

HELLO!



SAM STRONG

Assistant Director of
Homes & Neighbourhoods

WELCOME RESIDENTS



HILLINGDON
LONDON

WELCOME



MARION FINNEY

Resident Empowerment and
Relationship Manager

TODAY'S AGENDA



11.00 - 12.30

The Presentations



12.30 - 13.00

A Short Break



13.00 - 13.30

Q&A Session



13.45 - 15.30

1-1 Consultations
and Lunch!

THE PRESENTATIONS

- 01** Opening Remarks
- 02** Our Journey So Far
- 03** Our Vision
- 04** Next Steps
- 05** Your Voice In Action



A SHORT BREAK



Our Resident Representatives and Staff will be on hand to help with...

- Further refreshments
- Accessing Slido
- Support with submitting questions
- Signing up for 1-1 Consultations
- Any other questions you may have



Q & A SESSION

There will be a dedicated Q&A session at the end of the conference.

You can submit your questions by accessing the Slido App on your phone using the QR code. Please refer to the instruction sheet provided in your welcome packs.



HAVE YOUR SAY ON SLIDO

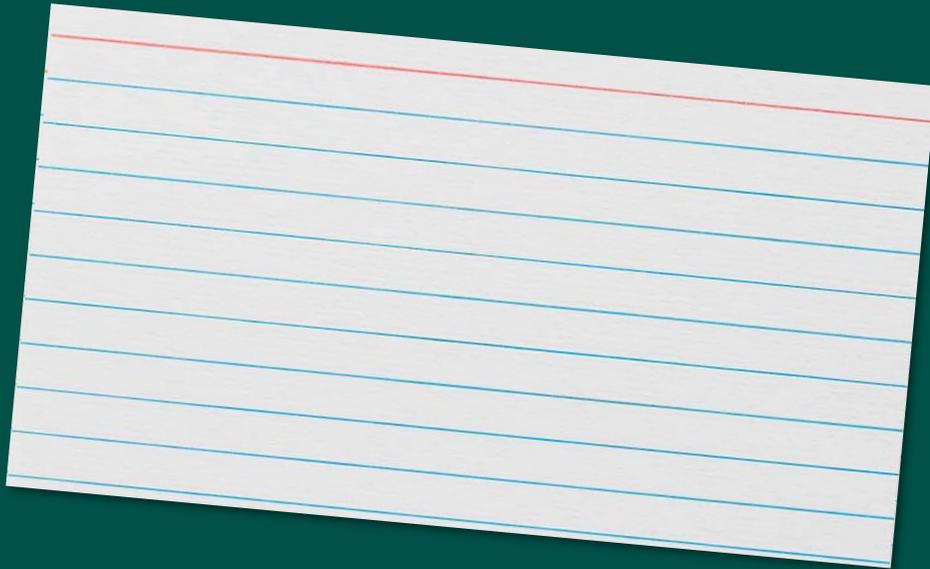
Event Code: 3576745 

- Use the **camera** on your smart phone to scan the **QR code** shown.
- OR go **to slido.com** and enter the event code shown above.
- **Ask questions** and upvote the ones you like, using the 
- Stay anonymous or attach your name to the question
- Share your **thoughts and opinions** by voting in polls and **providing feedback**
- Poll data will appear in real time in Conference Room 6
- **Your voice matters**, tell us what you think.



Q & A SESSION

There will be a dedicated Q&A session at the end of the conference.



Questions can also be submitted by using the notecards provided in your information packs.

Please place your questions in the box by the entrance. Our staff and resident representatives are on hand to assist you.



1-1 CONSULTATIONS

An **OPPORTUNITY** for residents to meet with **SPECIFIC DEPARTMENTS** about **INDIVIDUAL PROBLEMS** with their housing service.

Our staff are **DEDICATED** to collating the information and **AGREEING A TIMESCALE** to reach a **MUTUAL RESOLUTION** with residents.



OPENING REMARKS



HILLINGDON
LONDON

OPENING REMARKS



COUNCILLOR STEVE TUCKWELL

Cabinet Member for
Planning, Housing & Growth

“By working in **partnership** with residents, **responding** to feedback and being **open about progress**, we will **build trust** and deliver **better outcomes.**”

CLLR STEVE TUCKWELL

Cabinet Member for Housing, Planning & Growth

A RESIDENT-LED CONFERENCE



SAM STRONG

Assistant Director of
Homes & Neighbourhoods

CONSUMER STANDARDS GRADINGS

C1

The provider is delivering the outcomes of the standards. It has demonstrated that it identifies when issues occur and puts plans in place to remedy and minimise recurrence.

C2

There are some weaknesses in the provider delivering the outcomes of the standards and improvement is needed.

C3

There are serious failings in the provider delivering the outcomes of the standards and significant improvement is needed.

C4

There are very serious failings in the provider delivering the outcomes of the standards. The provider must make fundamental changes so that improved outcomes are delivered.

REGULATORY JUDGEMENT

C2

ASSESSMENT DATE - JULY 2025

There are **SOME WEAKNESSES** in the provider delivering the outcomes of the standards and **IMPROVEMENT IS NEEDED.**

HOW WE COMPARE

Borough	Grade	Date	Key Findings
Barnet	C1	Oct 2025	Highest grade; praised for tenant respect and excellent stock condition data.
Westminster	C1	Feb 2025	High performance in meeting outcomes and identifying/remediating issues.
Hillingdon	C2	July 2025	Strong on safety/repairs; needs better communication and improved tenant and stock data.
Hounslow	C2	Oct 2025	Compliant but requires improvements in consumer standard outcomes.
Brent	C3	May 2025	Serious failings, with safety data deemed unreliable.
Ealing	N/A	Pending	Many London boroughs are still awaiting their first formal inspection under the new cycle.
Harrow	N/A	Pending	Many London boroughs are still awaiting their first formal inspection under the new cycle.

OUR JOURNEY SO FAR



HILLINGDON
LONDON

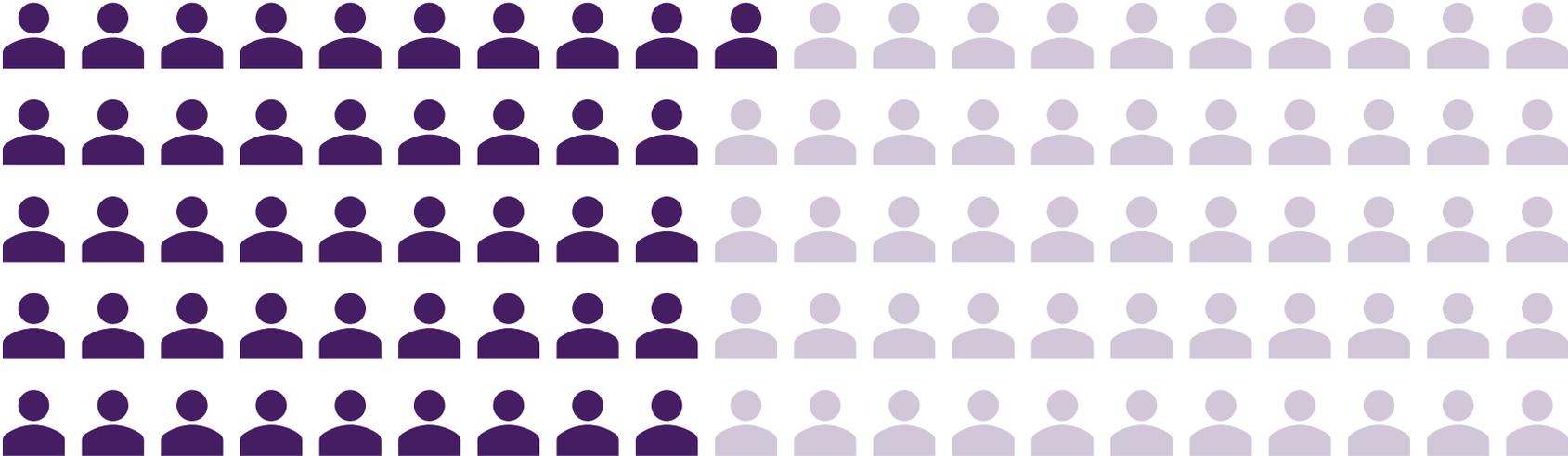
THE LAST CONFERENCE



- Took place on **Thursday 13th June 2024**
- And was watched a total of **302 times**
- It was the **first large scale** resident engagement event
- A **relaunch** of the Council's commitment to **improving communications** with **residents**.
- 52 attendees gave feedback with **58%** saying they would **recommend the event** to others.

OVERALL SATISFACTION

TP01 Overall satisfaction

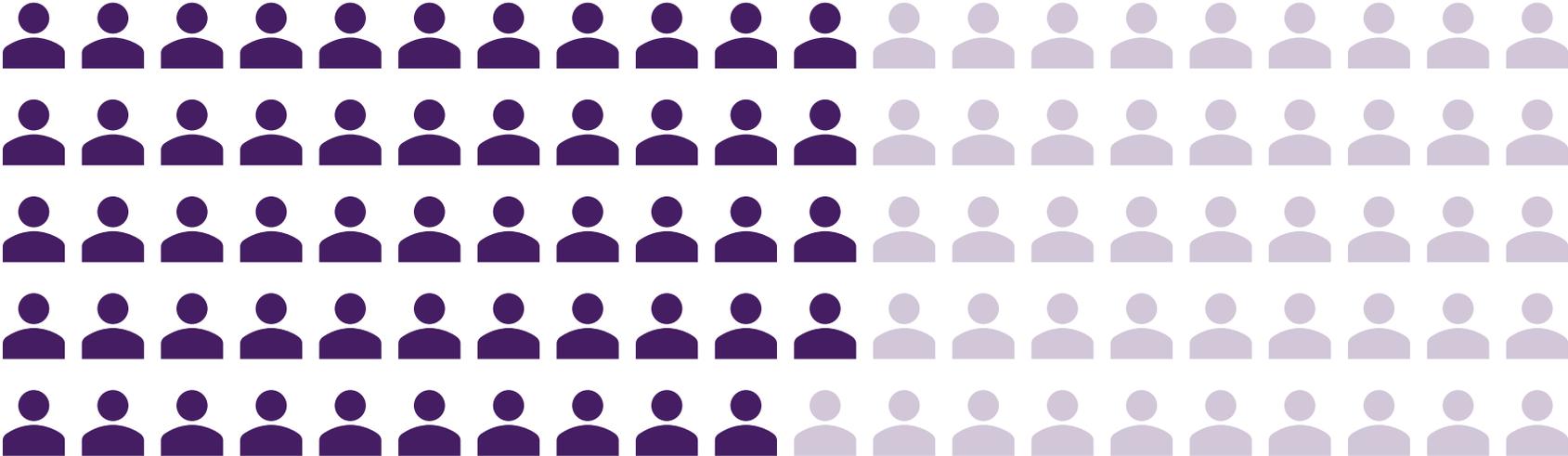


51%

of all tenants surveyed in 2023-2024

OVERALL SATISFACTION

TP01 Overall satisfaction

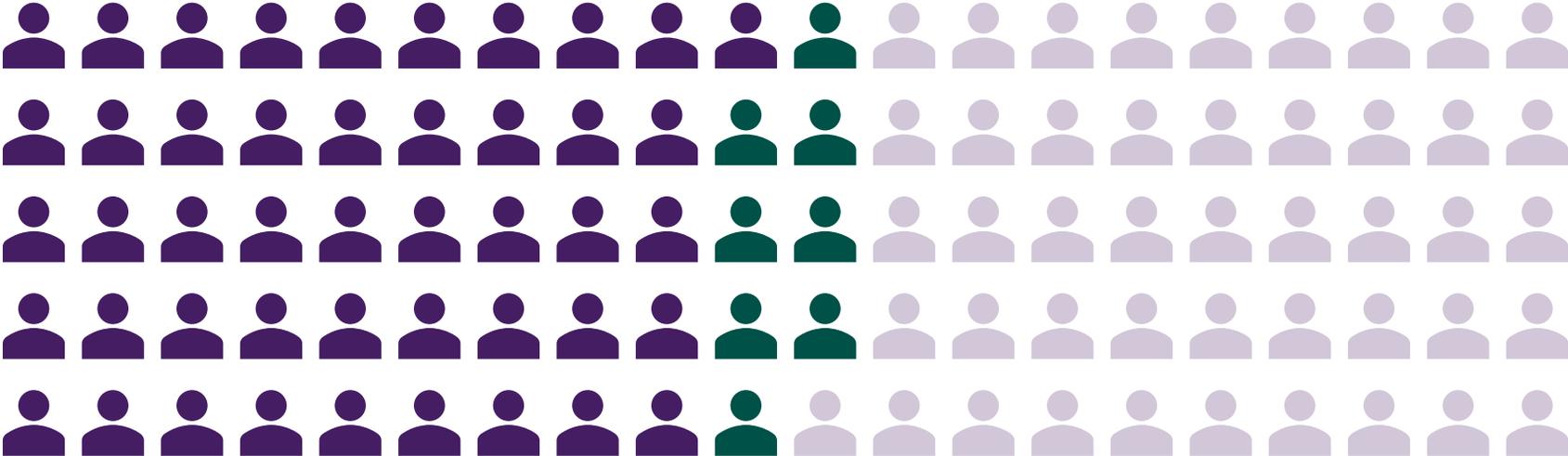


59%

of all tenants surveyed in 2024-2025

OVERALL SATISFACTION

TP01 Overall satisfaction



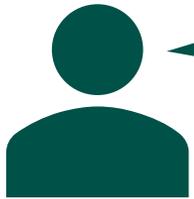
8%

Increase in **overall satisfaction**

WHY DID TENANTS GIVE THAT SCORE?

SATISFIED TENANTS

Positive themes around service-based **communication, repairs quality**, and **addressing specific issues promptly**.



"Whenever I have requested help, it has always been done very promptly and efficiently".

DISSATISFIED TENANTS

This group were particularly aware of **negative experiences** relating to **service-based communication** and **repairs quality**.



"I have to wait so long in a queue to get answered on the phone".

“ The RSH only requires a minimum standard, but we **want to excel** it and we will. We will not settle for a C1, we are **aiming for a C1+!** ”

Sam Strong
Assistant Director of Homes & Neighbourhoods

OUR VISION



HILLINGDON
LONDON

SERVICE IMPROVEMENT



SHAHEEN
MAHTABUDDIN

Head of
Service Improvement Programme

**YOUR HOME
YOUR SERVICE
OUR FUTURE**

Delivering excellent, compliant and resident-focused landlord services

WHAT'S NEXT



NEXT STEPS

HOUSING STRATEGY



LIAM GILLESPIE

Head of
Residents and Neighbourhoods

“To provide **safe and well-managed** homes and estates where **tenants and leaseholders** are fully involved in **shaping services** which are effective, accessible and **meet the needs of residents.**”

THE THREE PILLARS



PEOPLE



PROPERTY



PLACE

PEOPLE

OUR PRIORITY

We want to demonstrate a resident and staff focus which is **supportive, inclusive and safeguards** people.

We want to make things **simple and straightforward** for our residents to **report issues and request services**.



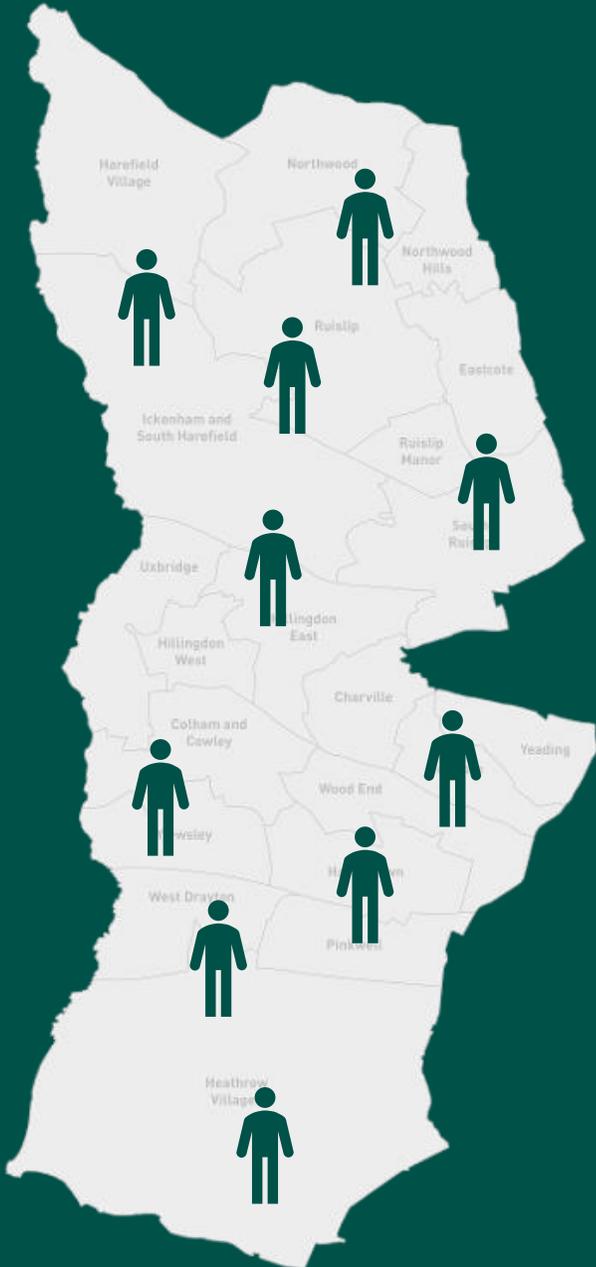
TENANCY MANAGEMENT

THE PROBLEM

- 2 Housing Managers
- 10 Tenancy Management Officers
- Approx. 1,500 households per TMO

THE OBJECTIVE

To have a **coordinated approach** to improving the **quality of life** in a specific local area by addressing issues such as housing, **safety, cleanliness, community engagement**, and **access to services**.



NEIGHBOURHOOD MANAGEMENT

A NEW NAME

Neighbourhood Management will service leaseholders and tenants with a **uniform approach** to issues effecting **all residents**.

THE RESTRUCTURE

- From 2 to 4 Neighbourhood Managers
- From 10 to 20 Neighbourhood Officers
- A new function: 4 Tenancy Sustainment Officers
- **Reduced patch sizes** of approx. 500 per officer to provide **enhanced resident support**



A COORDINATED APPROACH



BENEFITS TO RESIDENTS

- Neighbourhood Officers to service **leaseholders and tenants**.
- Tenancy Sustainment Officers will employ effective strategies and **support systems** that help tenants **maintain their tenancies** successfully over time, especially in the face of financial, social, or personal challenges to prevent homelessness, reduce arrears, and **promote stable communities**.
- Annual Home Visits will be transformed into **supportive and collaborative** visits.

COMPLAINTS HANDLING

TP09 - Satisfaction with the landlord's approach to handling complaints



23.5%

2023/2024 data

25.4%

2024//2025 data

1.9%

Increase since last year

RESIDENT RESOLUTION OFFICER

Restoring Trust in the Council

Responsibilities	Benefits
Establishing a Residents Complaints Panel	A formal seat at the table to review complaint handling and recommend changes
Weekly complaints review meetings with departments to audit 'lessons learnt'	The Council will be held accountable for fixing the root cause , not just the individual symptom.
Identifying patterns and trends in the data	Spot systemic issues before they effect more residents.
A proactive approach for quicker resolutions.	A more consistent standard of Customer Care across all Housing Services.
Involving residents in the development of actionable insights	Ensure the focus will be on what residents need , rather than what the council thinks they need.
Committed to putting our residents first .	Residents will see tangible improvements in their homes and neighbourhoods.

INCOME MAXIMISATION



TREVOR COSTELLO

Head of
Income Maximisation

INCOME MAXIMISATION

Responsible for collecting the **money** that enables the council to **deliver its services** to the residents.



THE FOUR FUNCTIONS



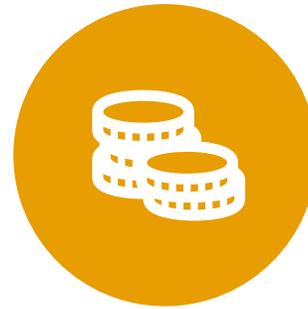
INCOME MAXIMISATION

- Rent collection and arrears recovery
- Support agencies liaison



FINANCIAL INCLUSION

- Debt management advice
- Benefits assistance and maximisation
- Household budgeting
- Financial and support grants and other funding



REVENUE AND CHARGES

- Rents and charges
- Housing system admin
- Payment systems and income reconciliation
- Rent refunds and account adjustments



LEASEHOLD AND HOME OWNERSHIP

- Leasehold charges setting and collection
- Lease management
- Right to buy
- Low-cost home ownership
- Cash Incentive Scheme

INITIATIVES

What?	When?
Intelligent arrears prediction and early intervention system	January 2026
Enhanced assistance to tenants migrating benefits or experiencing changes	February 2026
Income and Revenue reporting to resident scrutiny panel	February 2026
New income collection and rent setting policy set with tenants	March 2026
Online Direct Debit process	March 2026
Financial Assistance to reduce water costs through Affinity Water's LIFT scheme	April 2026
Refreshed relationship with Leaseholders and new leaseholder handbook	September 2026
Responsibility for rent and charges setting – one stop shop for all charging queries	November 2026
Increased use of digital options for contact and making payments	Through 2026

LEASEHOLDERS' FORUM



Re-launch - 4th September 2025

LEASEHOLDERS' FORUM

- Agenda is **set by residents**
- Supported by **Leaseholders' Association**
- Exclusively in the **evenings**.
- Will include **subject experts** from relevant departments to answer questions.
- The **next session** will discuss
 - The upcoming **legislation changes**
 - **Extending your lease**
 - **Building and fire safety**
 - Communal **cleaning/grounds maintenance**
 - The development of a new **leaseholder's handbook**
- If you'd like to take part, **sign up** at the resident empowerment desk in CR6

LEASEHOLDERS' ASSOCIATION



ALAN CLARK

Secretary of
The Hillingdon Association of Council
(Domestic) Leaseholders

THE LEASEHOLDER'S ASSOCIATION

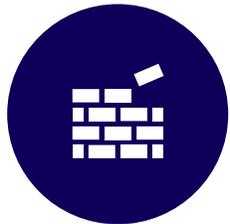
The Hillingdon Association of Council (Domestic) Leaseholders, also known as the **Leaseholders' Association** was formed in **1983**.

Its **main priorities** are to:

- give leaseholders **a voice**
- **represent** and **protect** the interests of all council domestic leaseholders in the borough of Hillingdon.
- We meet every **6-8 weeks**
- The association **works with the council** to discuss and **review** any changes that are likely to affect the **management of leasehold properties**.
- Members of the association's committee regularly attend all meetings where **leasehold representation** is needed.

WHERE WE CAN HELP

The Leaseholders' Association can help leaseholders with issues in...



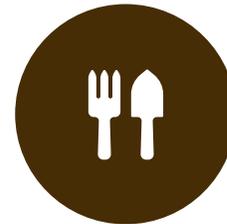
MAJOR
WORKS



CARETAKING



SERVICE
CHARGE BILLS



GROUNDS
MAINTENANCE



REPAIRS

HOW TO JOIN



The association's running costs have been funded by a small charge on all leasehold properties and paid to them as a grant.



You can become an association member for £2 per year for each dwelling. This charge has not increased in over 20 years.



If you would like to become a member of the association, please email our membership secretary hh.leaseholders@btinternet.com

A RESIDENT CENTRIC SERVICE



EARLY
INTERVENTION



SPECIALISED
STAFF



STREAMLINED
COMMUNICATION



TENANCY
SUSTAINMENT

REPAIRS SERVICES



GARY PENTICOST

Director of
Operational Assets

PROPERTY

OUR PRIORITY

We want to make sure that all our residents live in homes that are **safe** and that **they can be proud of**.

We will continue to prioritise the **safety of tenants and their families** in our homes.



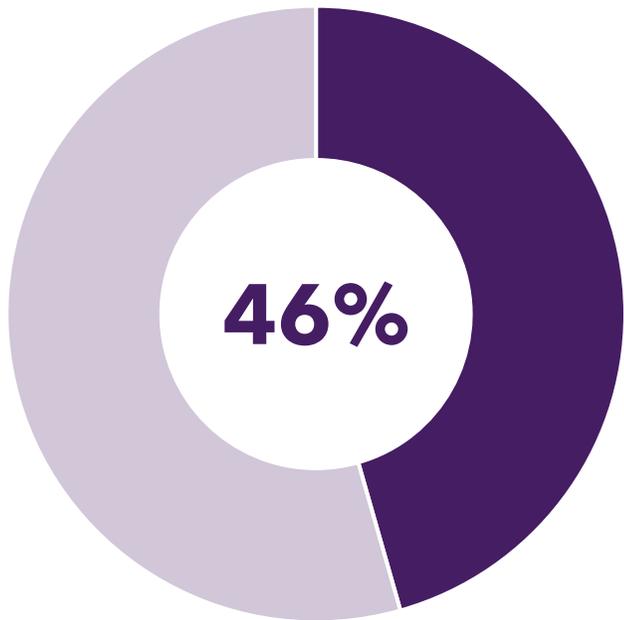
OUR SERVICES

- Adaptations
- Building & Fire Safety
- Capital Works Programme
- Caretaking
- Gas/Electric/Heating
- Planned Works & Maintenance
- Responsive Repairs
- Repairs Complaints Team
- Statutory Compliance

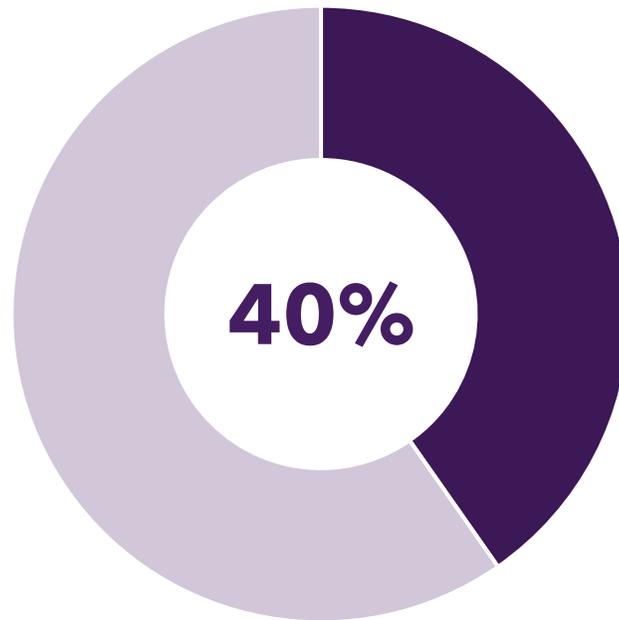


YOUR HOME AND REPAIRS

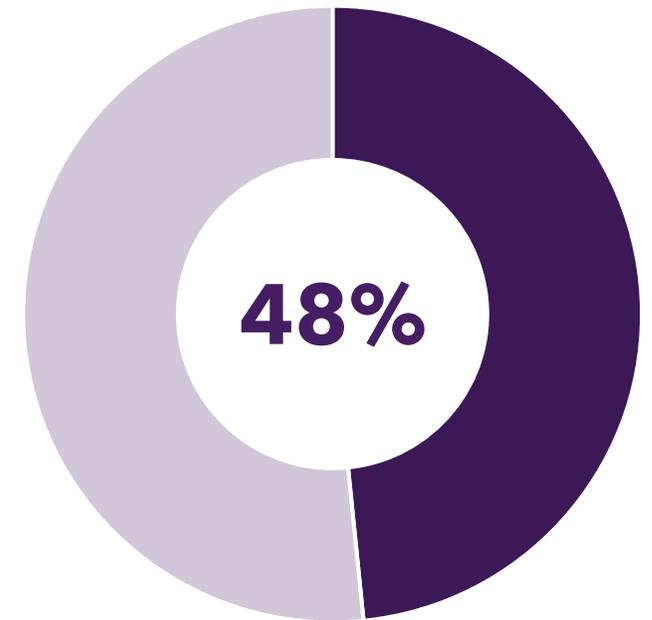
2023/2024 Tenant Satisfaction Measures



TP02
Satisfaction with **repairs**



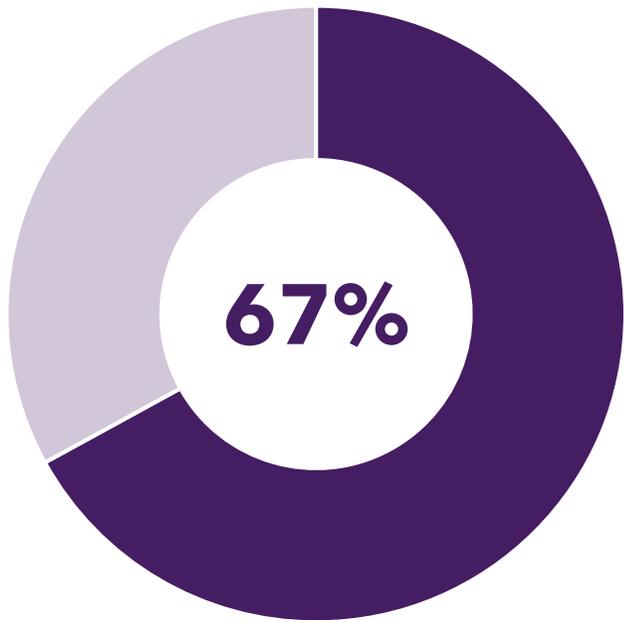
TP03
Satisfaction with **time taken** to complete most recent repair



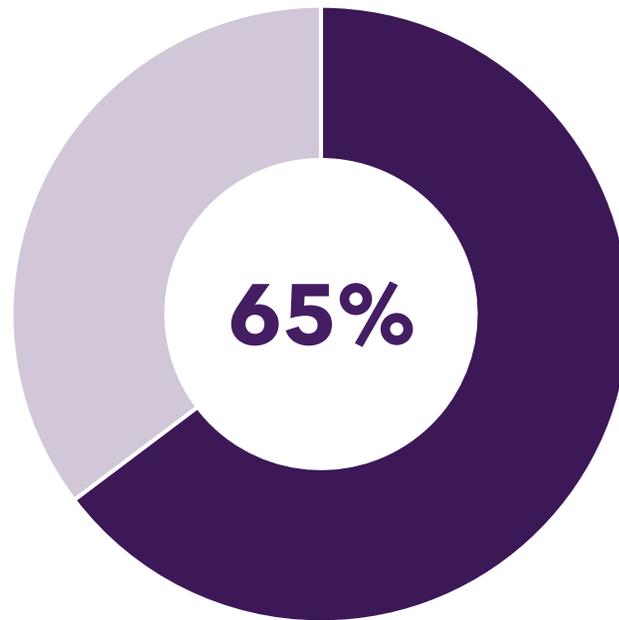
TP04
Satisfaction that the **home is well maintained**

YOUR HOME AND REPAIRS

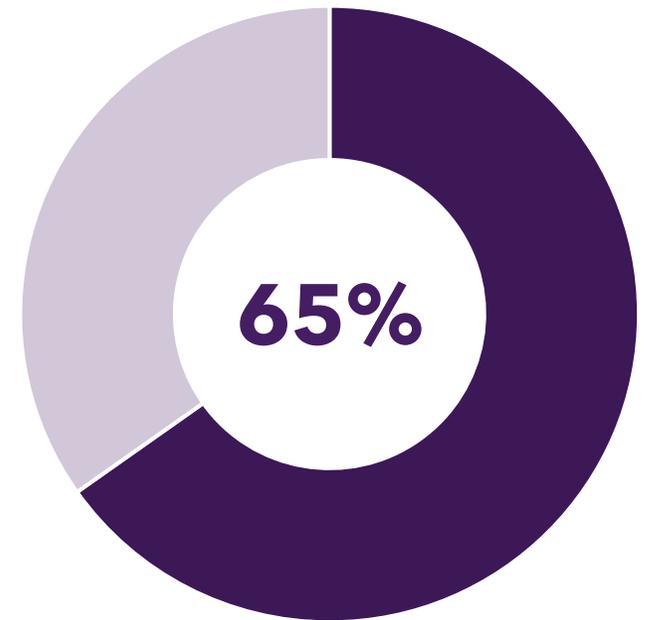
2024/2025 Tenant Satisfaction Measures



TP02
Satisfaction with **repairs**



TP03
Satisfaction with **time taken** to complete most recent repair



TP04
Satisfaction that **the home is well maintained**

YOUR HOME AND REPAIRS

2024/2025 Tenant Satisfaction Measures



TP02
Satisfaction with **repairs**



TP03
Satisfaction with **time taken** to complete most recent repair



TP04
Satisfaction that the **home is well maintained**

PROGRESS SO FAR

- **94% housing stock** has now been surveyed (no access is 6%).
- Increased 'door knocking' activities to **encourage more conversations** with residents and hear their feedback firsthand
- New HomeLINK system to **manage reports of damp, air quality and temperatures.**
- Photo checks to verify work undertaken by contractors to **ensure quality is maintained.**
- Increasing number of people in the **resident hub.**
- New specialist team managing damp, mould and condensation issues to ensure **rapid response** to issues raised.

YOU SAID, WE DID

You Said...	...We Did
Reporting repairs on the website was difficult	Consulted with resident panellists for improvement, designed a streamlined version which was tested by residents before a live launch.
There was not enough information about caretaking services	A new webpage for caretaking services was added to the repairs section.
Some repairs were not adequate, and it was difficult or time consuming to raise complaints	Introduced transactional surveys, asking residents for feedback immediately after a repair has been completed to record satisfaction levels and learning.

YOU SAID, WE DID

Meet the contractors

Planned works are being carried out soon. Come and meet the contractors to find out more.

Date:

Time:

Venue:

If you have any questions or would like to speak to us, please contact the Customer Engagement team:

- customerengagement@hillingdon.gov.uk
- 01895 277038
- Hillingdon Council, Civic Centre, High Street, Uxbridge, UB8 1UW

HILLINGDON LONDON

discover.hillingdon.gov.uk/meet-the-contractors

During our Repairs & Planned Works Special Interest Groups, residents told us that they often felt **'out of the loop'** when planned works were taking place in their blocks and did not know who to contact.

In response, we have begun **'Meet the Contractor'** events when planned works are about to begin.

These events are a great opportunity for residents to **ask questions** and **raise concerns**.

Feedback on this scheme has been **positive**.

INITIATIVES

- **5-year** improvement plan
- Remaining 6% of housing stock to be surveyed.
- Target of **less than 5%** of our housing stock to be considered non-decent by April 2027.
- Introduce a section 20 process for **entire estate** to streamline the consultation process and speed up major repairs
- Assigning **community champions** to improve communication between the council and residents

SAFETY & COMPLIANCE

TP05 Satisfaction that the home is safe



54%

2023/2024 data

74%

2024//2025 data

20%

Increase since last year

PROGRESS SO FAR

- In house trade operatives are **TRADA accredited**.
- Fire Safety in Hillingdon, extensive program of **fire door replacements**.
- Installed **sprinkler systems** in 6 of our high-rise blocks.
- **Fire alarms** and **smoke detectors** installed
- Upgraded all electrical fuse boards across the borough to **fire rated units**.





LIAM BENTLEY

Head of
Repairs, Voids & Caretaking Services



LIAM GILLESPIE

Head of
Residents and Neighbourhoods

PLACE

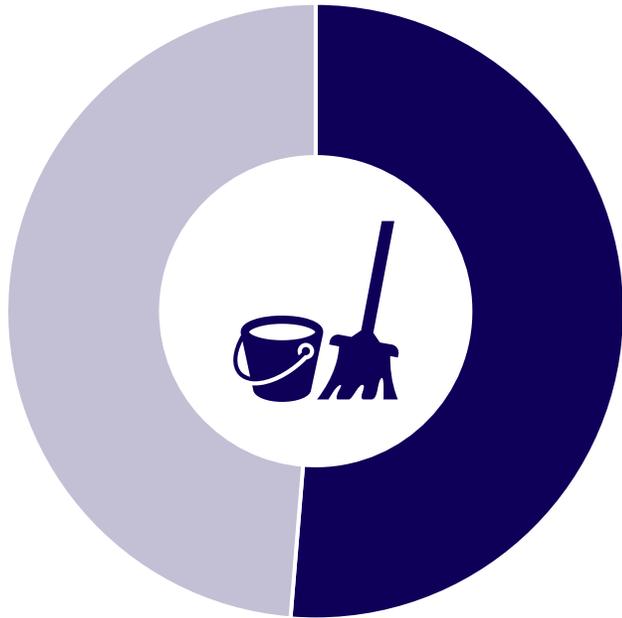
OUR PRIORITY

We want to create quality neighbourhoods that are **safe, support wellbeing** and **promote a sense of community**.



YOUR NEIGHBOURHOOD

2023/2024 Tenant Satisfaction Measures



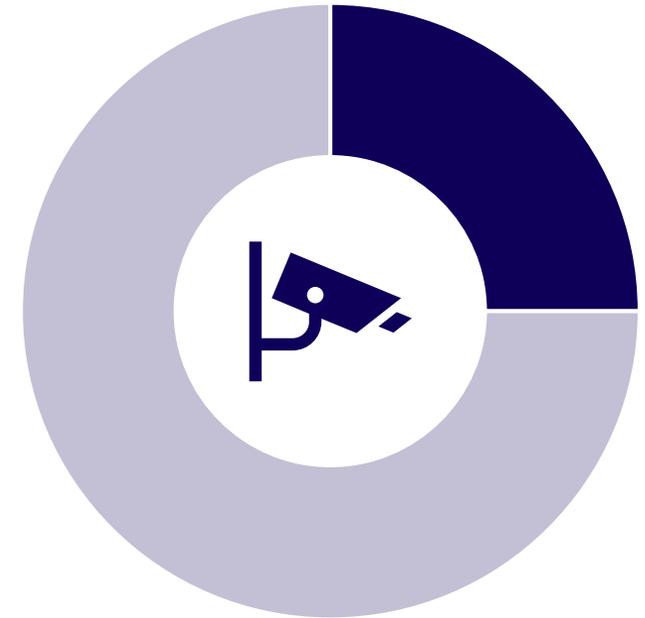
51%

TP10 Satisfaction that the landlord keeps communal areas clean and well maintained



47%

TP11 Satisfaction that the landlord makes a positive contribution to neighbourhoods

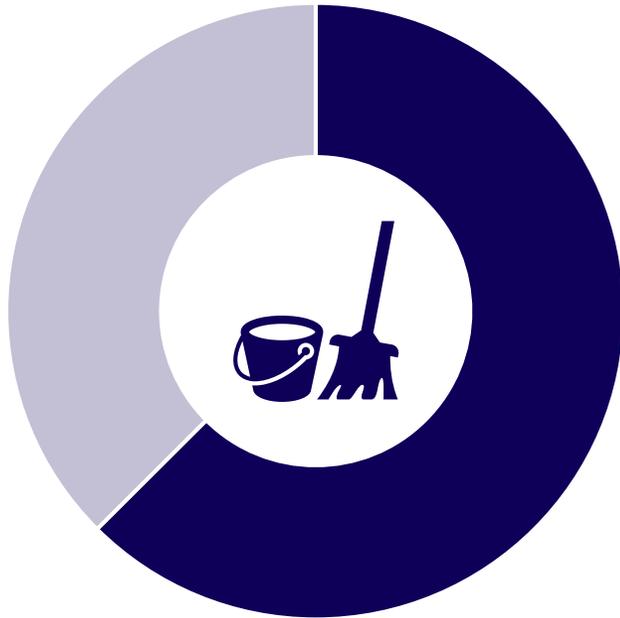


25%

TP12 Satisfaction with the landlord's approach to handling anti-social behaviour

YOUR NEIGHBOURHOOD

2024/2025 Tenant Satisfaction Measures



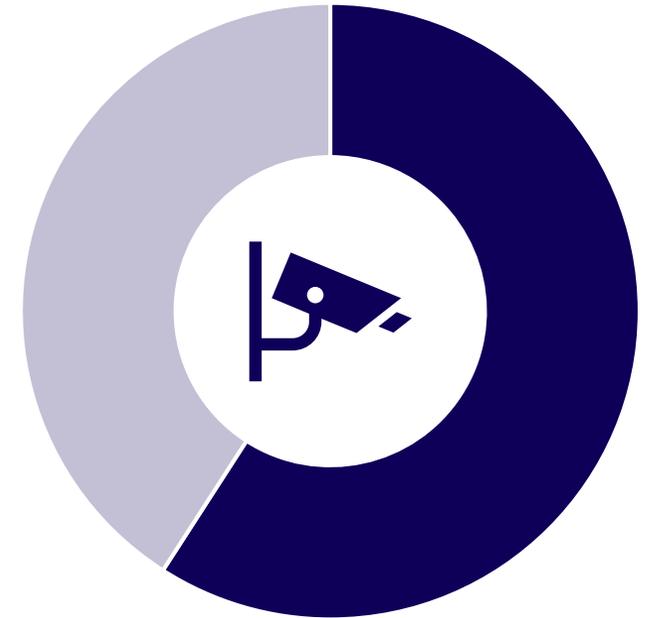
63%

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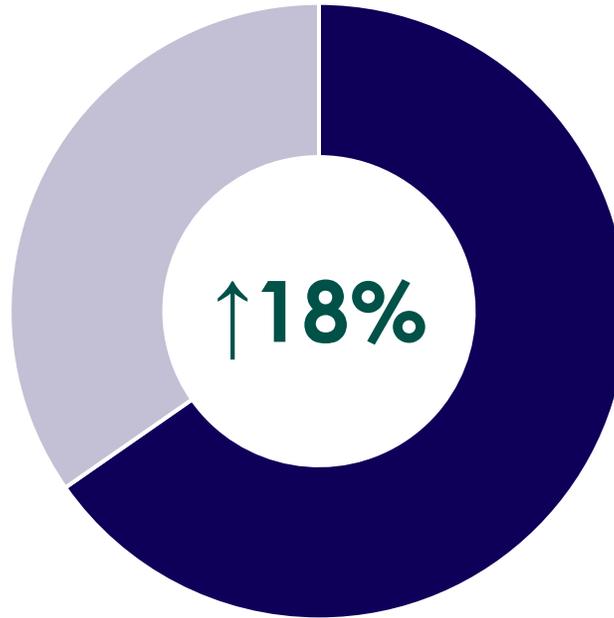
YOUR NEIGHBOURHOOD

2024/2025 Tenant Satisfaction Measures



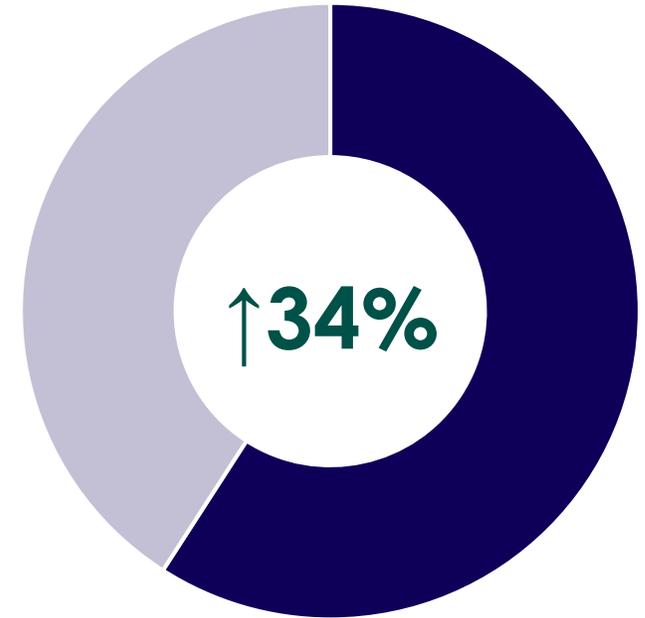
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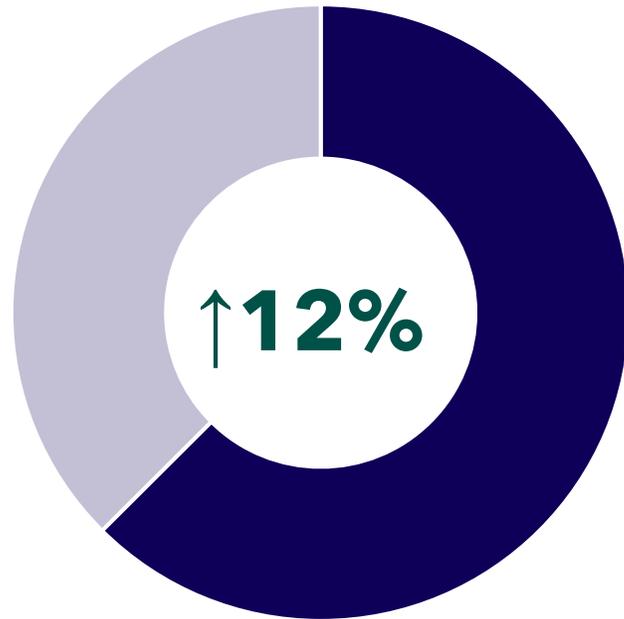
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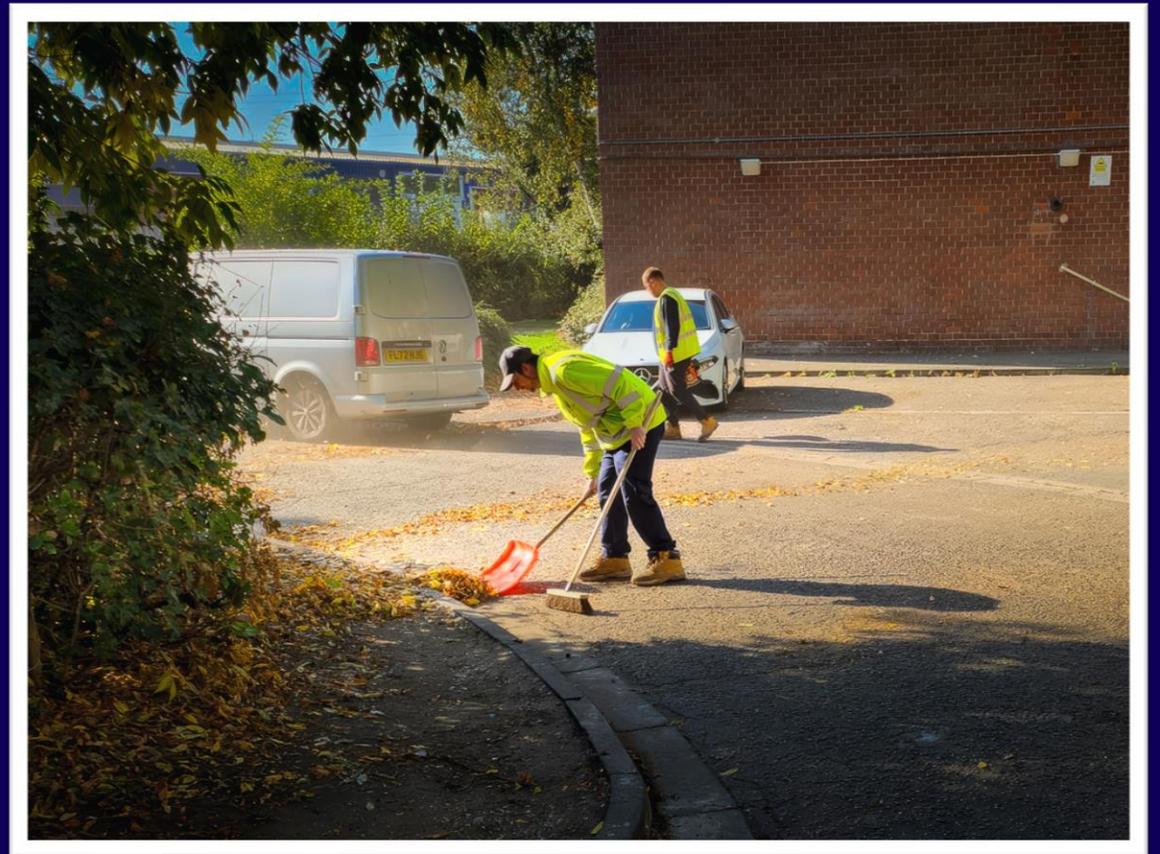
CARETAKING

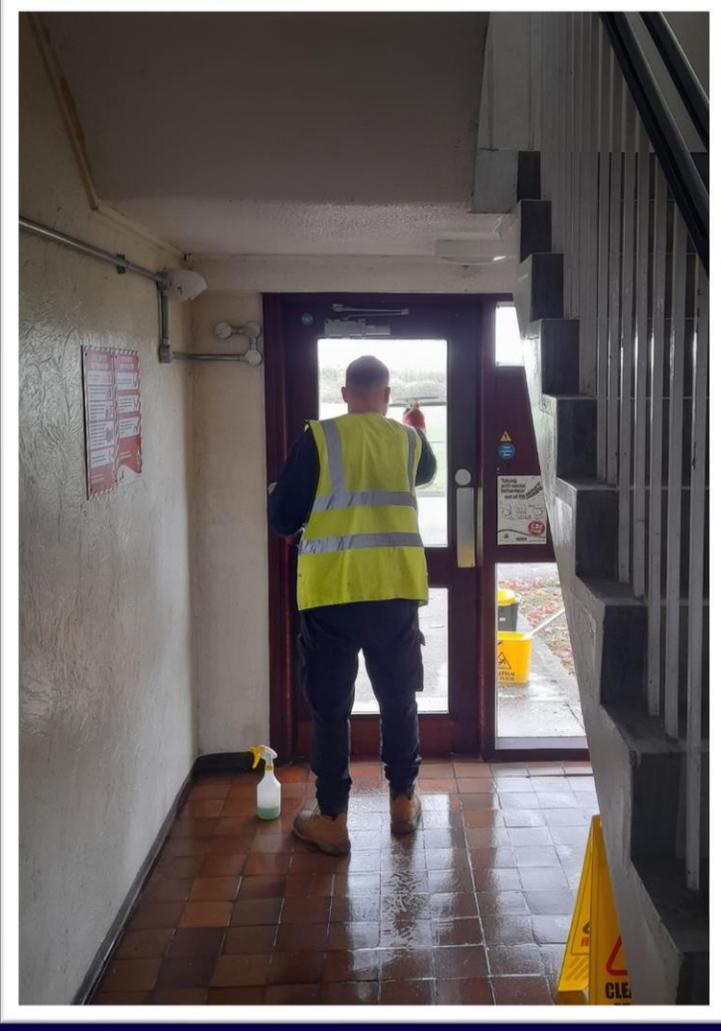


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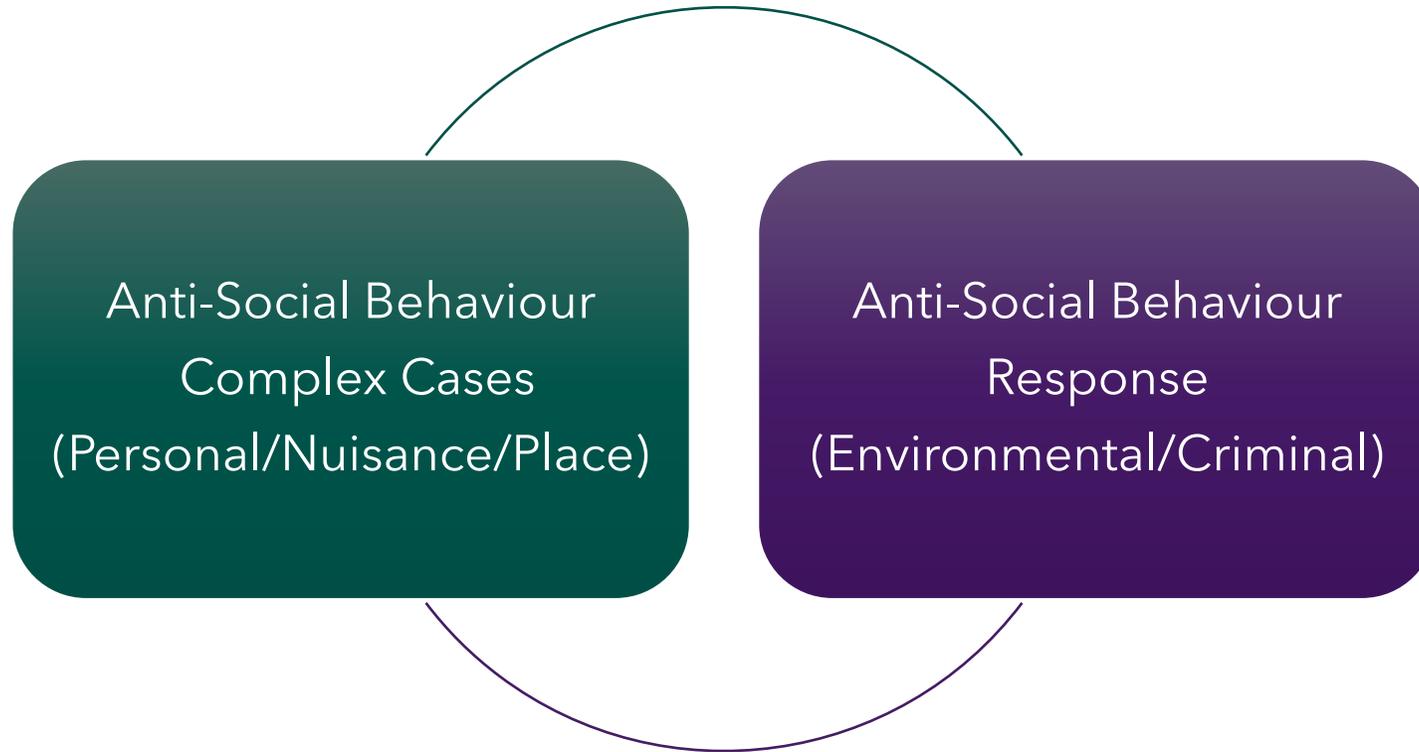
SERVICES





A NEW ANTI-SOCIAL BEHAVIOUR SERVICE

To be Proactive, Not Reactive.



YOU SAID, WE DID

During our ASB Special Interest Group, residents indicated the **difficulty in contacting** the ASB/Domestic Violence team to report an urgent issue via the call centre.

Residents **recommended** that a direct line be made available.

In response, we launched a **new duty line** to provide a **direct and rapid response** to our residents.



A MULTI-AGENCY APPROACH



We have also been working closely with **multiple agencies** across the borough to ensure the **safety of our residents**.

We have launched a new method to **enact block closures** for non-residents.

This **rapid response method** is now being shared with other councils.

ACTION DAYS

Our main priority is to **safeguard** vulnerable residents, maintain **community stability**, and **build trust** within our communities.

We are trying to actively **grow our presence and visibility** on every estate.

Action Days are an important way of **interacting** with neighbourhoods and building a **better understanding** of our communities and the **unique problems** they face.



NEIGHBOURHOOD WALKABOUTS

We had our **first neighbourhood walkabout** in Skeffington Court in Hayes.

Although successful, we did learn some **valuable lessons** to improve future walkabouts .

Lessons Learnt

- We did not **publicise the event** enough to the residents.
- We need to **increase visibility** on the day and encourage public participation.





WHAT'S NEXT

- We will **publish an itinerary** to reach certain points in the neighbourhood at certain times, so the public know where to find us.
- We will **invite multiple agencies**, such as the police, to walk along with us.
- We will **establish a base** which will be manned by council staff throughout the event.
- We will have staff from **multiple departments** for residents to speak to about their concerns.
- We will ask **community or estate champions** to accompany us for insight into **local issues**.

YOUR VOICE IN ACTION



HILLINGDON
LONDON

ENGAGEMENT & EMPOWERMENT



MARION FINNEY

Resident Empowerment and
Relationship Manager

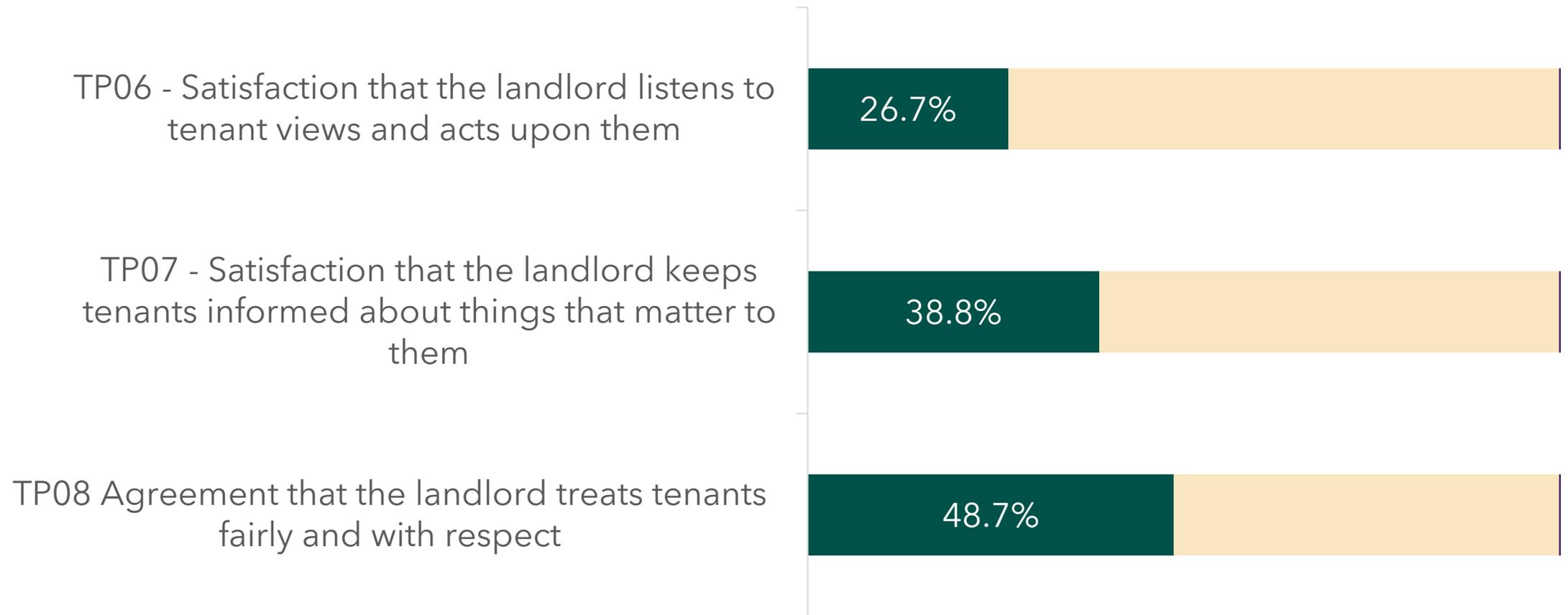
ENGAGEMENT & EMPOWERMENT



- **UNDERSTANDING** residents' needs
- Data-driven **DECISION MAKING**
- **EMPOWERING** residents
- Digital **TRANSFORMATION**
- Continuous **SERVICE IMPROVEMENT**

LISTENING & COMMUNICATION

2023/2024 Tenant Satisfaction Measures



LISTENING & COMMUNICATION

2024/2025 Tenant Satisfaction Measures



LISTENING & COMMUNICATION

2023/2024 Tenant Satisfaction Measures



CUSTOMER ENGAGEMENT



COMMUNICATION



PARTICIPATION



CONSULTATION

RESIDENT EMPOWERMENT



DIRECT INFLUENCE



DECISION MAKING



SCRUTINY

HOW CAN WE IMPROVE?

We Need To....	→ So, Residents Can
Have a positive influence	→ Experience positive outcomes
Actively listen	→ Engage in a more meaningful way
Improve relationships	→ Build trust with the Council
Have meaningful engagement	→ Have an influential voice within the council
Encourage collaboration	→ Feel empowered to speak up as peers
Commit to deadlines	→ Hold the Council accountable
Be open about successes and failures	→ Shape service improvements
Ensure inclusivity amongst residents	→ Be represented as a community
Create opportunity for active participation	→ Have an improved customer experience
Inform residents of developments (you said, we did)	→ Ensure they are making a positive change, and they are being listened to
Provide accessible communication channels	→ Be heard no matter the limitations

“Must give tenants a wide range of meaningful opportunities **to influence and scrutinise** their landlord’s strategies, policies and services.”

A RESIDENT'S STORY



BELINDA

presents

**'FROM
RESIDENT
TO PARTNER'**

**“DIALOGUE AND
COMMUNICATION
IS A TWO-WAY
STREET”**



COLIN, *Leaseholder*

MARLENE
talks about
**'SELF-HEALING
THROUGH
ENGAGEMENT'**





BOTH SIDES OF THE FENCE

presented

BY SARAH

**"OUR INPUT
HELPS TO
SHAPE COUNCIL
DELIVERY"**



MARIJKE, *Leaseholder*

WAYS TO GET INVOLVED



SPECIAL INTEREST GROUPS

Deep dive into a service that really matters to you, have an opportunity to co-chair.



FORUMS

Open exchange of ideas, community support for shared experiences.



RESIDENT PANELS

Learn from experts, gain insights and build skills, have real influence.

WAYS TO GET INVOLVED



COMMUNITY DAYS

Strengthening the connection between local communities and housing services.



POLICY REVIEWS

A chance to shape services and standards received by all residents.



ONLINE CONSULTATIONS

Open to all residents to have their voice heard on issues shaping the community.

UPCOMING EVENTS

Accessibility and Editorial Panel

23 February 2026

10.00am to 11.30am

Sheltered Housing Forum (SHF)

5 March 2026

11.00am to 12.30pm

Compliments, Complaints and Learning SIG

19 March 2026

2.00pm to 3.30pm

Repairs, Planned Works and Maintenance SIG

26 February 2026

10.00am to 11.30am

Neighbourhood Management and Financial Inclusion SIG

11 March 2026

2.00pm to 3.30pm

Q&A SESSION



HILLINGDON
LONDON

PLEASE REMEMBER



We may not be able to answer all the questions in the time available.

Questions regarding individual issues will not be read out. Please book a 1-1 slot for these questions.

If your question has not been read out, please find us at the **Resident Empowerment desk in Committee Room 6.**

THANK YOU



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