

Hillingdon Council

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).

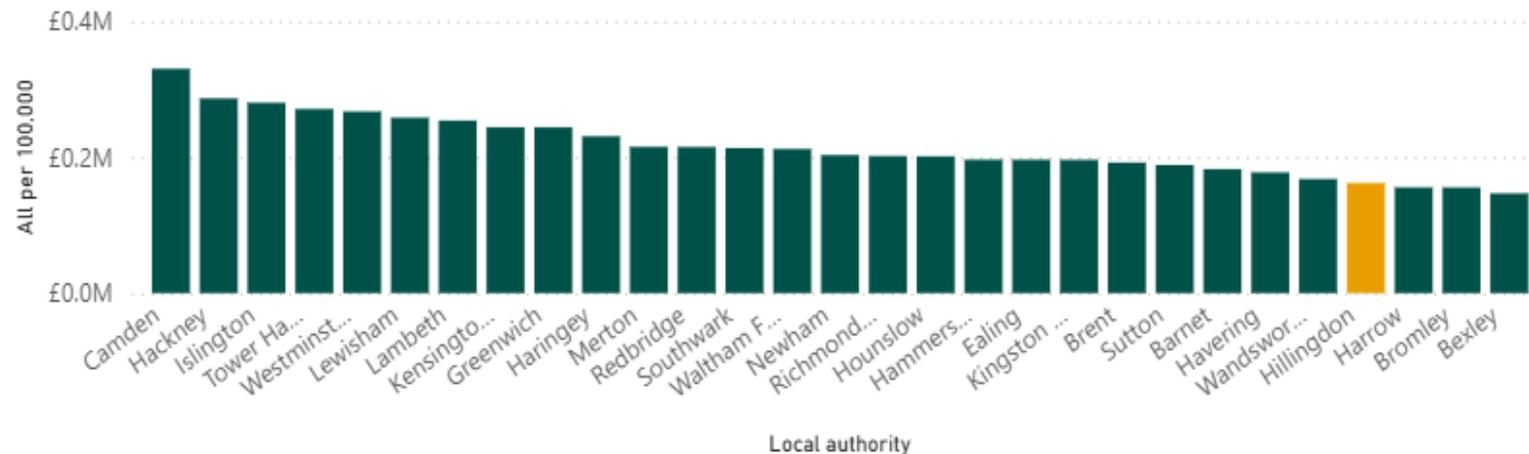
The report incorporates financial benchmarking from the 2024/25 Local Authority Revenue Expenditure and Financing Outturn to demonstrate how effectively Hillingdon deploys its resources to deliver positive outcomes for residents. To allow meaningful comparisons, expenditure figures have been standardised 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 2nd 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 8th lowest expenditure of London boroughs for housing general fund and homelessness expenditure per 100,000 residents.
- ❖ Achieved a C2 (2nd 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 3rd 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

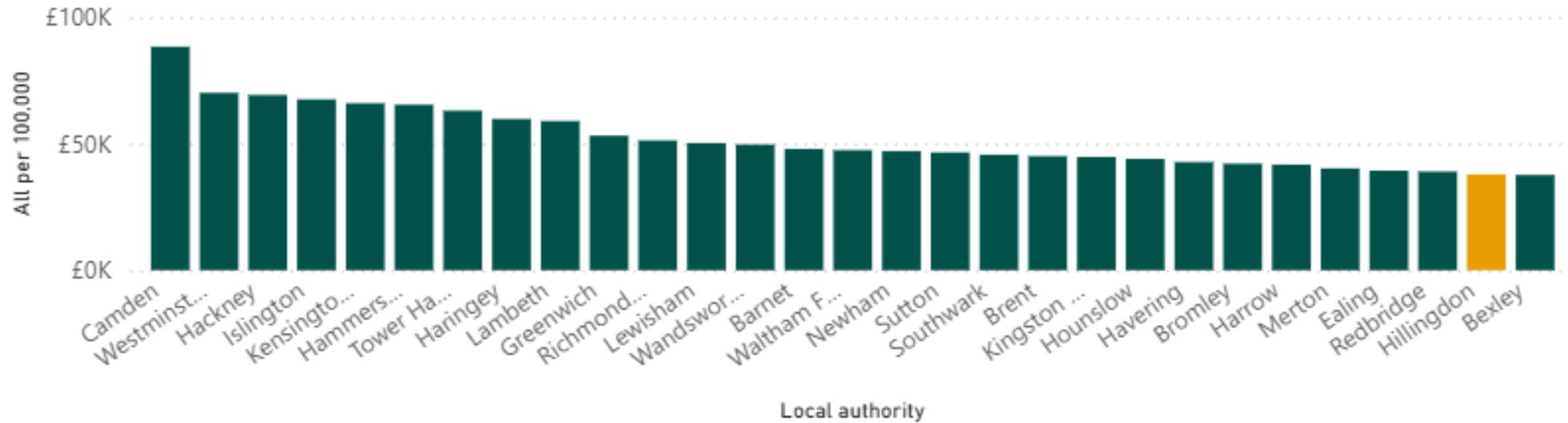


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Adult Social Care and Health Summary

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



Hillingdon has the 2nd 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 expenditure¹** - Shows the 2024-25 expenditure. Value is in £000s, per 100,000.
- **In home care⁴** – Shows the number of residents receiving home care as at 30/06/24, as a rate per 100,000 population.
- **In residential or nursing placement³** - 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 given⁴**- 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 2nd lowest net expenditure on Adult Social Care among its statistical neighbours and remains below both London and national averages. It also reports the 2nd 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 expenditure¹** - Shows the 2024-25 expenditure. Value is in £000s, per 100,000.
- **Social support of carer net expenditure¹** - Shows the 2024-25 expenditure. Value is in £000s, per 100,000.
- **ASC complaints⁶** – 2024/25 complaints received as a rate per 100,000 population.
- **Overall satisfaction of service users²** - as per Adult Social Care Outcomes Framework (ASCOF) 23-24.
- **Overall satisfaction of carers with social services²** – percentage, as per ASCOF 23-24.
- **Older people still at home 91 days after discharge from hospital into reablement/rehabilitation²** – percentage as per ASCOF 23-24.
- **Older people offered reablement services following discharge from hospital²** – percentage, as per ASCOF 23-24.
- **Carers who receive self directed support²** – percentage, as per ASCOF 23-24.

Adult Social Care and Health – Adult Social Care Satisfaction

Hillingdon had the 6th lowest net expenditure for its social support to carers when compared to our statistical neighbours. Hillingdon's overall satisfaction is the 4th lowest out of our statistical neighbours for service users and 6th highest for carer satisfaction, using the latest published 2023/24 survey results. Hillingdon is 6th highest for those still at home 91 days after a hospital discharge and 4th 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 expenditure¹** - Shows the 2024-25 expenditure. Value is in £000s, per 100,000.
- **Adult obesity net expenditure¹** - Shows the 2024-25 expenditure. Value is in £000s, per 100,000.
- **Hypertension prevalence⁵** – percentage of all ages with hypertension, registered with a GP in 2024/25.
- **Obesity prevalence – adults⁵** – 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 5th 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

Daniel Kennedy
Corporate Director of Residents Services

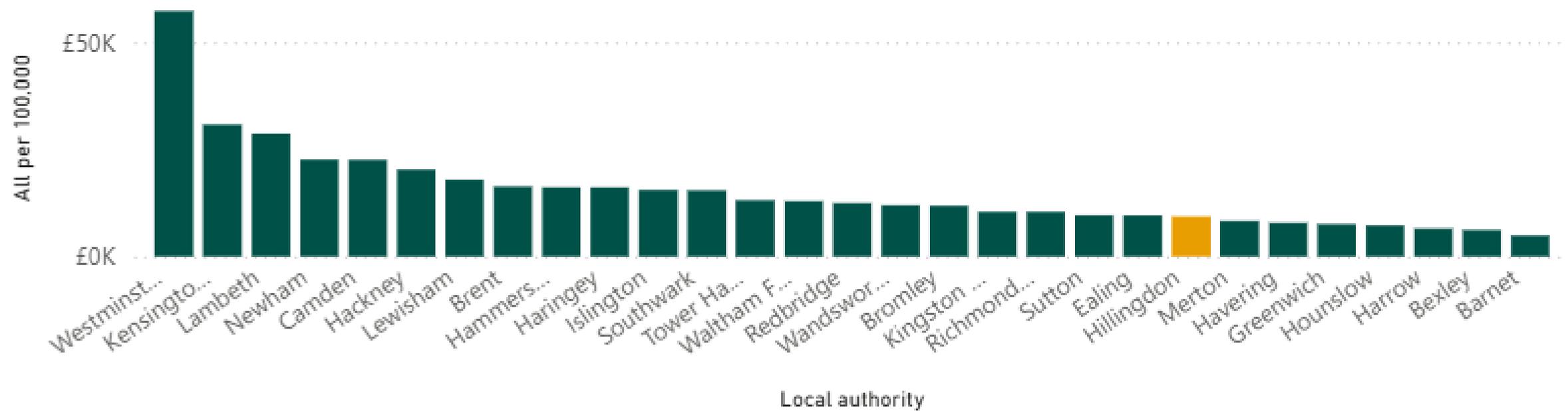


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Resident Services Summary

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



Hillingdon has the 8th 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 C1 grade and most authorities (56%) received a 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 expenditure¹** - Shows the 2024-25 expenditure. Value is in £000s, per 100,000.
- **Homelessness net expenditure¹** - Shows the 2024-25 expenditure. Value is in £000s, per 100,000.
- **Households in TA³** – shows the number of households in temporary accommodation on 31 December 2024, per 1,000 households.
- **Households in TA with children³** - shows households in TA with children on 31 December 2024, per 1,000 households.
- **People sleeping rough³** - shows the number of rough sleepers in June 2025, rate per 100,000 people.
- **New people sleeping rough³** – 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 certificate²** – shows the 2024/25 percentage of properties with a valid landlord gas safety record.
- **'True' current tenant arrears²** – 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 let²** – shows the 2024/25 snapshot of the total number of units that were vacant but available for lettings.
- **Average re-let time in days²** – shows the 2024/25 average time in days it takes for void properties to be let.
- **Satisfaction with overall service landlord provides²** – 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 22 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 1st 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 2nd highest. Hillingdon is also 2nd 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 2nd 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 7th 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%—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.

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 expenditure¹** - Shows the 2024-25 expenditure. Value is in £000s, per 100,000.
- **Planning and development services net expenditure¹** - Shows the 2024-25 expenditure. Value is in £000s, per 100,000.
- **Major planning applications decided in time⁵** - shows the percentage decided in time for Q1 2025/26.
- **Minor planning applications decided in time⁵** – shows the percentage decided in time for Q1 2025/26.
- **EV charging devices⁶** - 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 5th 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 2nd 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 4th 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

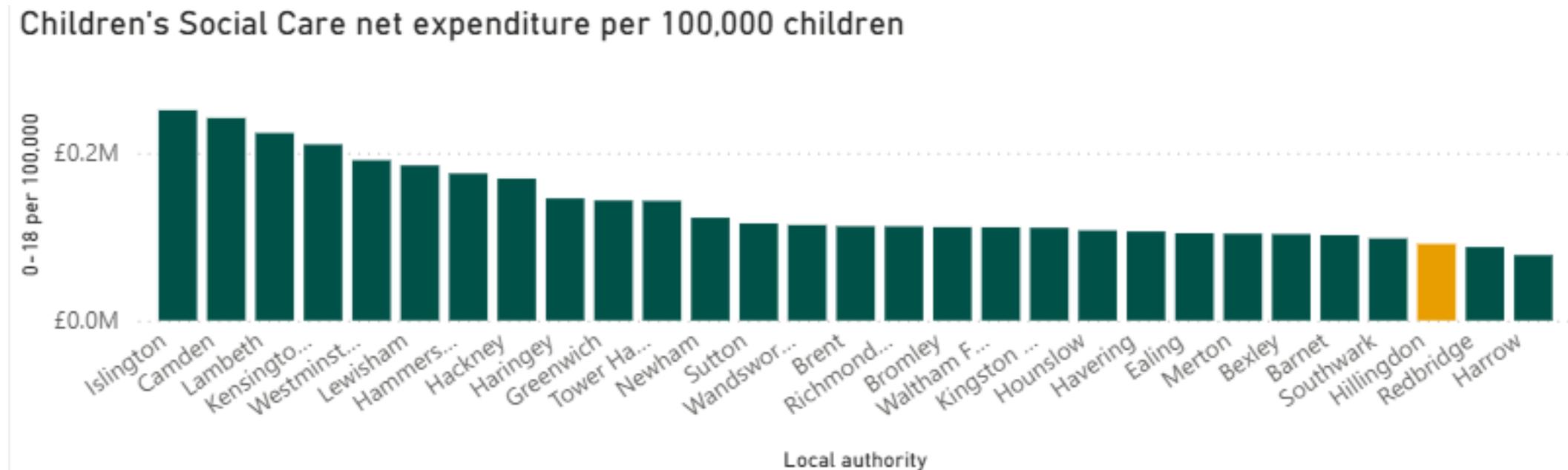
Julie Kelly
Corporate Director of Children's Services



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Children's Services Summary



Hillingdon has the 3rd lowest net expenditure across all London councils for children's social care per 100,000 children, but despite this achieved an 'Outstanding' Ofsted rating at the last inspection in November 2023.

Achieving the highest grade indicates 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.

Children, Families and Education – Children’s Social Care (Demand and Safeguarding)

Comparators	Children Social Care net expenditure	Safeguarding CYP services net expenditure	Referrals	Completed Assessments	Assessment Timeliness	s47 enquiries	Re-registrations for CPP	Open CPP
Reading	152892	29323	791.7	729.5	62%	288.2	30.0%	62.0
Coventry	138394	41266	559.7	596.4	84%	316.5	27.2%	63.5
Southampton	133614	29002	614.2	633.1	88%	262.0	29.3%	54.8
London	127345	33312	556.4	542.7	86%	195.3	21.2%	40.5
England	120316	26482	518.3	536.0	84%	187.1	24.7%	41.6
Waltham Forest	111208	27338	719.8	640.2	98%	225.3	19.4%	36.1
Peterborough	110878	29496	662.7	560.8	83%	173.3	22.6%	49.5
Hounslow	107353	17815	382.1	508.6	96%	149.7	15.8%	37.0
Ealing	104107	23401	529.3	522.2	86%	138.9	21.5%	38.0
Hillingdon	91258	19923	520.4	527.4	92%	167.1	24.5%	34.0
Redbridge	87598	37567	505.0	501.5	93%	176.5	13.9%	32.0
Harrow	77882	26181	413.7	464.3	65%	202.2	18.8%	48.6
Slough			749.4	797.3		275.4	19.7%	43.5

Understanding the data:

- **Children’s Social Care net expenditure¹** - Shows the 2024-25 expenditure. Value is in £000s, per 100,000 0-18-year-olds.
- **Safeguarding Children and Young People’s Services (CYP) net expenditure¹** - Shows the 2024-25 expenditure. Value is in £000s, per 100,000 0-18-year-olds.
- **Referrals²** - Shows the number of children referred to social care in 2023-24 per 100,000 0-17-year-olds.
- **Completed Assessments²** - Shows the number of children completing a social care assessment in 2023-24 per 100,000 0-17-year-olds.
- **Assessment Timeliness²** - Shows the percentage of assessments completed in 45 working days in 2023-24.

- **S47 enquiries²** - Shows the number of s47 (Child protection enquiries) in 2023-24 per 100,000 0-17-year-olds.
- **Re-registrations for child protection plans (CPP)²** - Shows the percentage of child protection plans starting in 2023-24 that had a previous CPP in the last 12 months.
- **Open CPP²** - Shows the number of open CPPs per 100,000 10-17-year-olds at the end of the year 2023-24.

Children, Families and Education – Children’s Social Care (Demand and Safeguarding)

Hillingdon had the 3rd lowest net expenditure for children’s social care when compared to our children’s statistical neighbours and are lower than the London and national average. Hillingdon also has the 2nd lowest net expenditure for safeguarding children and young people’s services compared to statistical neighbours. Hillingdon’s low cost is reflected in the demand indicators, as Hillingdon falls in the lowest third for assessments completed, section 47 enquiries and open child protection plans. However, Hillingdon’s referral rate is more in line with the average at 520 referrals per 100,000 0-17-year-olds, which is slightly above the national average of 518 but below the London average of 556.

Hillingdon’s assessment timeliness was the 4th highest among neighbours at 92%, well above the London (86%) and national (84%) averages. The re-registrations for child protection plans was 24.5%, the 4th highest when compared to the statistical neighbours, slightly below the national (24.7%) average and above London (21.2%). Lower numbers result in higher percentage swings, deep dive into re-registrations take place to consider any learning.

Children, Families and Education – Children’s Social Care (Care experienced)

Comparators	Children Social Care net expenditure	CLA net expenditure	CLA UASC net expenditure	LAC in foster placements	Open LAC at year end	UASC at year end	19-21yr old care leavers in touch	19-21yr old care leavers in suitable accommodation	19-21yr old care leavers in EET
Harrow	77882	25705		70%	29	15%	97.00%	91%	66%
Waltham Forest	111208	49687	3768	74%	50	9%	93.00%	89%	59%
London	127345	56520	2318	69%	51	12%	93.00%	89%	58%
Redbridge	87598	35370	4071	71%	40	23%	91.00%	88%	58%
Coventry	138394	64363		73%	84	10%	93.00%	86%	57%
Ealing	104107	48615		65%	37	11%	96.00%	95%	57%
Hounslow	107353	55328		61%	42	18%	91.00%	90%	56%
England	120316	64898	2314	67%	70	9%	92.00%	88%	54%
Hillingdon	91258	47937	6367	51%	43	26%	85.00%	89%	54%
Peterborough	110878	45728		70%	75	10%	88.00%	80%	46%
Slough				60%	45	13%	75.00%	89%	44%
Southampton	133614	72843	2958	71%	97	8%	86.00%	79%	44%
Reading	152892	69046	2952	66%	70	11%	85.00%	81%	43%

Understanding the data:

- **Children’s Social Care net expenditure¹** - Shows the 2024-25 expenditure. Value is in £000s, per 100,000 0-18-year-olds.
- **Children looked after (CLA) net expenditure¹** – Shows the 2024-25 expenditure on looked after children. Value is in £000s, per 100,000 0-18-year-olds.
- **CLA unaccompanied asylum seeking children (UASC) net expenditure¹** - Shows the 2024-25 expenditure on unaccompanied asylum-seeking children. Value is in £000s, per 100,000 0-18-year-olds.

- **LAC in foster placements²** – Shows the percentage of looked after children in foster placements at the end of 2023-24.
- **Open LAC at year end²** - Shows the number of looked after children open at the end of 2023-24 per 100,000 0-17-year-olds.
- **UASC at year end²** - Shows the percentage of looked after children who are unaccompanied asylum-seeking children at the end of the year 2023-24.
- **19-21-year-old care leavers in touch²** - Shows the percentage of care leavers the service are in touch with whose 19th to 21st birthday fell in the year 2023-24.
- **19-21-year-old care leavers in suitable accommodation²** - Shows the percentage of care leavers who are in suitable accommodation around their 19th to 21st birthday in the year 2023-24.
- **19-21-year-old care leavers in EET²** - Shows the percentage of care leavers who are in education, employment or training around their 19th to 21st birthday in the year 2023-24.

Children, Families and Education – Children’s Social Care (Care experienced)

Hillingdon had the 3rd lowest net expenditure for children’s social care when compared to our children’s statistical neighbours, and the 4th highest net expenditure on looked after children. Hillingdon is lower than the London and national average for both figures. However, Hillingdon has by far the largest spend on unaccompanied asylum-seeking children (UASC) at £6,367,000 per 100,000 0-18-year-olds – 56% more than the next highest statutory neighbour Redbridge (£4,071,000). Hillingdon has the highest percentage of looked after children who are UASC, at 26% compared to Redbridge’s 24% and the London and national averages at 12% and 9%, respectively. While UASC costs are significant this is fully grant funded.

Hillingdon had the 5th lowest rate of looked after children (43) at the end of 2023-24, lower than both the London (51) and national (70) averages. However, Hillingdon had the lowest percentage of children in foster placements at 51%, significantly lower than the London (69%) and national (67%) averages. This may be contributing to higher reliance on residential placements, with associated cost and stability implications.

Increasing the number and percentage of children cared for by foster carers is a key priority for the service area. Hillingdon has increased the number of fostering household by 14 with a further 14 expected by the end of this financial year.

Hillingdon’s performance for 19 to 21-year-olds care leavers is mixed. Hillingdon has a high percentage (89%) of care leavers in suitable accommodation, in line with the London (89%) and national (88%) averages. Hillingdon was in touch with 85% of care leavers. This is the joint 2nd lowest percentage when compared to our statistical neighbours and below London (93%) and national (92%) averages. Hillingdon’s education, employment and training rate for care leavers was 54%, in line with the national (54%) rate but below the London (58%) average.

Children, Families and Education – Youth Justice

YJS Family	Youth Justice Net Expenditure	Use of Custody	First Time Entrants	Reoffending Rate	Reoffending Frequency
London	7636	0.13	200.0	30.4%	3.31
Brent	6419	0.06	210.0	27.5%	2.60
Hounslow	5806	0.10	178.0	34.7%	4.68
Hillingdon	5719	0.09	138.0	37.7%	2.73
Ealing	5043	0.05	151.0	20.7%	2.58
National	4651	0.10	157.0	31.9%	4.30
Merton	4614	0.05	96.0	38.8%	3.84
Sutton	4573	0.04	55.0	20.0%	2.50
Coventry	4450	0.03	151.0	34.6%	5.17
Redbridge	4299	0.18	161.0	42.1%	3.86
Barnet	3635	0.02	177.0	30.5%	3.92
Harrow	3244	0.18	110.0	29.6%	2.50
Reading		0.00	161.0	28.1%	2.63

Understanding the data:

- **Youth Justice net expenditure¹** - Shows the 2024-25 expenditure. Value is in £000s, per 100,000 11-18-year-olds.
- **Use of custody³** - Published figure from Youth Justice Board (YJB) 2024-25. Shows the number of children receiving a custodial sentence in 2024-25 per 1,000 10-17-year-olds.
- **First time entrants³** - Shows the number of children who receive a youth caution or court conviction for the first time in 2024-25 per 100,000 10-17-year-olds.
- **Reoffending rate³** - Shows the percentage of children who reoffend within 12 months of a previous offence. Latest data is for July 22 - June 23 due to cohort being tracked for 12 months.
- **Reoffending frequency rate³** - Shows the average number of reoffences per reoffender within the 12 months of a previous offence. Latest data is for July 22 - June 23 due to cohort being tracked for 12 months.

Children, Families and Education – Youth Justice

Hillingdon has the 3rd highest net expenditure when compared to our youth justice statistical neighbours, however Hillingdon is lower than the London average. It is positive to see Hillingdon has the 4th lowest rate of first-time entrants compared to the statistical neighbours and lower than the London and national averages. Hillingdon's rates of custody are higher than most statistical neighbours but below London and national average. Hillingdon has the 3rd highest reoffending rate, but the 3rd lowest reoffending frequency, meaning children who enter the youth justice system are more likely to commit another offence, but are likely to commit fewer further offences.

Often children commit a subsequent offence before being directed to youth justice services, where Hillingdon's youth justice service can then intervene and successfully reduce the rate and number of offences.

Children, Families and Education – SEND and Education

Comparators	Education net expenditure	Early years net expenditure	EHCP Active Caseload	Requests proceeding to assessment	EHCNA requests	Eligible 3&4yr olds for 15 hours funding	NEET 16 & 17yr olds
Ealing	485396	171739	320	70.8%	66	87.73%	1.0%
Redbridge	470980	165861	300	71.2%	62	94.02%	2.3%
Southampton	437298	226060	293	69.3%	60	84.00%	4.9%
London	415485	185910	338	67.1%	74	85.75%	1.9%
Hounslow	399564	172544	347	58.5%	72	85.29%	1.7%
Waltham Forest	396241	155472	415	64.1%	90	84.26%	1.0%
National	344568	198604	358	65.4%	86	93.12%	3.4%
Reading	343931	206035	311	55.5%	82	96.00%	3.4%
Hillingdon	320566	165091	310	50.4%	61	87.32%	2.5%
Harrow	319783	112001	312	78.4%	62	84.06%	1.3%
Coventry	285925	164835	255	55.9%	84	86.00%	3.6%
Peterborough	249226	202001	380	59.3%	90	92.00%	5.4%

Understanding the data:

- **Education net expenditure¹** - Shows the 2024-25 expenditure. Value is in £000s, per 100,000 0-18-year-olds.
- **Early years net expenditure¹** - Shows the 2024-25 expenditure. Value is in £000s, per 100,000 0-4-year-olds.
- **EHCP active caseload⁴** - Shows the rate of open education, health and care plan on census day in January 2025, per 100,000 0-25-year-olds.
- **Requests proceeding to assessment⁴** - Shows the percentage of requests to SEND that proceeded to an Education, Health and Care Needs Assessment in the 2024-25 census year.
- **EHCNA requests⁴** - Shows the rate of Education, Health and Care Needs Assessment requests in the 2024-25 census year, per 100,000 0-25-year-olds.
- **Eligible 3 and 4-year-olds for 15 hours funding⁵** - Shows the percentage of 3 and 4-year-olds who are eligible for up to 15 hours of free childcare funding in 2025.
- **NEET 16 and 17-year-olds⁶** - Shows the percentage of 16 and 17-year-olds who are not in education, training or employment in 2025.

Children, Families and Education – SEND and Education

Hillingdon had the 4th lowest net expenditure for education and early years when compared to our statistical neighbours. Hillingdon are lower than the London and national average. This is reflected in the demand data for special educational needs and disabilities (SEND) as Hillingdon has the 4th lowest rate of children on an Educational Health Care (EHC) plan and the 2nd lowest rate of education health care needs assessments (EHCNA) requests compared to the statistical neighbours. Additionally, Hillingdon has the lowest percentage of requests proceeding to assessment. However, this may suggest a tendency to reject valid requests and should be considered alongside data on appeals and complaints.

Hillingdon's not in education or training (NEET) figure for 16 and 17-year-olds is 2.5%, which is the 6th highest compared to our statistical neighbours but below the national average of 3.4%. There has been a robust focus on NEET which has driven down the number of children whose destinations are 'not known' which subsequently raised the percentage of NEET. This however enables targeted intervention.

Early years higher costs were attributable to the subsidised nursery provision that is no longer part of our delivery model.

The service is aware that Key Stage 5 opportunities and outcomes need improving and have prioritised this area, recent output being a digital Post 16 Prospectus.

Children, Families and Education - Data Sources

Data Sources:

1. LA revenue expenditure and financing: 2024- 2025
2. ChAT tool published data for 2023-24
3. YDS Published Data
4. SEN2 2025
5. DfE, Education provision for children u5
6. DfE

Steve Muldoon
Corporate Director of Finance



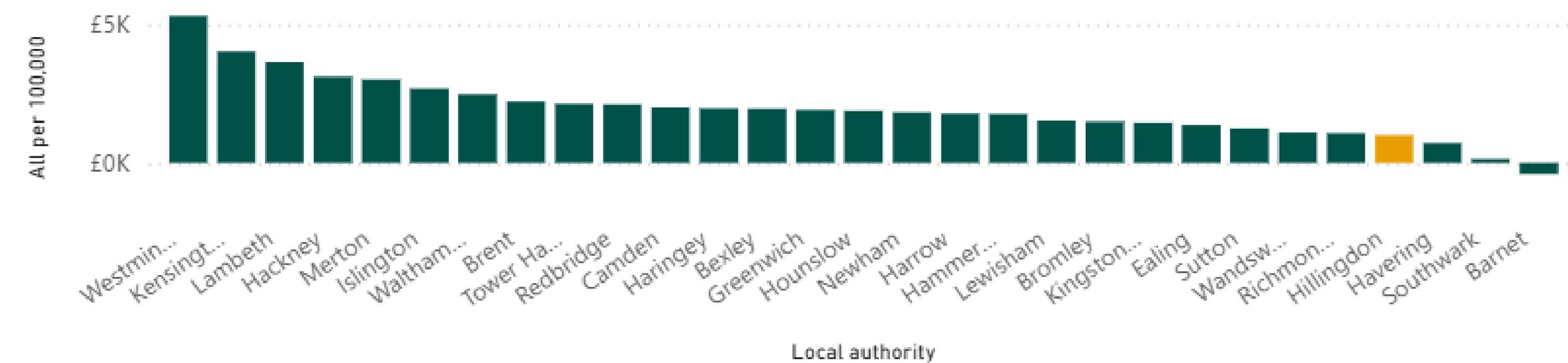
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Finance Summary

Hillingdon has the 4th lowest net expenditure across all London councils for housing benefit and council tax administration and council tax collection.

Housing Benefit and Council Tax administration and Council tax collection net expenditure per 100,000 population



Finance – Council Tax

Comparators	Council Tax collection net expenditure	Council Tax discounts locally funded	Council Tax support administration	Council Tax in year collection rates	Arrears brought forward from previous years as a % of collectable debit	Number of chargeable dwellings
England	439	131	456	95.88%	14.30%	
London	166	15	87	94.80%	21.29%	
Waltham Forest	953		460	95.04%	19.61%	109243
Hounslow	898	-2	991	97.17%	16.95%	109194
Bexley	886			95.05%	25.25%	100016
Kingston Upon Thames	860	30		97.89%	5.51%	68382
Merton	636	18	275	96.04%	9.78%	86759
Sutton	494			98.14%	9.47%	85324
Havering	420			96.05%	14.21%	107467
Ealing	388			96.85%	12.98%	145856
Bromley	337		622	96.93%	11.56%	140569
Harrow	333		59	96.49%	10.45%	95271
Hillingdon	35	379	242	96.31%	18.97%	115553
Barnet	-307			94.01%	22.89%	156560

Understanding the data:

- **Council Tax net expenditure¹** - Shows the 2024-25 expenditure. Value is in £000s, per 100,000 people.
- **Council Tax discounts locally funded, net expenditure¹** - Shows the 2024-25 expenditure. Value is in £000s, per 100,000 people.
- **Council Tax support administration net expenditure¹** - Shows the 2024-25 expenditure. Value is in £000s, per 100,000 people.
- **Council Tax in year collection rates²** - Shows the percentage of 2024-25 council tax collected in year.
- **Arrears brought forward from previous years as a % of collectable debit²** – Shows arrears brought forward in previous years as a percentage of collectable debit in 2024-25.
- **Number of chargeable dwellings³** - Shows the total number of chargeable dwellings for council tax on 6 October 2025.

Finance – Council Tax

Hillingdon had the 2nd lowest net expenditure rate for council tax collection when compared to its nearest neighbours and remains below both the London and national averages. Council tax support administration costs are also the 2nd lowest among nearest neighbours, although slightly above the London average. This level of efficiency is particularly notable given that Hillingdon has the fourth highest number of chargeable dwellings.

For those nearest neighbours that reported locally funded council tax discounts, Hillingdon stands out significantly, with £379,000 per 100,000 people. The next closest authority is Kingston upon Thames at £30,000 per 100,000, highlighting a substantial difference in approach.

Although Hillingdon collected 96.49% of council tax in-year, ranking 7th lowest among its peers, it had the lowest estimated amount of council tax receipts collected in the year at £557.83 per 1,000 people however This is in part reflective of the low average council tax in Hillingdon. This compares to a London average of £627.97 per 1,000.

Comparison between authorities relating to arrears will be impacted by individual authority approach to writing old debt off or carrying it forward to ultimately correct. The Council is currently reviewing old debt for potential write-off – this will reduce the percentage of old debt being brought forward

Finance – Non-domestic Rates

Comparators	NDR collection net expenditure	NDR in year collection rates	Est. NDR receipts collected in year	Arrears brought forward from previous years as a % of collectable debit
England	61	97.32%	444.16	8.97%
London	20	97.14%	899.76	10.96%
Havering	185	98.79%	283.50	3.87%
Waltham Forest	168	95.61%	212.40	21.26%
Merton	112	97.88%	444.68	4.83%
Barnet	76	94.20%	238.36	18.24%
Kingston Upon Thames	51	98.01%	434.63	10.07%
Ealing	50	95.36%	415.10	13.29%
Bromley	49	97.10%	247.37	5.37%
Hillingdon	35	97.37%	1,169.25	7.52%
Hounslow	-40	95.70%	690.55	10.58%
Sutton	-90	98.86%	303.61	5.32%
Harrow		92.97%	161.19	21.71%
Bexley		97.07%	355.38	7.67%

Understanding the data:

- **NDR collection net expenditure¹** - Shows the 2024-25 expenditure on non-domestic rate collection. Value is in £000s, per 100,000 people.
- **NDR in year collection rates²** - Shows the percentage of 2024-25 non-domestic rates collected in year.
- **Est. NDR receipts collected in year²** - Shows the estimated 2024-25 receipts collected in year per 1,000 population.
- **Arrears brought forward from previous years as a % of collectable debit²** – Shows arrears brought forward in previous years as a percentage of collectable debit in 2024-25.

Finance – Non-domestic Rates

Hillingdon had the 3rd lowest net expenditure rate for non-domestic rate collection when compared to its nearest neighbours, although it is slightly above the London average. This is a positive position when considered alongside in-year collection performance, as Hillingdon achieved the 5th highest collection rate at 97.37%.

Hillingdon recorded by far the highest estimated non-domestic rate receipts collected in the year at £1,169.25 per 1,000 people. This figure is largely driven by the significant contribution from Heathrow Airport, which has a major impact on the borough's business rates income. In terms of arrears, Hillingdon had the 5th lowest percentage of arrears brought forward from previous years when compared to the 2024–25 collectable debit, although the scale of Heathrow's contribution also influences this measure. Although Heathrow significantly boosts Hillingdon's business rate collection, it creates a concentration risk by making the borough heavily reliant on a single source of income. Any changes to Heathrow's valuation or operations could have a disproportionate impact on overall revenue stability.

Finance – Housing Benefits

Comparators	Housing benefits administration	Average processing days (New HB claims)	Average processing days (Changes in HB circumstances)	New HB Claims	Changes in HB Claims
England	805	20.72	6.05	6.10	93.60
London	278	22.66	5.50	6.00	119.60
Merton	2111	35.17	17.83	5.20	70.20
Harrow	1393	21.93	6.24	5.60	96.10
Bexley	1082	15.24	11.04	2.90	58.20
Waltham Forest	1073	19.96	4.02	6.90	105.10
Ealing	988	26.66	5.43	8.90	122.80
Sutton	756	17.68	8.53	5.70	93.90
Hillingdon	728	19.81	3.60	6.60	141.00
Kingston Upon Thames	600	21.38	6.14	5.00	89.90
Bromley	534	21.49	6.44	6.20	110.30
Havering	304	30.87	5.08	3.20	71.70
Barnet	-88	20.65	4.22	6.80	142.90
Hounslow		18.32	3.63	7.90	134.00

Understanding the data:

- **Housing benefit administration¹** - Shows the 2024-25 expenditure on housing benefit administration. Value is in £000s, per 100,000 people.
- **Average processing days (New HB claims)⁴** - Shows the average days to process new housing benefits claims, with target of 28 days in 2024-25.
- **Average processing days (Changes in HB circumstances)⁴** – As above but for changes in housing benefit circumstances, with target of 28 days in 2024-25.
- **New HB Claims⁴** – Shows the total number of new housing benefit claims in 2024-25, per 1,000 population.
- **Changes in HB Claims⁴** – Shows the total number of changes in housing benefit claims in 2024-25, per 1,000 population.

Finance – Housing Benefits

Hillingdon had the 5th lowest net expenditure rate for housing benefit administration when compared to its nearest neighbours at £728,000 per 100,000 people, although this is significantly above the London average of £278,000 per 100,000. Despite this higher cost relative to London, Hillingdon delivered exceptional performance in processing housing benefit claims, ranking as the fastest for processing existing claims and 4th highest for new claims when compared to statistical neighbours. This efficiency is achieved despite high demand, with the borough having the 2nd highest number of requests for changes to existing claims and the 5th highest for new claims when compared to statistical neighbours. EST NDR is driven by businesses we have the likes of Heathrow which is why we are much higher

While performance outcomes are excellent, future strategy should consider whether similar results can be sustained with improved cost control, particularly given ongoing demand pressures.

Finance - Data Sources

Data Sources:

1. LA revenue expenditure and financing: 2024- 2025
2. Collection rates and receipts of council tax and non-domestic rates: Local Authority level data for 2024-25 - MHCLG
3. [Council Taxbase 2025 in England - GOV.UK](#)
4. DWP Housing Benefit (HB) Speed of Processing 2024-25