

Six Month Performance Monitoring Report

Committee name	Residents' Services Select Committee
Officer reporting	Ian Kavanagh, Head of Business Intelligence
Papers with report	Appendix 1 – Six-month performance report 2025-26
Ward	All

HEADLINES

This six-monthly performance report monitors the value the Council provides by benchmarking expenditure against key performance indicators. The analysis is based entirely on publicly available data to ensure a fair, transparent, and repeatable comparison with other local authorities.

RECOMMENDATIONS

That the Select Committee:

- 1. Notes the six-month performance report for 2025/26, as attached in Appendix 1; and**
- 2. Makes any comments which will be presented to full Council in January alongside the six-month performance report for information.**

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 – and then reported to select committees. 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 financial benchmarking from the 2024-25 local authority revenue expenditure and financing outturn report.

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, the Corporate Management Team, and the Leader and Cabinet. Monthly reports are presented to CMT and action logs completed.
4. This report uses key performance indicators and benchmarking data to show performance and value on key services for the financial year 2024/25 (or in some cases, the latest data available as well as pre-financial year 2024/25).
5. The 6-month performance report for 2025/26 presents a detailed and transparent benchmarking picture 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.
6. **Hillingdon had the 4th lowest net expenditure in London per 100,000 residents.** Heathrow Airport's presence within the borough creates unique operational and financial pressures that many other London authorities do not face. Despite years of government underfunding and these unique challenges, Hillingdon continues to be recognised as a well-run council, consistently delivering strong value for money and maintaining one of the lowest net expenditure levels in London.

Residents Services

7. Hillingdon demonstrates strong value for money across Housing and Homelessness. Resident Services had the 8th lowest expenditure of London boroughs for housing general fund and homelessness expenditure. Hillingdon achieved a C2 (2nd highest) grade from the Regulator of Social Housing (RSH) for its registered housing landlord service. Grading ranges from C1 to C4. Only 7 of 66 (10.6%) local authorities assessed achieved the higher C1 grade and most authorities (56%) received a C3 or C4 grade.
8. The proportion of households in Temporary Accommodation (12.5 per 1,000) remains far lower than high-pressure boroughs such as Ealing and Harrow, reflecting effective prevention and case management.
9. However, rough sleeping remains a significant challenge, with rates the highest among comparators. Heathrow Airport continues to drive inflow pressures, alongside recent Home Office evictions contributing to short-term spikes. The council is working closely with partners

and the Home Office to support individuals leaving asylum accommodation and reduce repeat homelessness.

10. The Housing Landlord Service continues to perform strongly across safety and asset management. Gas safety compliance is 99.61% and levels of tenant arrears are lower (better) than the London average. Hillingdon's average re-let time of 30.6 days is the best among all comparators, more than 20 days faster than the London averages. While tenant satisfaction remains below the England average, Hillingdon performs strongly on key activity-based measures such as repairs timeliness.
11. The proportion of "dwellings vacant, but available to let" in Hillingdon is 87%, which is 16 percentage points higher than London (71%) and 35 percentage points higher than England (52%). Hillingdon has an ambitious housing delivery programme, buying new properties for letting. This means a higher-than-average volume of properties are being let at any one time, but it is important to note these continue to be re-let within a faster than average end to end re-let time.
12. Hillingdon's result on homes that do not meet the Decent Homes Standard is by far the highest at 30.90% (as at March 2024), and over 14 percentage points higher than the next highest neighbours, Ealing (16.63%). Hillingdon's housing landlord service is investing over £108m to improve homes over the next five years and rapid progress is being made to reduce levels of non-decent homes. Programmes of work include window replacement, new gas boilers, new kitchens and new bathrooms, complementing home energy efficiency improvement works. The Hillingdon Council housing landlord service is on track to reduce levels of non-decent homes to c14% by March 2026.
13. Highways and planning continue to support the borough's economic and environmental ambitions. Despite one of the lowest net expenditures on planning nationally, Hillingdon meets 100% of major planning application target timescales and continues to outperform on highways maintenance and street works. EV charging availability remains below London averages, and work with regional partners is ongoing to expand charging infrastructure.

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

None

APPENDICES

Six-Month Performance Report, 2025/26