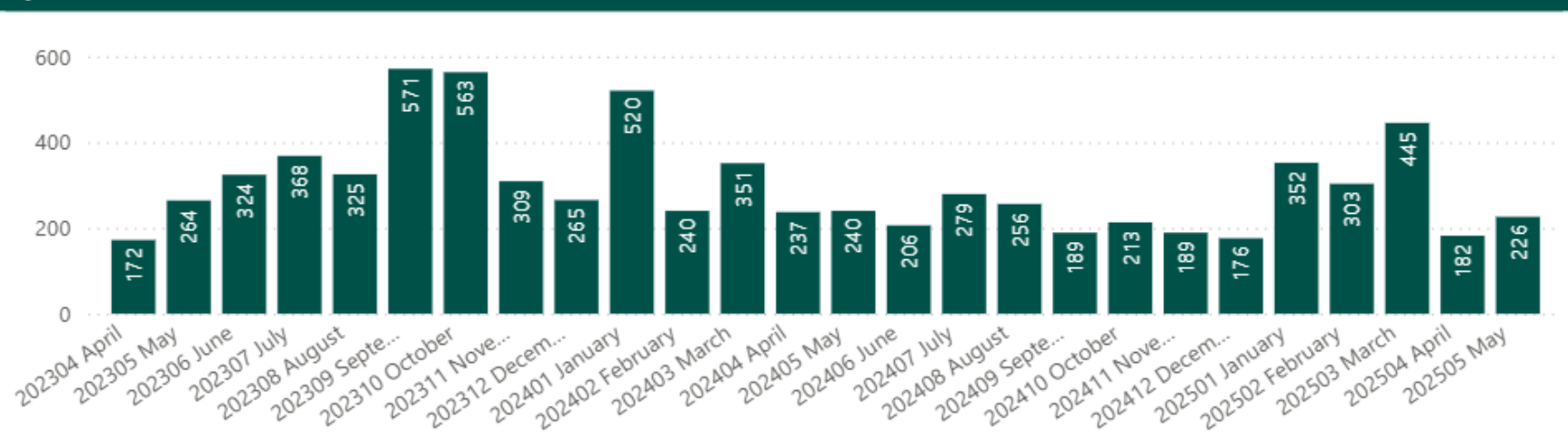
As part of the Digital Strategy the council has seen a reduction in phone calls and an increase in resident self-service, as well as an increase in the use of the council's website.

In 2024/25, through the council's counter fraud team, the council recovered a total of £10.9 million, significantly exceeding its target of £8 million. This helps to contribute to the council's financial position, as well as ensuring we reduce fraud.
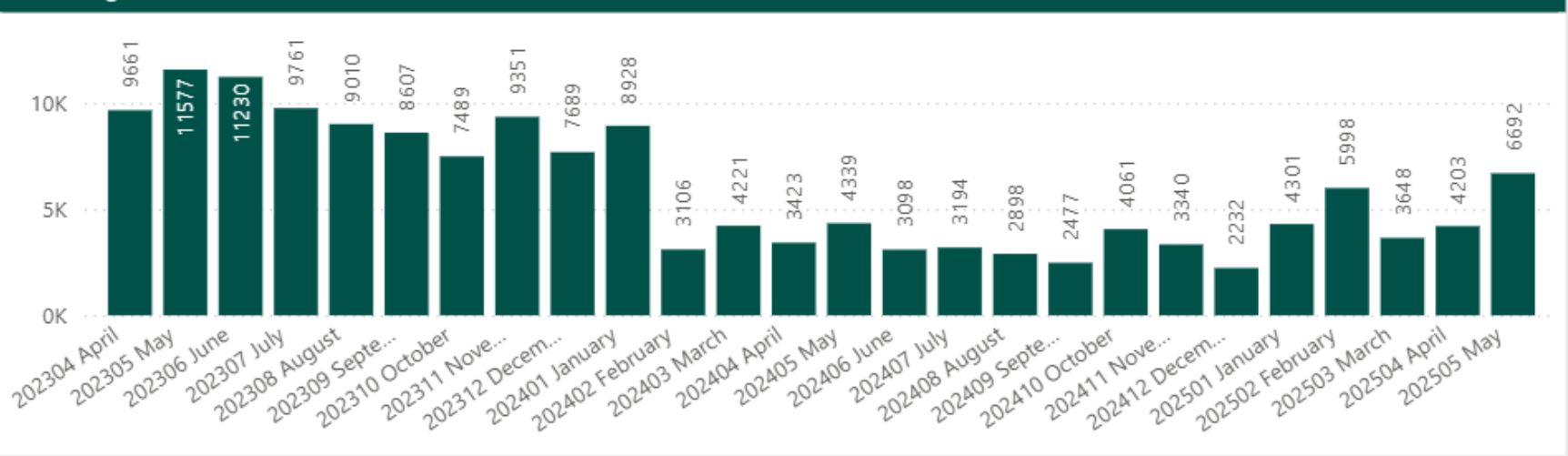
Finally, there has been an increase in the percentage of money spent with local versus non-local suppliers, with the latest quarter rising to nearly 25%. In addition, the percentage of individual transactions (orders) that are placed with local businesses has also grown, reaching over 43% in the most recent quarter.

Finance and Transformation – **Cyber Security**

Cyber Threats

Month	Value
202304 April	172
202305 May	264
202306 June	324
202307 July	368
202308 August	325
202309 Septe...	571
202310 October	563
202311 Nove...	309
202312 Decem...	265
202401 January	520
202402 February	240
202403 March	351
202404 April	237
202405 May	240
202406 June	206
202407 July	279
202408 August	256
202409 Septe...	189
202410 October	213
202411 Nove...	189
202412 Decem...	176
202501 January	352
202502 February	303
202503 March	445
202504 April	182
202505 May	226

Phishing Threats

Month	Value
202304 April	9661
202305 May	11577
202306 June	11230
202307 July	9761
202308 August	9010
202309 Septe...	8607
202310 October	7489
202311 Nove...	9351
202312 Decem...	7689
202401 January	8928
202402 February	3106
202403 March	4221
202404 April	3423
202405 May	4339
202406 June	3098
202407 July	3194
202408 August	2898
202409 Septe...	2477
202410 October	4061
202411 Nove...	3340
202412 Decem...	2232
202501 January	4301
202502 February	5998
202503 March	3648
202504 April	4203
202505 May	6692

The first chart tracks **cyber threats**—these are attempts by criminals to break into council systems, steal information, or disrupt services. The numbers go up and down each month, but there are periods where attacks spike, showing that the threat is always changing and never goes away.

The second chart shows **phishing threats**, which are attempts to trick people into giving away personal details or passwords, often by email. These attempts are much more common, sometimes reaching over 10,000 a month, but they've been lower in some recent months, showing how constant and widespread these risks are.

Why does this matter? Protecting against cyber and phishing attacks keeps council services running, protects sensitive information, and helps prevent fraud. The council's security teams are always working in the background to spot and block these threats, keeping both staff and residents safe from online crime.
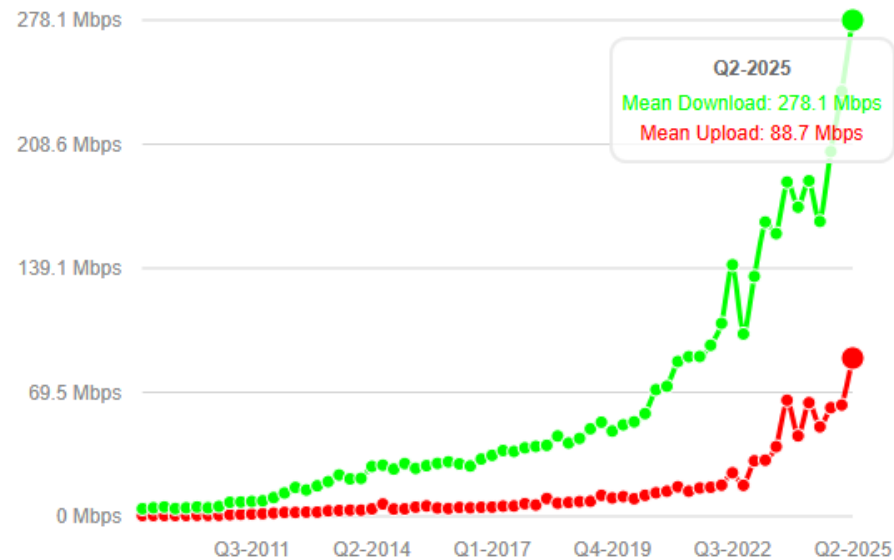
Staying alert to these dangers is important for everyone. The council's ongoing work to defend its systems helps make sure residents' data stays secure and services remain reliable.

Finance and Transformation – **Resident Connectivity**
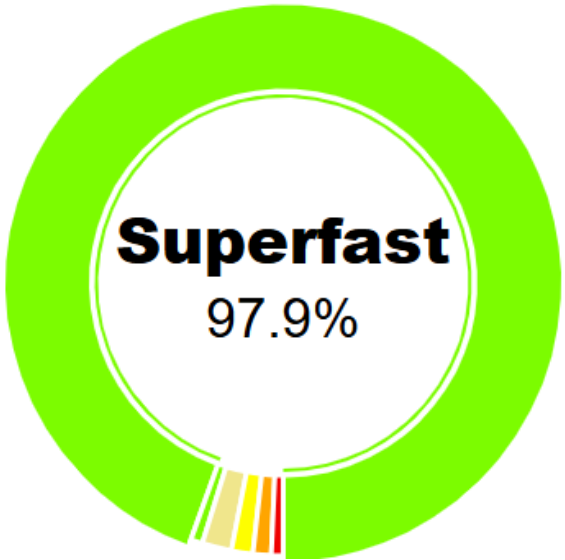
These charts show just how much broadband speeds and coverage have improved across Hillingdon. The line chart on the left tracks internet speeds over time, showing a huge increase in both download and upload speeds in recent years. As of mid-2025, the average download speed in the borough is now over 278 Mbps, with average upload speeds at nearly 89 Mbps. This means residents and businesses can access fast, reliable internet for everything from streaming and remote work to online learning and digital services.

The chart on the right highlights that 97.9% of Hillingdon now has access to superfast broadband. This wide coverage ensures that almost everyone in the borough can benefit from fast internet, helping to keep people connected and making everyday life easier.

Fast and reliable broadband is more important than ever, whether for working from home, staying in touch with family, accessing council services, or supporting local businesses. While a small number of properties may still have slower speeds, the vast majority of Hillingdon is now well connected.

Finance and Transformation – **Resident Self Service**

Number Of Forms

Fiscal Year ● 2023/2024 ● 2024/2025
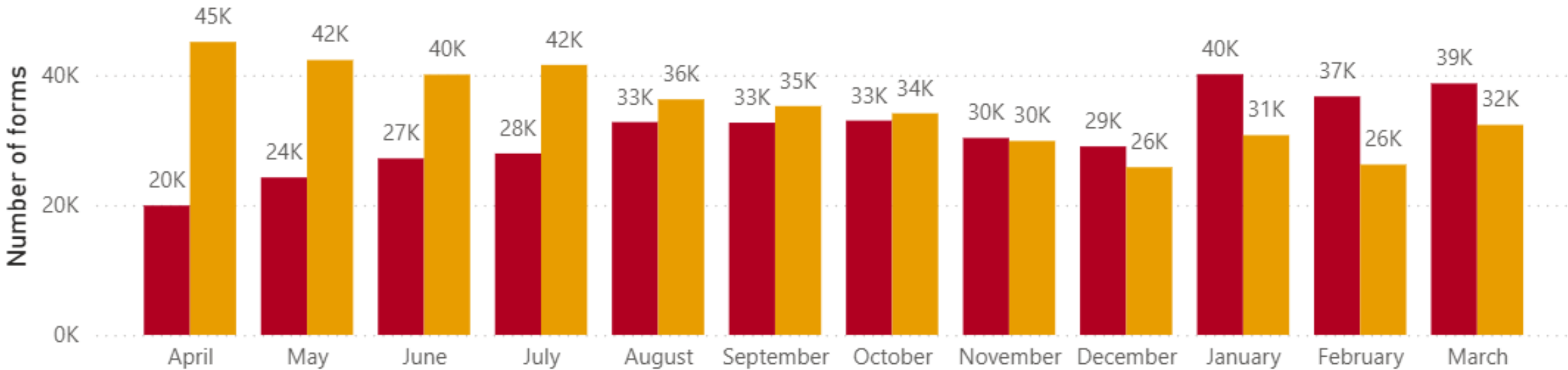
This chart shows the number of online forms completed by residents through the council's website each month - a key measure of how people are using digital self-service to access council services.

The 2024/25 data (shown in yellow) highlights a strong start to the year, with more residents choosing to use online channels compared to the same period in 2023/24 (shown in red), particularly between April and July.

Using digital services helps residents get things done quickly and easily, without needing to call or visit the council. It also reduces pressure on frontline staff, allowing the council to focus more resources on those who need the most support.

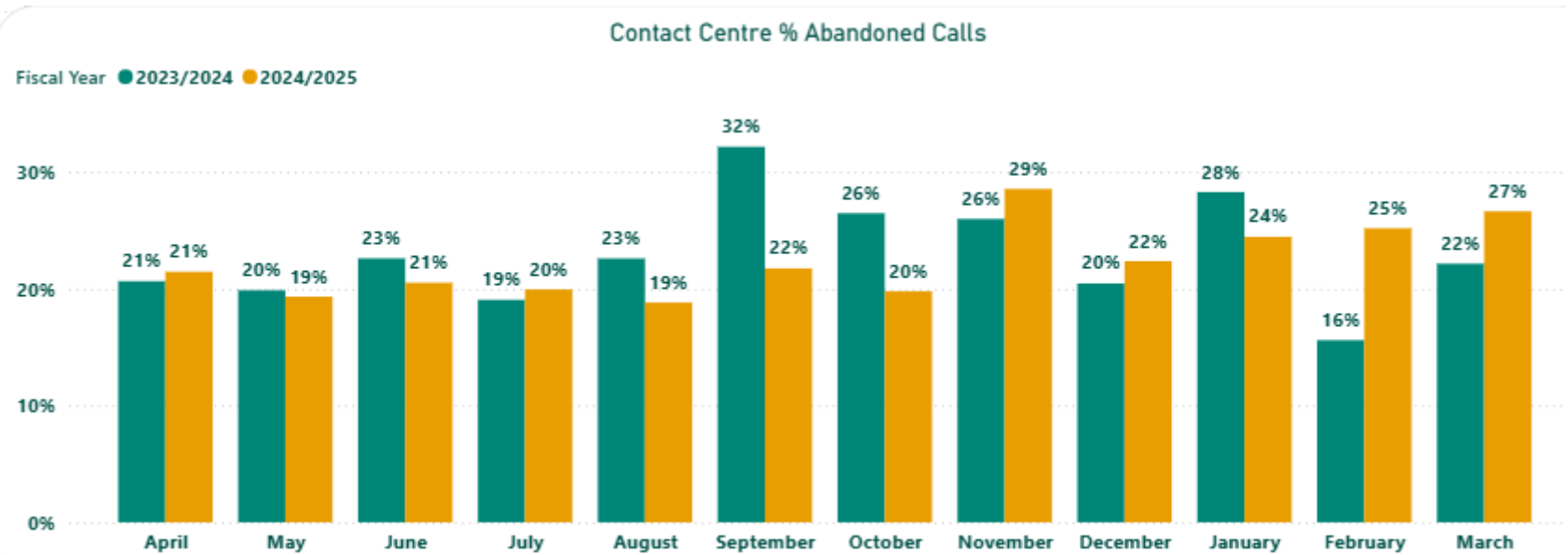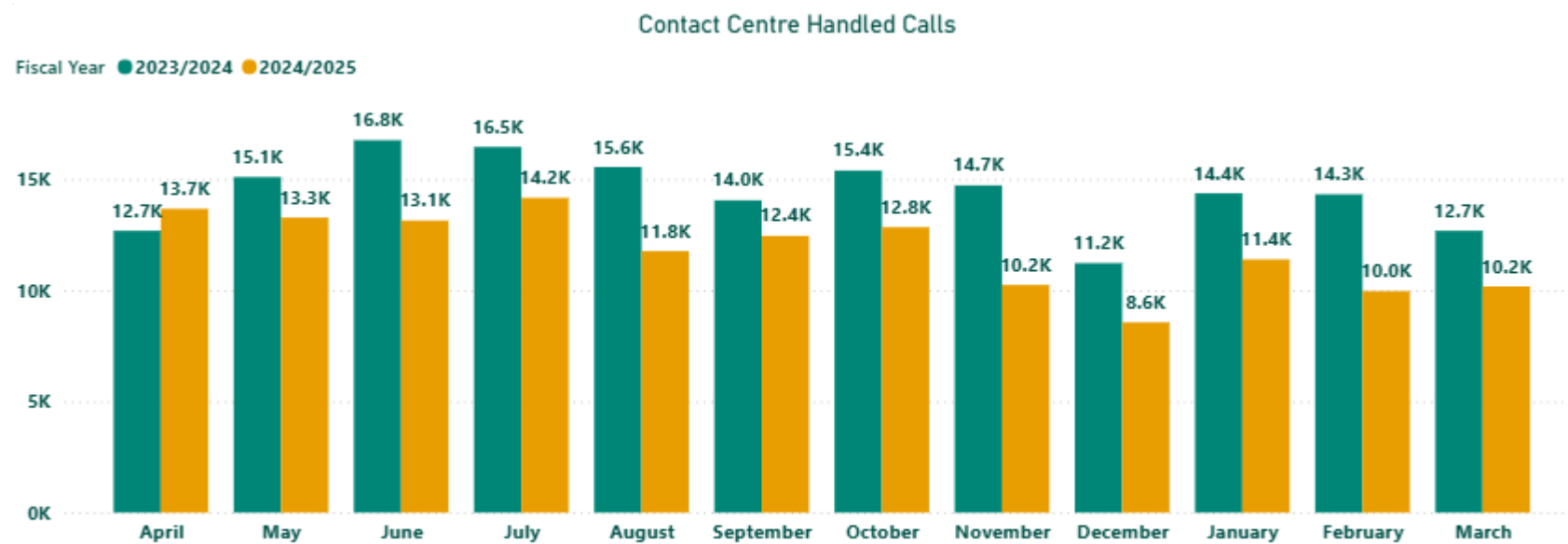# Finance and Transformation – **Resident Assisted**
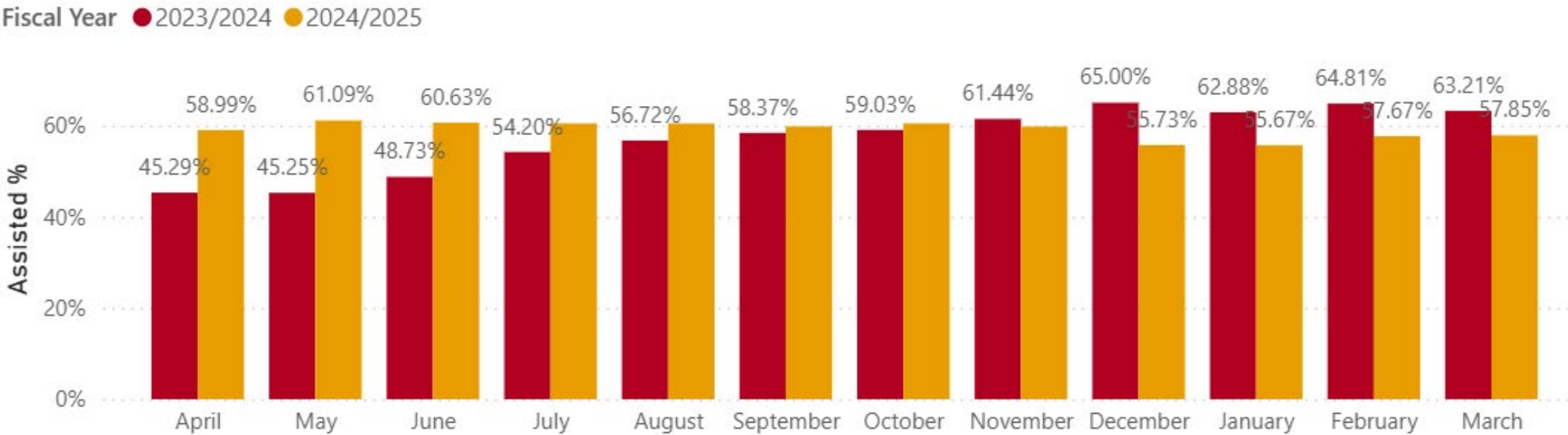
This chart shows the percentage of service requests where residents still needed support from council staff to complete their transaction - either by phone, in person, or through assisted digital channels.

While many residents are now using online self-service, a significant proportion still rely on manual help. In 2023/24 (red bars), assisted rates were consistently above 55%, peaking at 65% in December. Early 2024/25 data (yellow bars) shows encouraging signs of improvement, with fewer people needing support, especially in April, May, and June.

Reducing the need for manual support is an important part of making the council more efficient and accessible. By helping more residents confidently use digital services, we can improve convenience, lower costs, and free up staff to assist those who need extra help the most.

Finance and Transformation – **Resident Calls handled**

Contact Centre Handled Calls

Fiscal Year ● 2023/2024 ● 2024/2025

Month	2023/2024	2024/2025
April	12.7K	13.7K
May	15.1K	13.3K
June	16.8K	13.1K
July	16.5K	14.2K
August	15.6K	11.8K
September	14.0K	12.4K
October	15.4K	12.8K
November	14.7K	10.2K
December	11.2K	8.6K
January	14.4K	11.4K
February	14.3K	10.0K
March	12.7K	10.2K

Contact Centre % Abandoned Calls

Fiscal Year ● 2023/2024 ● 2024/2025

Month	2023/2024	2024/2025
April	21%	21%
May	20%	19%
June	23%	21%
July	19%	20%
August	23%	19%
September	32%	22%
October	26%	20%
November	26%	29%
December	20%	22%
January	28%	24%
February	16%	25%
March	22%	27%

These charts show how many calls the contact centre handled from residents each month, as well as the percentage of calls that were abandoned (where callers hung up or dropped the call before getting through).

This year, we've seen fewer total calls coming into the contact centre compared to last year. This could mean that more residents are finding answers online or using other digital services, which can be quicker and more convenient for everyone.
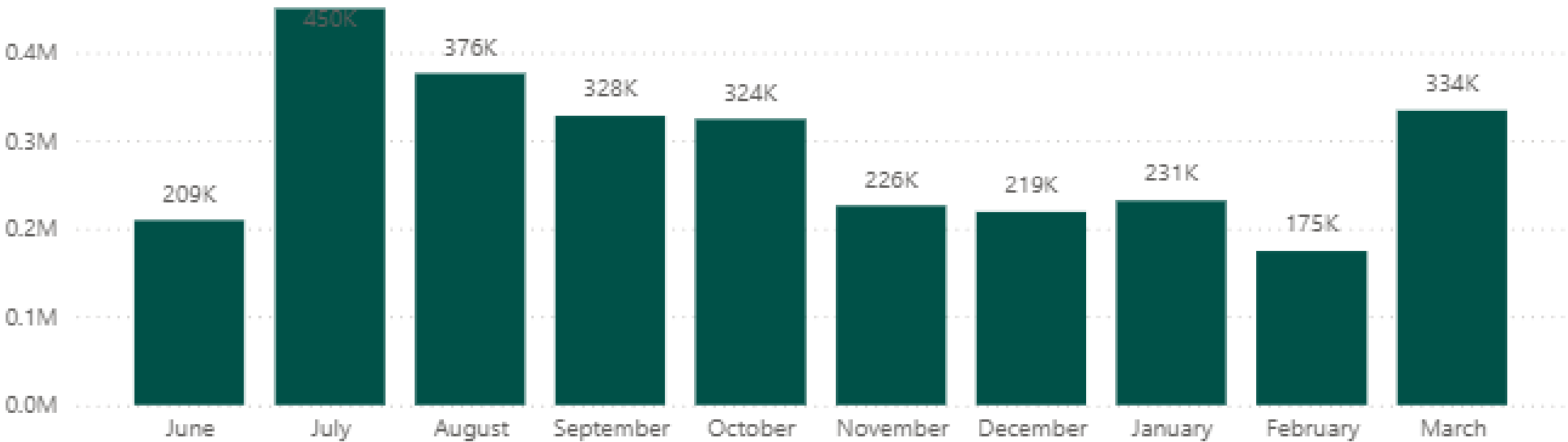
Although the percentage of abandoned calls has been a little higher in some months this year, the council continues to work on improving the service - making it easier for residents to get through and get the help they need. Fewer total calls and the ongoing push to improve digital access both help reduce waiting times and free up staff to support residents with more complex enquiries.

Overall, these trends reflect the growing use of online services in Hillingdon, as well as the council's commitment to making it easier for everyone to contact us, whether by phone or online.

# Finance and Transformation – **Web usage**

Total page views over time

Year ● 2024/2025

Month	Value
June	209K
July	450K
August	376K
September	328K
October	324K
November	226K
December	219K
January	231K
February	175K
March	334K

The number of visits to the Hillingdon Council website is a useful way to see how residents are using online services. This chart shows that website usage goes up and down throughout the year, with the busiest months usually in early spring. July had the most visits in 2024/25 with just under 450,000 page views.

Improved web usage means that more people are able to get the help they need quickly and easily, without having to phone or visit the council in person. By making sure the website is clear and easy to use, the council is helping residents find what they need, when they need it.

Finance and Transformation - **Counter Fraud Recovery**

Progress towards meeting the Council's Loss & Prevention Recovery Target
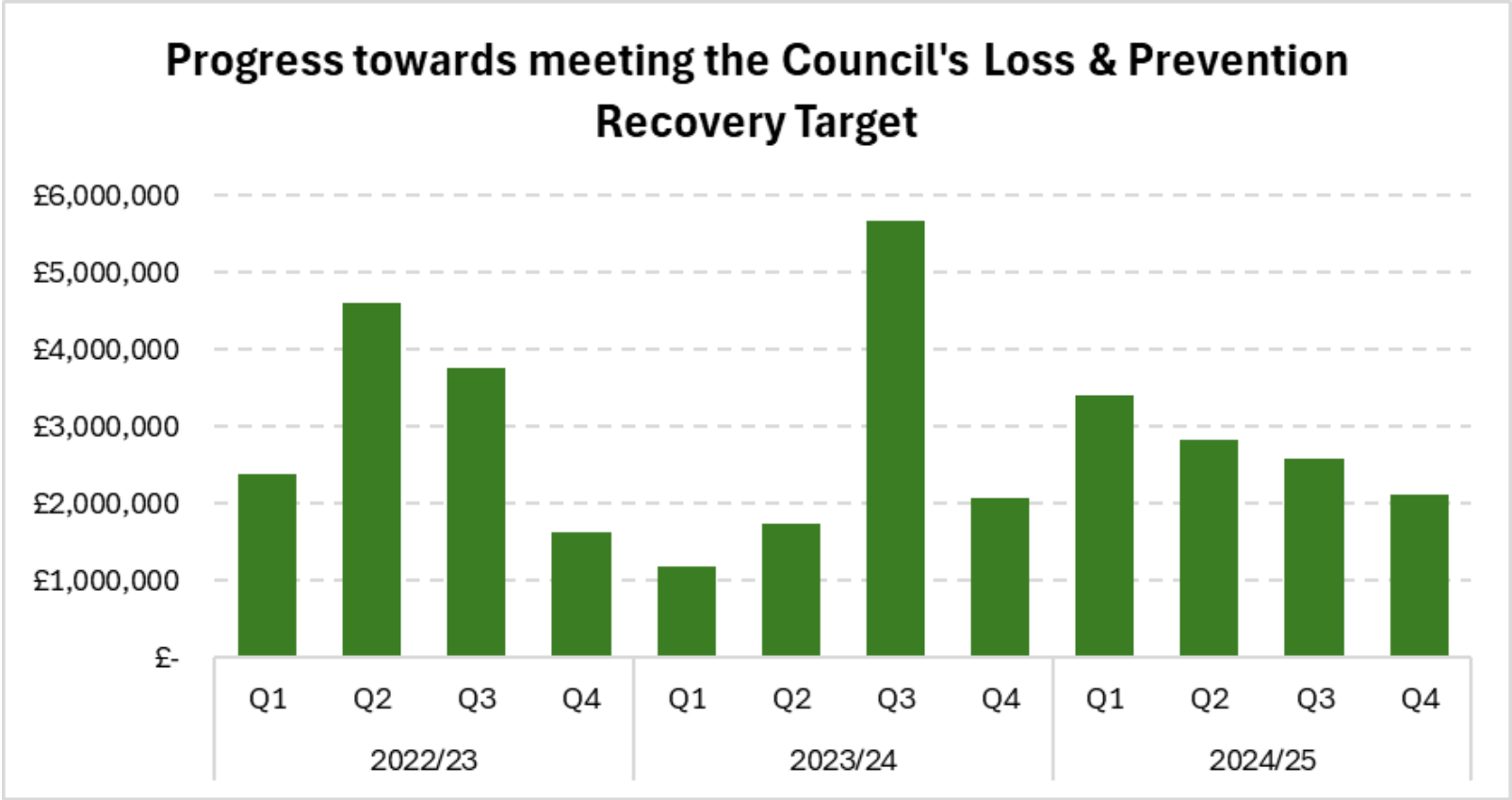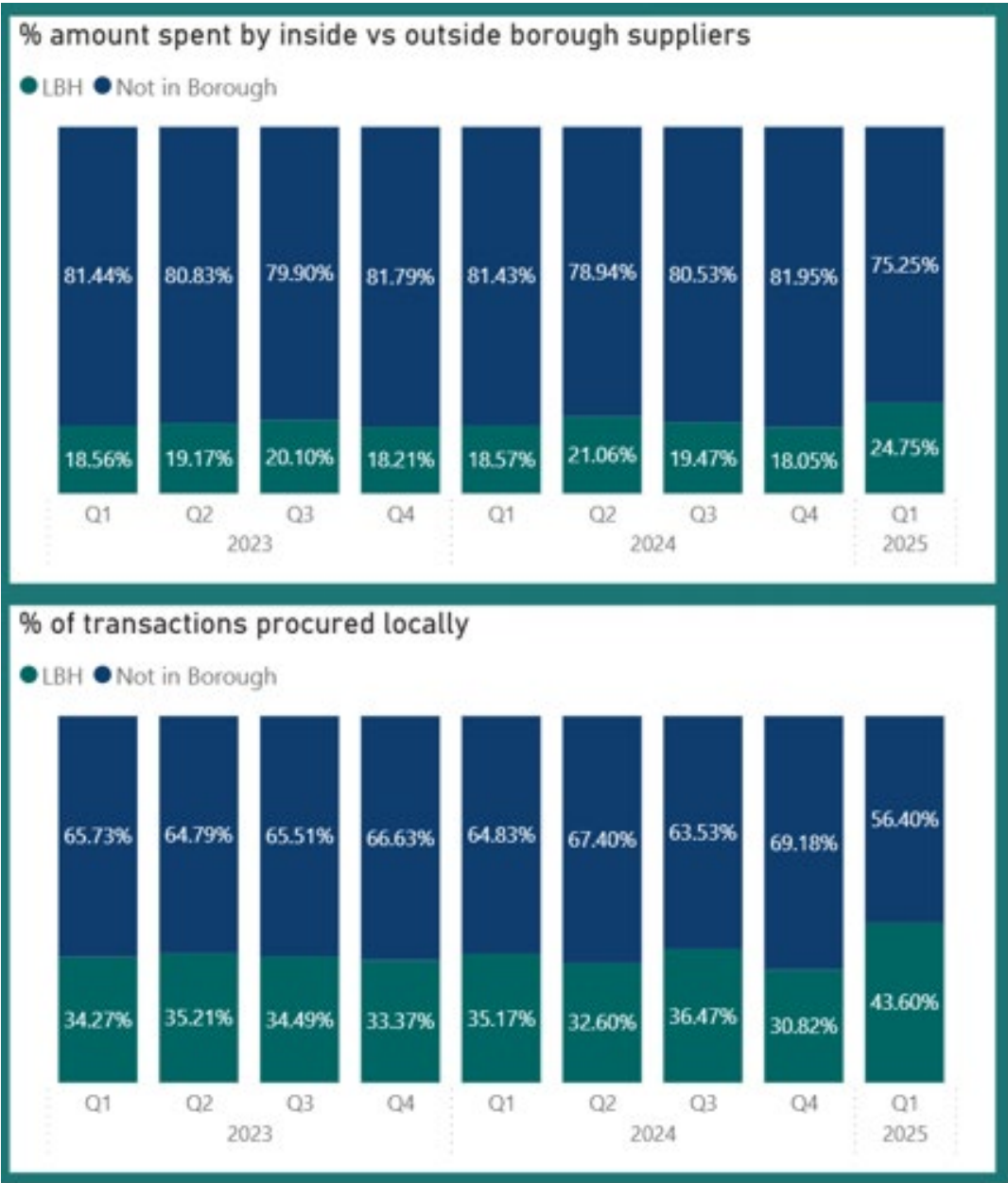

This graph highlights the council's counter-fraud activity across a range of services, including housing, business rates, and adult social care. Fraud in these areas can include false housing claims, undeclared business activity, and misuse of care funding.

In 2024/25, the council recovered a total of £10.9 million, significantly exceeding its target of £8 million. This reflects strong performance in identifying, investigating, and stopping fraudulent activity, and reclaiming funds and assets.

In 2024/2025 the counter fraud service had 112 fraud recoveries, and 42 emergency housing units closed helping to release vital homes and resources back into the system.

Counter fraud checks play a crucial role in protecting public money, ensuring fairness, and making sure support reaches those who are genuinely eligible.

Finance and Transformation – **Procurement**

% amount spent by inside vs outside borough suppliers

● LBH ● Not in Borough

	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1
Not in Borough	81.44%	80.83%	79.90%	81.79%	81.43%	78.94%	80.53%	81.95%	75.25%
LBH	18.56%	19.17%	20.10%	18.21%	18.57%	21.06%	19.47%	18.05%	24.75%

2023 — 2024 — 2025

% of transactions procured locally

● LBH ● Not in Borough

	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1
Not in Borough	65.73%	64.79%	65.51%	66.63%	64.83%	67.40%	63.53%	69.18%	56.40%
LBH	34.27%	35.21%	34.49%	33.37%	35.17%	32.60%	36.47%	30.82%	43.60%

2023 — 2024 — 2025

The top chart looks at the **percentage of money spent** with local versus non-local suppliers. While most spending still goes to suppliers outside the borough, the amount spent locally has increased, especially in the latest quarter, rising to nearly 25%.

The bottom chart shows the **percentage of individual transactions** (orders) that are placed with local businesses. Here, the share of local transactions has also grown, reaching over 43% in the most recent quarter.

Buying from businesses within Hillingdon helps to support the local economy, protect local jobs, and keep more money circulating within the community. It's one of the ways the council can directly invest back into the borough and help local firms grow.

However, not every service or product the council needs is available locally. Some specialist goods or larger contracts have to be sourced from outside the borough, which is why there will always be a balance.

By increasing the share of local procurement wherever possible, the council is working to give local businesses more opportunities, but also making sure it gets the best value and quality for residents.

Concluding comments

The Annual Performance Report for 2024/25 provides a transparent account of Hillingdon Council's performance across core service areas, emphasizing putting residents first. The council is addressing significant challenges such as rising demand, financial pressures, and evolving community needs while maintaining a commitment to service quality, accountability, and resident wellbeing.

In housing and homelessness, the council faces unprecedented demand, with record highs in temporary accommodation usage and homelessness presentations. To address this, Hillingdon has implemented targeted interventions, including increasing housing supply, introducing cost controls, and expanding prevention efforts to reduce reliance on temporary accommodation and improve outcomes for vulnerable households.

Community and environmental services show positive trends in green space and tree maintenance, library engagement, and waste composting. However, challenges remain in recycling rates. Crime and ASB rates are high but stable, and public confidence in policing has declined, highlighting the need for continued community engagement and transparency.

Financially, the council operates under considerable strain due to reduced central funding, inflationary pressures, and demand-led costs. Risk management processes have been strengthened, and counter fraud efforts have delivered significant recoveries. 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 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)