



HILLINGDON
LONDON

Service Improvement Programme

Annual Report: 2025/2026

A clear update for residents on what has changed and what happens next.



Improving landlord services together

What has changed, what we are still working on, and how you can help.



What has changed

Why we launched the programme

You Said

Residents and the Regulator of Social Housing told us where services needed to improve.

We Heard

Some services were not clear, responsive or easy enough to access.

We Did

We committed to safer homes, clearer standards and easier contact routes.

The Goal

Better services and better outcomes for residents.



What this means for residents:

services should feel clearer, more reliable and easier to use

Why the programme is needed

We needed to strengthen our landlord services and respond to the findings of the Regulator of Social Housing.



What this means for residents:

Residents should see landlord services become clearer, safer and more accountable as improvements are delivered and evidenced.

Areas identified for improvement

Key areas identified for improvement by the Regulator of Social Housing.



Safety and quality



Transparency,
resident influence
and accountability



Neighbourhood
and community
services



Tenant needs and
preferences



What this means for residents:

These are the key areas where residents should see improvements in service quality, communication, accountability and support.

What this means for residents

The programme is intended to create practical changes that residents can see and experience.



Clearer standards

Clearer information about repairs, anti-social behaviour, complaints and adaptations.



Safer, better-quality homes

Stronger safety oversight, compliance checks and monitoring of housing quality.



Easier access to services

Digital and non-digital ways to contact and use services.



A stronger resident voice

More ways to influence, challenge and help shape services.

These are intended benefits. We will keep checking whether the changes make a difference in practice.

Understanding what matters to residents

We are using resident insight and feedback to help shape future services and communications.



Listen

- Resident feedback and tenant insight



Understand

- Needs, preferences and barriers



Improve

- Services, standards and communications



Feedback

- Updates on what changed and why



What this means for residents:

services should be designed around real resident needs, including how people prefer to be contacted and supported.

Improving communication and transparency

Clearer ways to stay informed, involved and up to date.

1

Website improvements

Easier online information about housing services and progress, co-designed by residents.

2

Annual reports and resident updates

A clearer yearly update on what changed and what is still to do.

3

Newsletters and service updates

Regular information residents can keep and share.

4

Performance information

Dashboards and updates to show how services are doing.



What this means for residents:

residents should be able to see progress, know what is coming next and choose how to get involved.

Residents at the heart of improvement

Co-creation with residents is becoming a continuing part of how services are designed.

1

Scrutiny

Resident Scrutiny Panel established, trained and chairing meetings.

2

Focused groups

Special Interest Groups and additional panels introduced.

3

Resident voice

Annual Residents Conference held; quarterly 'Residents Voice' reporting introduced.

4

Listen and respond

"You Said, We Did / Didn't" embedded as standard practice, 'Amplifying Survivor Voices' project funded.



What this means for residents:

residents are not only asked for views, but they can also help co-create strategies and policies, help shape priorities and see what changed.

Safer homes and better-quality services

We have strengthened the way housing quality, safety and compliance are managed.

1

Decent Homes Standard

Work is continuing to improve the condition of homes, from 30.9% non-decent at inspection, to 14.8% at year end, and plans to reduce to 5% by March 2028.

2

Compliance

Reporting has been strengthened, with new Compliance 365 system being implemented and embedded.

3

Damp and mould taskforce

Issues can be tracked and acted on more consistently.

4

Repairs

Reporting and oversight improved.



What this means for residents:

the focus is on safe, warm, well-maintained homes and clearer follow-up when issues are reported.

Making services easier to access

Residents should have clearer information and more ways to ask for help.



What this means for residents:

residents should have more choice about how to get help, raise concerns and stay in touch.

1

Telephone

Dedicated duty lines helping residents reach the right team.

2

Website

New website and resident testing completed in December 2025.

3

Letter

Complaints access routes have expanded.

4

Face-to-face

Non-digital routes remain important.

5

Complaints

Online, phone, letter and in-person routes when something has gone wrong.

Progress at a glance

Overall programme status as of April 2026: On Track



Completed

- Anti-Social Behaviour Policy approval
- Strategic resident engagement
- Complaints accessibility
- Service Standards co-created with residents and introduced.



Being finalised

- Evidence of performance against anti-social behaviour Service Standards
- Performance dashboards and service standards evidence.



On track

- Stock quality
- Repairs reporting and transparency
- Compliance reporting
- Performance information for residents
- Damp and mould oversight
- Understanding residents' needs and preferences



What this means for residents:

Residents can see which improvements are complete, which areas are being finalised and where further progress is still being tracked.



What we are still working on

What we are still working on

We have made progress, but some important work is continuing. These are the areas where further work or evidence is still needed.



Programme capacity

Build and embed sufficient delivery capacity.



Accessibility

Contact Centre is a wider corporate dependency. Landlord services will keep alternative routes in place while corporate improvements continue.



Dashboards

Embed performance dashboards and begin reporting performance to residents.



Digital services

Continue website and digital service improvements.



Data quality

Embed stronger data quality arrangements across systems.



Service standards

Show sustained performance against published standards.

‘Amplifying Survivor Voices’ project

This 1-year project has been funded through government support, to listen to survivor experience and use lived experience to shape safer, more thoughtful engagement.



1

Trauma informed approach

Listening helps shape services around what people need.

2

Lived experience shapes services

The project supports safer, more inclusive ways to involve people.

3

Respectful and safe

The aim is better support, not tokenistic consultation.



What this means for residents:

Services will be shaped with people who have lived experience, with safety, respect and confidentiality built into how engagement happens.

How we check progress

The focus is on continuing to listen, making progress easier to see, and turning feedback into practical improvements.

1

Formal reporting

Regular governance and reporting

4

Regulator contact

Ongoing engagement with the Regulator of Social Housing.

2

Better data

Improved data quality and system integration.

5

Resident challenge

Performance reporting, resident-led scrutiny and challenge.

3

Independent review

Audits, Tenant Satisfaction Measures and planned external reviews.

6

Milestone tracking

Original dates, revised forecasts and status.



What this means for residents:

Residents should have clearer ways to see progress, understand how performance is checked and challenge services where improvement is needed.

Key achievements during 2025/2026

Important policies, systems and resident involvement arrangements were delivered during the year.



Priorities for 2026/2027

The next phase will focus on completing outstanding work and showing that improvements are sustained.



Next phase

- Finalise anti-social behaviour, repairs and landlord dashboards
- commission an external review
- publish remaining service standards
- strengthen delivery capacity
- complete tenant insight data collection, analysis and publish a delivery plan.



Later in 2026/2027

- Embed resident-authored Residents Voice reporting
- prepare for reassessment through mock inspection
- complete the annual self-assessment against the Consumer Standards
- complete the Amplifying Survivor Voices project and share the wider toolkit
- undertake an external rent audit
- work towards the year-end Decent Homes target.



What this means for residents:

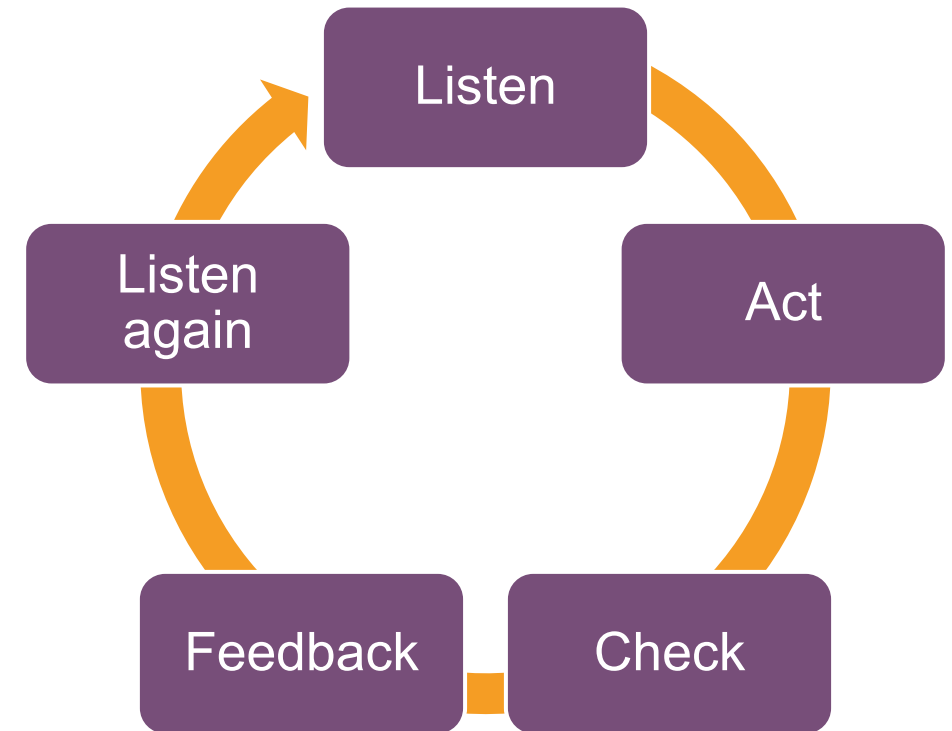
Residents should see outstanding actions completed, more service standards published and clearer evidence that improvements are being sustained.



How you can help

How residents will stay involved

Resident involvement will remain part of how services are designed, monitored and challenged, by embedding a feedback loop into service improvement.



Our commitment to residents

Your voice helps shape better landlord services.

We have made significant progress, but our improvement work is not finished.

We will continue to strengthen services, publish clear updates and involve residents in checking whether the changes are making a difference.



Thank you to everyone who shared their views, participated in events and helped shape improvements during the year. Together, we are building better landlord services for Hillingdon residents.



Where to find information and get support

Use this information to find updates, ask questions or request information in a format that works for you.

Online information

Service Improvement Webpage

www.hillingdon.gov.uk/service-improvements

Resident Empowerment Webpage

www.hillingdon.gov.uk/help-shape-services

Contact the Resident Empowerment Team

Telephone

01895 277 038

Email

residentempowerment@hillington.gov.uk

Write to us

Resident Empowerment Team

Directorate of Home and Communities
London Borough of Hillingdon
2N, Civic Centre
High Street
Uxbridge
UB8 1UW

Translation/accessibility support:

If you would like to receive this information in another language or format, please contact us.