

# Hillingdon Council: Health & Social Care Select Committee

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



# 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).

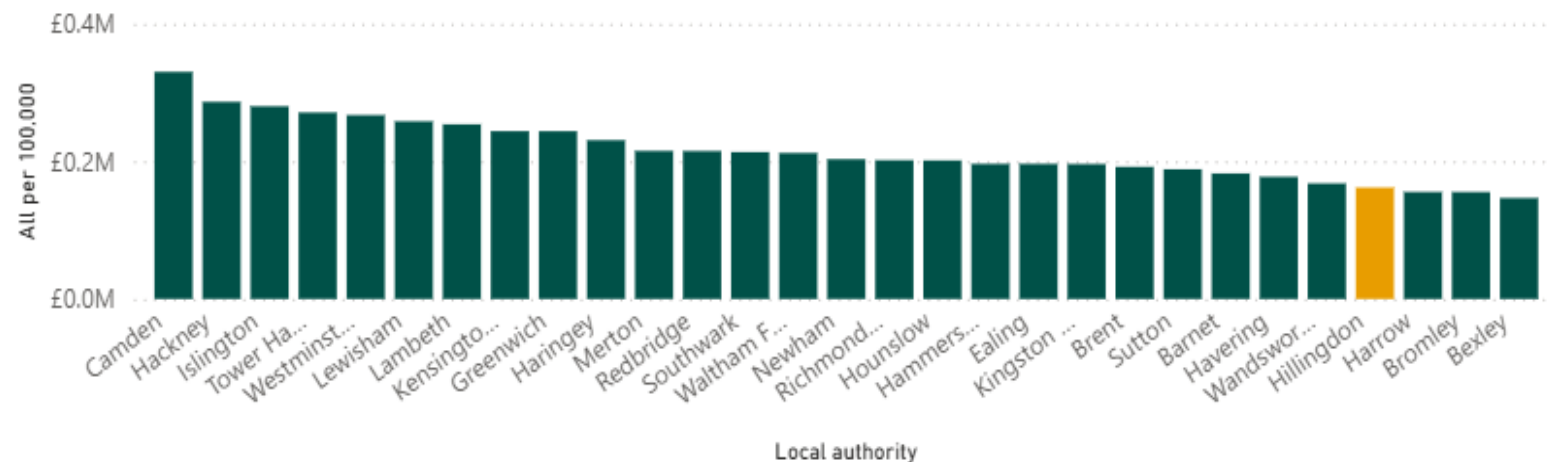
The report incorporates financial benchmarking from the 2024/25 Local Authority Revenue Expenditure and Financing Outturn to demonstrate how effectively Hillingdon deploys its resources to deliver positive outcomes for residents. To allow meaningful comparisons, expenditure figures have been standardised 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 C1 grade and most authorities (56%) received a C3 or C4 grade.

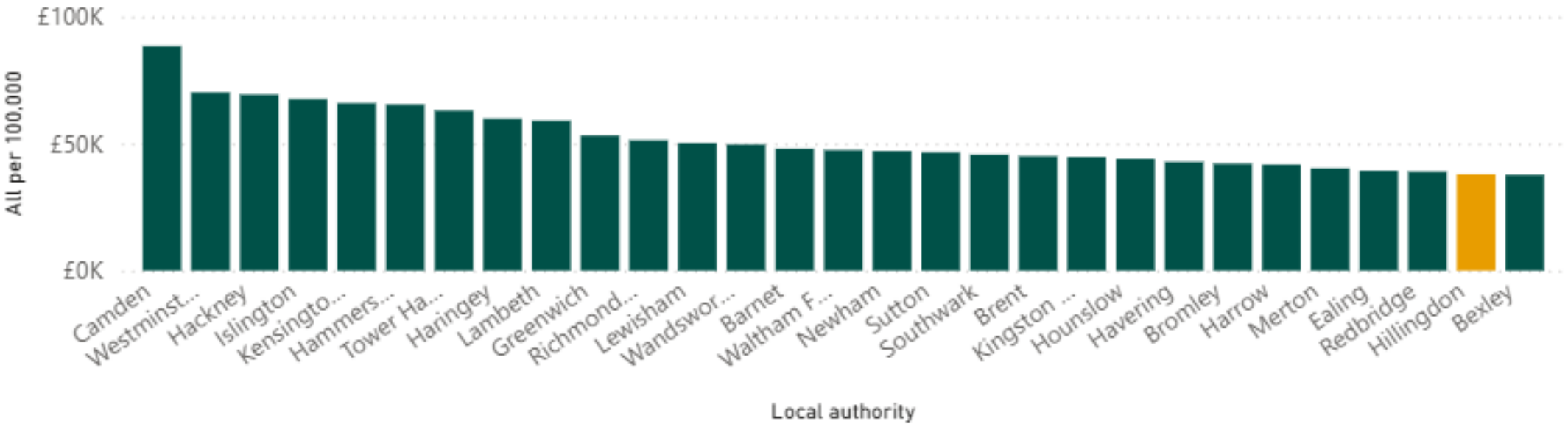


- Children's social care had the 3<sup>rd</sup> lowest expenditure of London boroughs per 100,000 children.
- Achieved an 'Outstanding' Ofsted rating in November 2023, the highest grade indicating a high quality, innovative service that consistently exceeds expectations where children achieve excellent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

Sandra Taylor  
Corporate Director of Adult Social Care and Health

# Adult Social Care and Health Summary

Adult Social Care and Health net expenditure per 100,000 population



Hillingdon has the 2<sup>nd</sup> lowest net expenditure across all London councils for Adult Social Care and health, but despite this services were judged to be ‘good’ with an overall score of 73% in the last Care Quality Commission (CQC) inspection.

This score continues to see Hillingdon in the top quartile of inspected authorities. Authorities are assessed across 5 key areas: safe, effective, caring, responsive and well-led.

# Adult Social Care and Health – Adult Social Care Demand

Comparators	Adult Social Care net expenditure	In Home Care	In Residential or Nursing placements	Hours of support given
Barnet	42499	467	241	8496
London	40965	407	241	6271
Sutton	40872	446	241	6485
Waltham Forest	39877	547	223	7285
Brent	38117	454	214	6958
Havering	37727	370	264	7310
Kingston upon Thames	37684	349	245	5305
Hounslow	37068	399	177	5592
Harrow	37049	445	232	4963
Bromley	36571	359	282	4551
Merton	34414	261	204	3480
Redbridge	33196	423	229	7578
Bexley	32992	425	241	6571
Hillingdon	32418	316	242	4517
Ealing	31547			
Enfield		275	264	5386

## Understanding the data:

- **Adult Social Care net expenditure<sup>1</sup>** - Shows the 2024-25 expenditure. Value is in £000s, per 100,000.
- **In home care<sup>4</sup>** – Shows the number of residents receiving home care as at 30/06/24, as a rate per 100,000 population.
- **In residential or nursing placement<sup>3</sup>** - Shows the number of residents in residential or nursing placements as at 31/09/24, as a rate per 100,000 population.
- **Hours of support given<sup>4</sup>**- Shows the number of weekly hours of home care given as at 31/09/24, as a rate per 100,000 population.

# Adult Social Care and Health – Adult Social Care Demand

Hillingdon has the 2<sup>nd</sup> lowest net expenditure on Adult Social Care among its statistical neighbours and remains below both London and national averages. It also reports the 2<sup>nd</sup> lowest number of home care clients and hours.

Hillingdon delivers Adult Social Care with a strong emphasis on value for money and effective demand management, ensuring high quality care in a financially sustainable way. Our home care provision is proportionate and well-managed, targeting support efficiently to help residents maintain independence while directing resources where they are most needed.

Hillingdon's rate of people in residential and nursing placements was in line with the average of our statistical neighbours and London average at 242 people per 100,000 compared to the average of 241.

This is a positive indicator of our ability to support people in the least restrictive setting and to promote independence wherever possible with the success of our discharge-to-assess model, short-term intervention pathways, and community-based support services, which together help residents avoid unnecessary long-term care placements.

# Adult Social Care and Health – Adult Social Care Satisfaction

Comparator	Adult Social Care net expenditure	Social support for Carer net expenditure	ASC Complaints	Overall satisfaction of service users	Overall satisfaction of carers with social services	Older people still at home 91 days after discharge from hospital into reablement/rehabilitation	Older people offered reablement services following discharge from hospital	Carers who receive self-directed support
England	43087	256	4.74	65.4%	37%	83.8%	3.0%	89.7%
Barnet	42499	0	6.17	60.9%	29%	93.2%	3.9%	100.0%
London	40965	180	6.20	60.4%	33%	87.9%	4.3%	88.2%
Sutton	40872	-63	6.06	61.8%	35%	85.4%	6.3%	100.0%
Waltham Forest	39877	300	5.72	64.7%	46%	88.6%	5.7%	100.0%
Brent	38117	29	5.67	54.0%	31%	73.5%	2.2%	100.0%
Havering	37727	198	2.53	61.3%	29%	90.2%	4.9%	100.0%
Kingston upon Thames	37684	233		59.6%	42%	86.4%	3.4%	100.0%
Hounslow	37068	-183	6.35	62.1%	29%	89.0%	1.8%	16.4%
Harrow	37049	390	13.67	55.6%	22%	85.2%	2.9%	100.0%
Bromley	36571	0	6.86	60.3%	29%	95.2%	8.6%	66.7%
Merton	34414	346	7.32	58.9%	29%	88.5%	4.2%	100.0%
Redbridge	33196	369	6.85	64.5%	37%	92.2%	3.5%	100.0%
Bexley	32992	53	3.90	60.1%	38%	81.7%	4.4%	100.0%
Hillingdon	32418	128	5.16	58.4%	36%	89.9%	2.4%	100.0%
Ealing	31547	7	7.00	59.2%	28%	94.7%	2.6%	93.5%
Enfield			5.50	65.2%	36%	85.3%	1.9%	100.0%

Understanding the data:

- **Adult Social Care net expenditure<sup>1</sup>** - Shows the 2024-25 expenditure. Value is in £000s, per 100,000.
- **Social support of carer net expenditure<sup>1</sup>** - Shows the 2024-25 expenditure. Value is in £000s, per 100,000.
- **ASC complaints<sup>6</sup>** – 2024/25 complaints received as a rate per 100,000 population.
- **Overall satisfaction of service users<sup>2</sup>** - as per Adult Social Care Outcomes Framework (ASCOF) 23-24.
- **Overall satisfaction of carers with social services<sup>2</sup>** – percentage, as per ASCOF 23-24.
- **Older people still at home 91 days after discharge from hospital into reablement/rehabilitation<sup>2</sup>** – percentage as per ASCOF 23-24.
- **Older people offered reablement services following discharge from hospital<sup>2</sup>** – percentage, as per ASCOF 23-24.
- **Carers who receive self directed support<sup>2</sup>** – percentage, as per ASCOF 23-24.



# Adult Social Care and Health – Adult Social Care Satisfaction

Hillingdon had the 6<sup>th</sup> lowest net expenditure for its social support to carers when compared to our statistical neighbours. Hillingdon's overall satisfaction is the 4<sup>th</sup> lowest out of our statistical neighbours for service users and 6<sup>th</sup> highest for carer satisfaction, using the latest published 2023/24 survey results. Hillingdon is 6<sup>th</sup> highest for those still at home 91 days after a hospital discharge and 4<sup>th</sup> lowest for the percentage of people offered reablement support after a hospital discharge. This shows how Hillingdon's discharge arrangement does not direct everyone to the reablement route but instead offers a short discharge to assess service options to support an early discharge while the council can assess the correct level of care for the resident. By targeting reablement support toward those who are most likely to benefit, this can secure better outcomes for residents. Hillingdon is also one of the councils operating with 100% self-directed support, meaning that people have choice and control over how their care and support needs are met..

Hillingdon continues to deliver Adult Social Care services with a strong emphasis on personalisation, safety, and positive outcomes for both residents and carers. The borough's performance in key satisfaction measures reflects a service that is responsive, targeted, and committed to continuous improvement.

# Adult Social Care and Health – Adult Social Care Satisfaction

The 2023/24 Adult Social Care Survey, conducted between 8 January and 8 March 2024, gathered feedback from residents receiving care in the community, supported living, and residential or nursing settings. The survey achieved a return rate of 25.4%, with responses used to benchmark satisfaction and inform service development.

- **Satisfaction with care and support:** 58.4% of respondents reported being ‘extremely’ or ‘very satisfied’ with the care and support they receive. While slightly below the London average (60.5%), this reflects a stable and improving trend.
- **Quality of life score:** Hillingdon achieved a score of 19.1 out of 24, above the London average of 18.4. This composite score reflects residents’ views on dignity, safety, nutrition, social participation, and control over daily life.
- **Safety and independence:** Hillingdon ranks 6th highest among statistical neighbours for the proportion of older people still at home 91 days after discharge, demonstrating the effectiveness of our discharge-to-assess model and short-term support pathways.
- **Reablement offer:** While Hillingdon is 4th lowest for the proportion of residents offered reablement, this reflects a targeted and outcome-focused approach. By prioritising those most likely to benefit, this ensure resources are used effectively and residents receive tailored support.
- **Carer support:** The borough continues to perform strongly in carer engagement, with 100% of carers receiving self-directed support, placing Hillingdon among the leading councils nationally for personalised care planning.

The survey also highlighted areas for further development, including social contact and loneliness. These insights are being actively addressed through the borough’s Carers Strategy and wider wellbeing initiatives.

## Reablement Service – Key performance highlights (2023/24)

- **Residents Supported:** Over 650 residents received reablement support across the first three quarters.
- **Independence outcomes:** 63% required no further care 90 days post-intervention.
- **Cost avoidance:** Achieved a total cost avoidance of £2.67 million, significantly exceeding the annual target of £500,000.

# Adult Social Care and Health - Public Health

Comparators	Public Health net expenditure	Adult obesity net expenditure	Comparators	Hypertension prevalence	Obesity prevalence - adults
Ealing	7801	67	North Connect PCN	16.0%	13.5%
Waltham Forest	7563	50	England	15.2%	13.9%
Kingston upon Thames	7063	69	Colne Union PCN	14.9%	19.2%
Hounslow	6937	114	Celadine Health & Metrocare PCN	14.5%	12.4%
England	5987	52	Long Lane First Care Group PCN	13.8%	17.0%
Merton	5836	18	Hillingdon	13.5%	15.4%
Redbridge	5803	85	South East London ICB	12.1%	12.5%
Sutton	5655	49	Hh Collaborative PCN	11.6%	16.8%
Bromley	5546	32	Synergy PCN	11.6%	14.3%
Barnet	5444	22	Unallocated (2 GPs)	11.5%	11.7%
Hillingdon	5434	48	South West London ICB	11.3%	10.4%
Havering	5024	21	London	11.3%	11.9%
Harrow	4694	50	North West London ICB	11.2%	11.6%
Bexley	4650	96	North Central London ICB	10.9%	10.4%
Brent	4650	96	North East London ICB	10.9%	13.8%
London	2268	20			

## Understanding the data:

- **Public Health net expenditure<sup>1</sup>** - Shows the 2024-25 expenditure. Value is in £000s, per 100,000.
- **Adult obesity net expenditure<sup>1</sup>** - Shows the 2024-25 expenditure. Value is in £000s, per 100,000.
- **Hypertension prevalence<sup>5</sup>** – percentage of all ages with hypertension, registered with a GP in 2024/25.
- **Obesity prevalence – adults<sup>5</sup>** – percentage of adults aged 18+ , registered with a GP, with obesity in 2024/25.

# Adult Social Care and Health - Public Health

Hillingdon's Health and Wellbeing Board identified five priorities for 2025-28:

1. Start Well: Improve early years outcomes, reduce child obesity, and promote readiness for school and life.
2. Live Well: Prevent and/or delay the onset of long-term conditions, particularly hypertension, improve mental wellbeing, and enhance access to early intervention and support for carers.
3. Age Well: Implement 'at scale' proactive frailty management, and better end-of-life care that enables people with multi-morbidity to maintain independence for as long as possible in order to avoid non-elective presentations, admission to long-term care and to promote early discharge.
4. Healthy Places: Tackle housing, environment, employment, and social isolation.
5. Equity and Inclusion: Target resources and interventions where inequalities are greatest using Core20PLUS5: specifically, Hayes, Yiewsley, and West Drayton.

For years 1 and 2 the focus priorities are 'live well', 'age well' and 'equity and inclusion'. Chronic conditions are rising - 48% of adults have one or more long-term conditions (LTCs), with hypertension, obesity, anxiety, depression, and diabetes the most common. Hillingdon's adult population has grown 16% in seven years, with a rapidly ageing population; the 65+ group represents 14% of the population but accounts for 40% of health and social care usage.

# Adult Social Care and Health - Public Health

Hillingdon had the 5<sup>th</sup> lowest net expenditure on both public health and adult obesity when compared to our nearest neighbours, but this was significantly more than the London average.

Obesity is a global and complex public health concern. It is associated with reduced life expectancy and is a risk factor for a range of chronic diseases, including cardiovascular disease, type 2 diabetes, at least 12 types of cancer, respiratory disease and can also impact on mental health. The risk and severity of these diseases increases with a higher body mass index (BMI). The proportion of adults in England living with obesity has seen large increases in the last four decades. Hillingdon's prevalence (15.4%) is higher than England (13.9%), London (11.9%) and North West London Integrated Care Board (ICB) (11.6%) rates. At GP practice level, the highest prevalence rates (20%+) can be seen in the south of the borough, specifically in Hayes and Yiewsley. The latest data on childhood obesity is due to be released in late 2025.

The current prevalence rate for hypertension in Hillingdon is 13.5% against a target of 16% by March 2026; it is estimated that about 30% of the population nationally have hypertension. Hillingdon's prevalence has improved from 10% since the start of roll out of the Hypertension Anticipatory Care Programme in neighbourhoods. The percentage (of the 13.5%) with their blood pressure under control is 85% - which is above target. Prevalence rates will increase as the programme progressively rolls out. At GP practice level, three out of five of the highest rates are in surgeries in the north of the borough.

Hillingdon's prevalence of hypertension is lower than England (15.2%), but significantly higher than London (11.3%) and North-West London ICB (11.2%).

# Data Sources

## Data Sources:

1. LA revenue expenditure and financing: 2024 - 2025
2. ASCOF 2023 – 2024
3. ADASS Bed based return 2024
4. ADASS Home Care return 2024
5. Disease Prevalence, Quality Outcomes Framework, NHS Digital
6. Local Government & Social Care Ombudsman