

# Hillingdon Council: Residents' Services Select Committee

Six-month performance report  
First half 2025/2026 (April to October)



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# Approach

The aim of this performance report is to assess the value the council provides by benchmarking our expenditure against key performance indicators across each directorate. The analysis is based entirely on publicly available data to ensure a fair, transparent, and repeatable comparison with other local authorities. As with all published datasets, the figures are only as accurate as the information submitted by each authority.

Because this report relies on published national datasets, it uses the most recent information available. For most measures, this is the 2024/25 financial year, although a small number of datasets cover slightly different periods. These variations are due to the time required for data cleansing and standardisation by both local authorities and the relevant national publishing bodies (e.g. DLUHC, DfE).

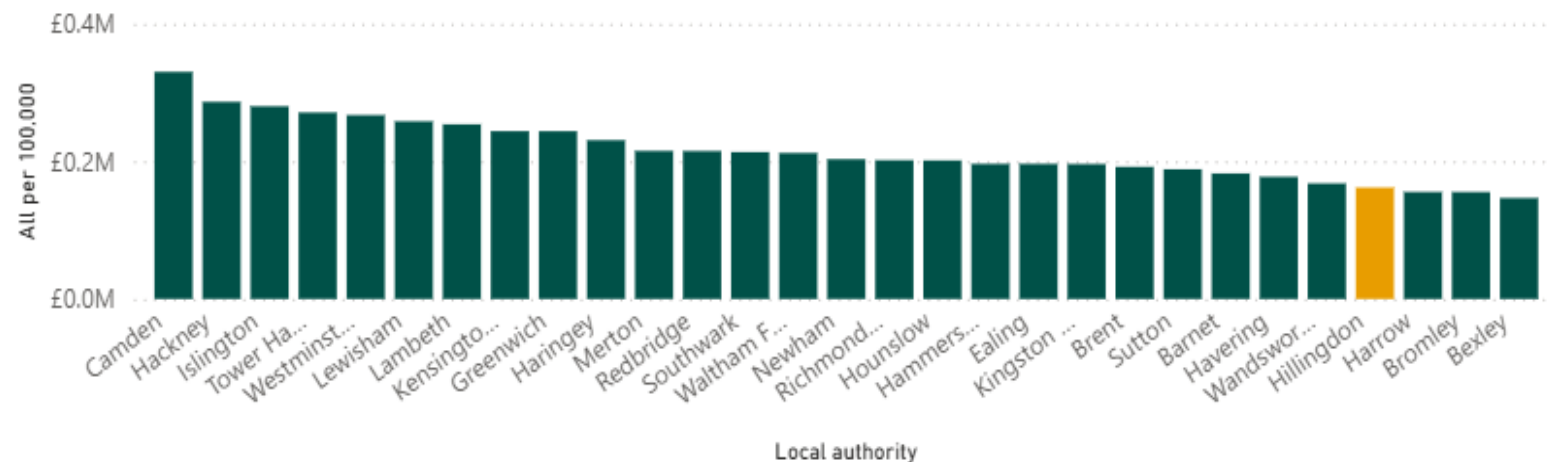
The report incorporates financial benchmarking from the 2024/25 Local Authority Revenue Expenditure and Financing Outturn to demonstrate how effectively Hillingdon deploys its resources to deliver positive outcomes for residents. To allow meaningful comparisons, expenditure figures have been standardised using published population data relevant to each service area—for example, using the 0–18 population when analysing Children’s Services.

Where available, comparisons are made against statistical neighbour groups, recognising that different services have different socio-demographic comparators, such as Youth Justice having a different statistical neighbour set from Adult Social Care. Where statistical neighbour sets are not published, nearest neighbours have been used instead.

# Executive Summary

- ❖ 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.

Council net expenditure per 100,000 population



- Adult Social Care had the 2<sup>nd</sup> lowest expenditure of London boroughs per 100,000 residents.
- Achieved a 'Good' Care Quality Commission (CQC) rating with an overall score of 73%. This score continues to see Hillingdon in the top quartile of inspected authorities.
- Assessed across 5 key areas: safe, effective, caring, responsive and well-led.



- ❖ Resident Services had the 8<sup>th</sup> lowest expenditure of London boroughs for housing general fund and homelessness expenditure per 100,000 residents.
- ❖ Achieved a C2 (2<sup>nd</sup> highest) grade from the Regulator of Social Housing (RSH).
- ❖ 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 lower C3 or C4 grade.



- Children's social care had the 3<sup>rd</sup> lowest expenditure of London boroughs per 100,000 children.
- Achieved an 'Outstanding' Ofsted rating in November 2023, the highest grade indicating a high quality, innovative service that consistently exceeds expectations where children achieve excellent outcomes.
- Only 15% of Councils Nationally are currently assessed at the highest standard.

Daniel Kennedy  
Corporate Director of Residents Services

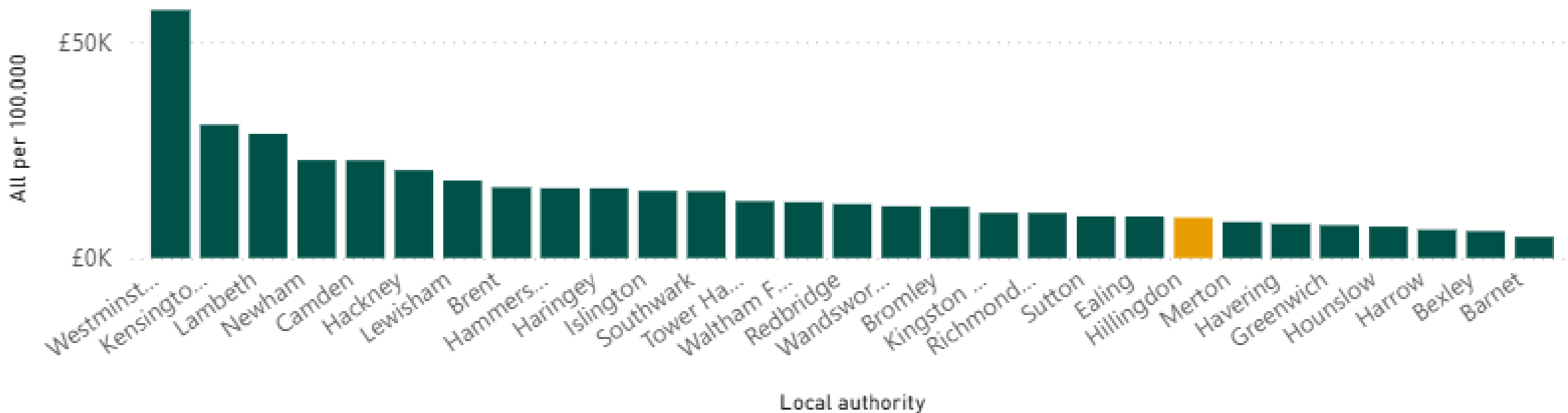


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# Resident Services Summary

General Housing Fund and Homelessness net expenditure per 100,000 population



Hillingdon has the 8<sup>th</sup> lowest net expenditure across all London councils for general housing and homelessness, indicating a higher level of cost-efficient service delivery.

In addition, Hillingdon's Council Housing Service was awarded the second highest consumer grading of C2 by the Regulator of Social Housing (RSH) in July 2025. 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 lower C3 or C4 grade.

# Residents Services – Temporary Accommodation (TA) and Homelessness

Comparators	Housing Services net expenditure	Homelessness Net expenditure	Households in TA	Households in TA with children	People sleeping rough	New people sleeping rough
London	14908	11822	19.71	13.03	24.40	35%
Waltham Forest	13005	10599	14.64	10.23	18.20	22%
Bromley	11920	8494	12.82	6.92	6.30	38%
Sutton	9697	6011	12.42	8.74	0.90	50%
Ealing	9657	6917	26.05	19.19	21.50	24%
Hillingdon	9395	6250	12.50	7.77	28.60	49%
England	9355	3707	5.28	3.35	14.90	31%
Merton	8362	4734	8.16	5.75	2.30	40%
Havering	7916	7444	12.03	8.40	4.70	38%
Hounslow	7297	5779	5.69	2.94	17.40	52%
Harrow	6576	5073	15.02	11.00	3.30	78%
Bexley	6232	3206	4.28	3.69	8.20	38%
Barnet	4916	5003	17.20	9.46	6.20	28%

- Understanding the data:
- **Housing Services net expenditure<sup>1</sup>** - Shows the 2024-25 expenditure. Value is in £000s, per 100,000.
  - **Homelessness net expenditure<sup>1</sup>** - Shows the 2024-25 expenditure. Value is in £000s, per 100,000.
  - **Households in TA<sup>3</sup>** – shows the number of households in temporary accommodation on 31 December 2024, per 1,000 households.
  - **Households in TA with children<sup>3</sup>** - shows households in TA with children on 31 December 2024, per 1,000 households.
  - **People sleeping rough<sup>3</sup>** - shows the number of rough sleepers in June 2025, rate per 100,000 people.
  - **New people sleeping rough<sup>3</sup>** – shows the percentage of new rough sleepers in June 2025.

# Residents Services – Temporary accommodation (TA) and Homelessness

Hillingdon's net housing services expenditure is £9,395,000 per 100,000 people, which is significantly lower than the London average of £14,908,000 and close to the England average of £9,355,000 demonstrating cost-efficient service delivery. Homelessness net expenditure in Hillingdon is £6,250,000 per 100,000 people which is significantly lower than the London average of £11,822,000 and below many neighbouring boroughs, indicating tighter and more efficient homelessness spending.

The proportion of households in temporary accommodation (TA) in Hillingdon is 12.50 per 1,000 households, which is substantially lower than boroughs such as Ealing (26.05) and Harrow (15.02), and closely aligned with Bromley (12.82), suggesting lower reliance on TA than other high-pressure councils. Households in TA with children stands at 7.77 per 1,000 households, again well below London's average of 13.03 and below neighbouring high-demand boroughs like Ealing (19.19), demonstrating better outcomes for families. However, the number of people sleeping rough in Hillingdon is 28.60 per 1,000 households, which is the highest in this comparator group and more than double the England average of 14.90, highlighting a significant concern around street homelessness. The percentage of new people sleeping rough in Hillingdon is 49%, which is above the London average of 35% and indicates that a high proportion of rough sleeping cases are first-time incidents, suggesting rising prevention challenges. Hillingdon has a long history of higher levels of rough sleeping compared to many London boroughs, in part because Heathrow Airport attracts rough sleepers. Proactive working with Heathrow Airport Limited and partner organisations is helping to keep rough sleeping numbers lower, with appropriate engagement and move-on support. During the last year, monitoring suggests higher rates of evictions by the Home Office from their accommodation has contributed to an increase in rough sleeping on a short-term basis. The Council is working closely with the Home Office and partner organisations to provide advice to those leaving Home Office accommodation about their housing options and move-on pathways.

# Residents Services – Housing Landlord Service

Benchmarking Group	Homes with valid gas safety certificate	'True' current tenant arrears	Dwellings vacant but available to let	Average re-let time in days (standard re-lets)	Satisfaction with overall service landlord provides
London	99.93%	4.41%	71%	52.85	59%
England	99.89%	2.60%	52%	44.44	73%
London and ALMO	99.89%	6.66%	56%	57.96	
Hillingdon	99.61%	3.91%	87%	30.64	59%

## Understanding the data:

- **Homes with valid gas safety certificate<sup>2</sup>** – shows the 2024/25 percentage of properties with a valid landlord gas safety record.
- **'True' current tenant arrears<sup>2</sup>** – shows the 2024/25 unpaid accommodation rent and service charges owed by tenants living in benchmarked stock types adjusted for pending benefits payments.
- **Dwellings vacant but available to let<sup>2</sup>** – shows the 2024/25 snapshot of the total number of units that were vacant but available for lettings.
- **Average re-let time in days<sup>2</sup>** – shows the 2024/25 average time in days it takes for void properties to be let.
- **Satisfaction with overall service landlord provides<sup>2</sup>** – shows the 2024/25 perception of satisfaction for residents.



# Residents Services – Housing Landlord Service

Gas safety compliance in Hillingdon is 99.61%, which remains very high but is 0.32 percentage points lower than the London average (99.93%) and 0.28 points lower than the England average (99.89%). Hillingdon's Landlord Service is proactively working with tenants to ensure timely access to properties to complete safety checks. Current tenant arrears in Hillingdon stand at 3.91%, which is 0.5 percentage points better than the London average (4.41%) and 2.75 points better than London and Arms-Length Management Organisation (ALMO) (6.66%), although still 1.31 points higher than the England average (2.60%). The proportion of dwellings vacant, but available to let in Hillingdon is 87%, which is 16 percentage points higher than London (71%), 31 percentage points higher than London & ALMO (56%), 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.

Hillingdon's average re-let time is 30.64 days, which is 14 days faster than the England average (44.44 days), more than 22 days faster than London (52.85 days), and 27 days faster than the London & ALMO group (57.96 days) which makes Hillingdon the best performer ranking 1<sup>st</sup> compared to the benchmarking group. Tenant satisfaction in Hillingdon is 59%, which matches the London average (59%) but remains 14 percentage points below the England average (73%), indicating further work is required to understand and improve resident experience. An active tenant engagement programme is underway to involve tenants in the scrutiny and running of the service to strength satisfaction scores.

# Residents Services – Tenancy Satisfaction (Housing Landlord Service)

Comparators	Satisfaction with Repairs	Satisfaction with time taken to complete most recent repair	Satisfaction that the home is well maintained	Homes that do not meet Decent Homes Standard	Emergency responsive repairs completed within landlord's target timescale	Non-emergency responsive repairs completed within landlord's target timescale
Hounslow	69.70%	68.51%	69.97%	8.62%	99.75%	71.99%
Hillingdon	68.33%	66.99%	64.72%	30.90%	93.36%	77.21%
Barnet	64.48%	54.59%	55.19%	2.38%	81.95%	60.82%
London	63.86%	61.76%	61.08%	8.62%	91.35%	78.19%
Sutton	63.29%	59.95%	57.17%	1.29%	100.00%	92.30%
Ealing	62.57%	61.82%	58.80%	16.63%	73.13%	83.42%
Havering	58.10%	49.32%	55.00%	3.91%	97.21%	93.93%
Harrow	56.75%	55.56%	51.90%	6.89%	96.17%	88.88%
Waltham Forest	55.11%	50.21%	53.39%	16.56%	95.55%	73.52%
Kingston	53.47%	51.69%	58.87%	9.06%	87.86%	78.72%

Understanding the data:

- Indicators are part of the Tenants Satisfaction Measures statutory return (TSM) and shows figures as of 2023/24.

# Residents Services – Tenancy Satisfaction (Housing Landlord Service)

Hillingdon scores above average for several of the metrics on the Tenancy Satisfaction Measures, such as satisfaction with repairs. Hillingdon is 68.33%, which is above the London average of 63.86%, and one of the strongest results in this comparator group ranked 2<sup>nd</sup> highest. Hillingdon is also 2<sup>nd</sup> highest for satisfaction with the time taken to complete the most recent repair (66.99%), which is over five percentage points higher than the London average of 61.76%, demonstrating strong response times. Satisfaction that the home is well maintained is 64.72%, which is more than three points higher than the London average (61.08%), reflecting a positive perception of housing quality and ranks 2<sup>nd</sup> highest amongst the comparator group.

Emergency repairs completed within the landlord's target timescale are at 93.36%, which is better than the London average of 91.35% however non-emergency repairs completed within target timescales are at 77.21%, which is slightly below the London average of 78.19% ranking 7<sup>th</sup> highest amongst the comparator group, suggesting slower completion of routine repairs than some peers.

Hillingdon is making significant investment to improve the quality of council homes, with more than £108m committed during the next five years, and rapid progress is already underway to reduce the number of non-decent homes. Although Hillingdon's current proportion of homes that do not meet the Decent Homes Standard is 30.90% (March 2024)—around 14 percentage points higher than the next highest neighbour, Ealing (16.63%)—this is being addressed through major programmes of work including window replacement, new gas boilers, new kitchens and bathrooms, and wider home energy efficiency improvements. Significant and rapid progress is being made to reduce the number of non-decent homes in Hillingdon – performance is on track to reduce the proportion of non-decent homes to c14% by the end of March 2026.

# Residents Services – Highways and Planning

Comparators	Highways and Transport net expenditure	Planning and development services net expenditure	Major planning applications decided in time	Minor planning applications decided in time	EV charging devices
Hounslow	8409	1565	100%	96%	221.4
Bromley	4574	1322	100%	69%	63.7
Harrow	3459	1595	83%	84%	32.2
Sutton	3144	1995	100%	86%	116.6
Waltham Forest	2965	1292	100%	79%	436.4
Kingston upon Thames	2840	2888	92%	77%	238.9
England	2740	4347			123.8
Barnet	2635	2331	100%	95%	203.5
Bexley	2529	823	100%	98%	94.4
Havering	2428	1732	80%	92%	43.1
Hillingdon	2159	29	100%	89%	79.8
Brent	1311	2046	100%	94%	341.7
London	1038	2716	96%	88%	275.4
Redbridge	707	2066	100%	84%	121.3
Merton	586	-1058	83%	83%	404.7
Enfield			83%	70%	86.5
Ealing	-1997	948	100%	94%	226.0

Understanding the data:

- **Highways and transport net expenditure<sup>1</sup>** - Shows the 2024-25 expenditure. Value is in £000s, per 100,000.
- **Planning and development services net expenditure<sup>1</sup>** - Shows the 2024-25 expenditure. Value is in £000s, per 100,000.
- **Major planning applications decided in time<sup>5</sup>** - shows the percentage decided in time for Q1 2025/26.
- **Minor planning applications decided in time<sup>5</sup>** – shows the percentage decided in time for Q1 2025/26.
- **EV charging devices<sup>6</sup>** - shows publicly available electric vehicle charging devices at all speeds per 100,000 people in July 2025

# Residents Services – Highways and Planning

Hillingdon's highways and transport net expenditure is £2,159,000 per 100,000 people, which is the 5<sup>th</sup> lowest among the comparator group but double the London average of £1,038,00. Hillingdon's net expenditure on planning and development services was the 2<sup>nd</sup> lowest at only £29,000 per 100,000 people, only higher than Merton who had a negative net expenditure of £1,058,000 per 100,000. Hillingdon secures additional discretionary income from the planning process.

Even with low net expenditure, Hillingdon's major planning applications were all decided within timescales (100%), compared to the London average of 96%. Minor application timeliness was slightly lower at 89% but still above the London average (88%).

Hillingdon's public electric vehicle charging devices was the 4<sup>th</sup> lowest of all comparators at 79.8 devices per 100,000 people. The London average was significantly higher at 275.4 devices per 100,000 people. Hillingdon is working in partnership with other London boroughs to increase access to charging devices in appropriate locations.

# Residents Services Data Sources

## Data Sources:

1. LA revenue expenditure and financing: 2024 - 2025
2. Housemark 2024/25
3. MHCLG Stat. Homelessness tables 2024/25
4. Housemark 2023/24
5. LG Inform 2025/26 Q1
6. Department for Transport 2024/25