

Our Housing Strategy for you

Investing in people,
property and place
2025 to 2029



HILLINGDON
LONDON

www.hillingdon.gov.uk/housing

Foreword

At Hillingdon Council, we are really proud to call this borough home. We want residents to feel the same way.

We want to create neighbourhoods with strong communities, where people feel welcome, and we want to provide homes that are safe and that residents can feel proud of.

As the largest landlord in the borough, we have a responsibility to those tenants and leaseholders who rely on us to ensure the property they call home is safe and of the best possible standard. We also need to ensure that when they deal with the council, the experience is positive and that they feel heard and supported.

Like all local authorities, we also face continued pressures, not least of all the rapidly increasing demand for homes, so this strategy also covers our commitment to making the best use of our resources and how we will manage our finances well to continue to deliver the best possible housing opportunities and advice and guidance.

Our Housing Strategy is a four-year vision, setting out how we aim to achieve these goals. The document outlines our ambitions to be resident-driven and proactive, and we'll use the latest technology and data and ensure we have a positive culture for our staff, enabling them to perform at their best to help deliver our goals.

Tenants and leaseholders should also be able to have more control over things that affect where and how they live. That's why we're striving to ensure we are inclusive and collaborative, so residents are empowered to influence how we work, which in turn helps us continue to put them first, by delivering a professional, high performing service.

We also want to make it simpler and easier for residents to deal with us, so that problems can be resolved quickly, or ideally, we can work proactively to prevent problems arising in the first instance.

There's a lot of work involved in supplying the best possible social housing, creating safe, friendly neighbourhoods, and providing an honest, transparent, good service for residents, and within this document you'll get a good understanding of how we intend to deliver all this, with your help.

Many thanks,
Nick

**CLlr Nick Denys,
Cabinet Member for
Planning, Housing
and Property**



Welcome to our Housing Strategy for you

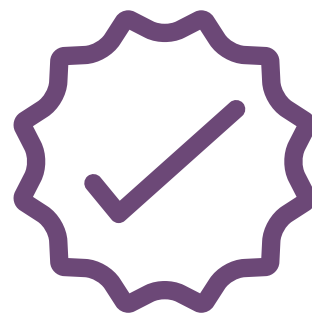
This is our roadmap for the future and is driven by our ambitions to:



be customer
focused



provide safe homes
and places to be
proud of

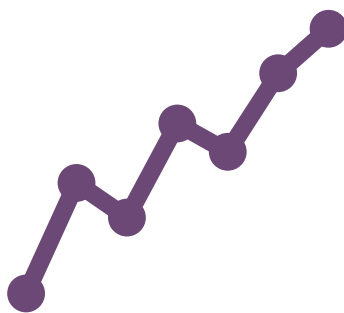


be a responsive and
well-managed
provider of
social housing

The strategy sets out how we will refocus our service offer by:



using good quality
and timely customer
insight and feedback



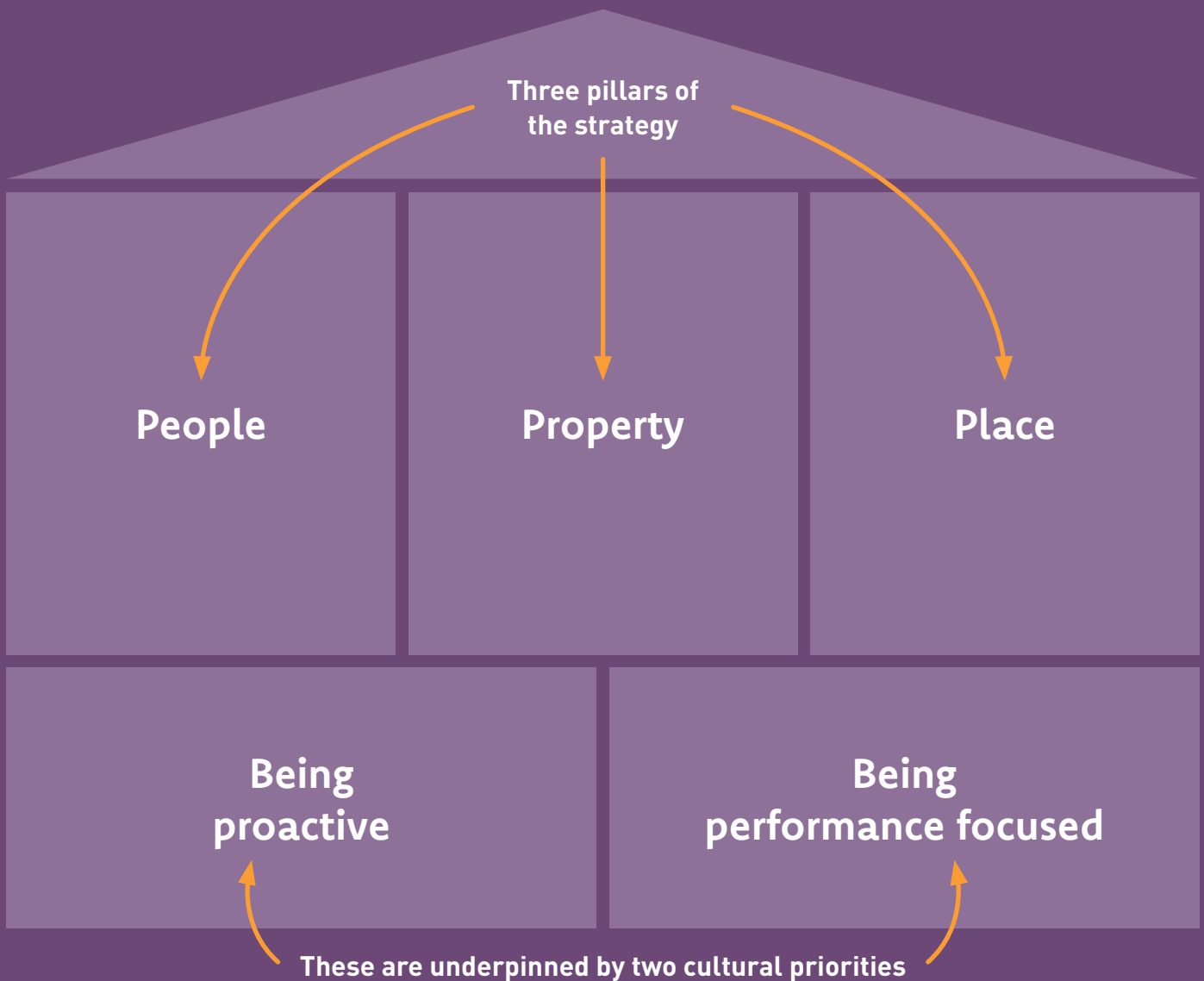
increasing our use of
the latest
technology and
data analytics



transforming our
culture and investing
in our staff and the
way we work

Our vision

“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.”



Our corporate values



Respect

We appreciate what makes us different and include everyone.



Collaborative

We believe in the power of working together.



Efficient

We deliver the best possible outcome by carefully managing our resources.



Integrity

There is no gap between what we say and do.



Open and honest

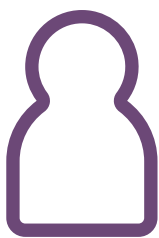
We are transparent in the actions and decisions we take.



Professionalism

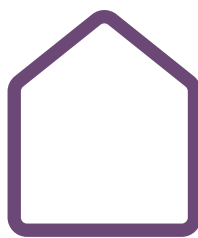
We act in a professional way at all levels within the service.

Strategic priorities



People

We have a customer and staff focus which is supportive, inclusive and safeguards people



Property

We manage homes that are safe and that residents can be proud of



Place

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

These are delivered through the continued development of our staff and processes to be proactive and performance focused.



Priority: People

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.

We also want to make it easier for our residents to interact with us.

This means making it simple to report a repair or to contact us about something else. We want to make best use of technology and the information we hold to personalise services and improve the customer experience.

We will ensure that safeguards are in place for those that are unable or choose not to interact with us online.

Our professional staff will continue to put residents first and at the heart of what they do. This professional approach will be embedded in how we work together across our organisation. We will continue to collaborate with all council services to improve outcomes for residents.



People

► This is what we will do:



Design easy-to-use and inclusive services that are straightforward for residents to use.



Find new ways to improve our services for residents by adopting a problem-solving approach and co-designing services with our residents.



Personalise our services, with extra and tailored support for those who need it, recognising that one size doesn't fit all.



Listen to residents and make better use of the information we collect and hold so we can improve decision making and outcomes.



Improve how we collect and manage data to help us understand customers' individual needs and circumstances.



Use these insights to develop new inclusive services and improve how we support those with more complex needs.



Keep learning to make sure our services meet the diverse needs of our customers and so that we can respond to emerging trends and demands.



Promote an open and inclusive culture to enable colleagues to achieve the best outcomes for our customers and each other.



Use resources efficiently, working smarter to deliver more with the same amount or reduce the resources needed.



Regularly review progress in delivering our plans with our residents.



Keep our residents informed and involved providing up-to-date information and opportunities for feedback.

People

► How we will do it:

1 The basics

This starts by doing the right thing at the right time to an agreed standard.

2 Resident focus

A professional approach focused on understanding the diverse needs of our customer groups.

3 Standards

Create clear standards for our people, properties and places. This will support service improvement and help us to jointly measure whether we are delivering our ambitions.

4 Information

We need to make sure we have accurate and relevant information to positively impact on service delivery and the changing needs of residents and the homes and places in which they live.

5 Resources

We aim to make the best use of available resources.

6 Learning

We will learn from our own experiences and from good practice elsewhere.

Success measures



We are on an improvement journey which views the Consumer Standards and Tenant Satisfaction Measures as minimum requirements which we want to continually build on.



We will create a new perception measure that captures customer experience of how easy it is to get something done.



Priority: Property

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.

We are working hard to deliver our plan to significantly increase the proportion of our homes which meet the Decent Homes Standard by March 2028.

We will aim to improve the energy efficiency of our homes and reduce their impact on the environment.

We will make a net increase in the number of affordable council homes for rent each year.

Property

► This is what we will do:



Provide homes that are affordable, safe, and attractive places to live.



Support our tenants who aspire to be homeowners or want to move outside of Hillingdon.



Aim to make sure that our homes are cheaper for our customers to live in and better for the planet.



Be open to working with others to deliver even more by combining our knowledge and resources.



Continue to collect comprehensive and up-to-date data to help make decisions about our existing homes and communities and where we build in the future.



Improve the energy efficiency of our homes to benefit both our residents and the environment.



Aim to meet the Decent Homes Standard across 95 per cent of our homes by 2028.



Use partnerships to collaborate, where we can, to achieve more together.

Property

► How we will do it:

- 1 Increase supply**
Build and acquire new homes to increase overall supply and convert existing homes to help meet housing needs.
- 2 Information**
Capture accurate and relevant information about our homes and who lives in them to help shape the decisions we make.
- 3 Investment**
Increase our investment in homes to meet modern standards and adapt to our residents' changing needs.
- 4 Home moves**
We will support residents who aspire to become homeowners or wish to move elsewhere or downsize.
- 5 Standards**
Where possible, we will exceed minimum standards, especially in relation to safety and the priorities and expectations of our residents.
- 6 Energy efficiency**
We will focus on low carbon homes that are intelligent, energy efficient and sustainable.
- 7 Partnership**
We will work in partnership with other housing providers locally to share good practice and improve service delivery.

Success measures

-  An increasing proportion of our homes meet modern standards.
-  A net increase in the overall number of low-cost homes available to rent.
-  Improved levels of satisfaction with our homes.



Priority: Place

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

We aim to:

- create safe and attractive neighbourhoods where residents can be proud and happy to live
- set standards for the shared areas of our estates and neighbourhoods
- ensure good, modern and attractive design of homes and estates, and invest in our neighbourhoods
- drive improvements across our estates and promote active engagement and review by our residents to improve outcomes.



Place

► This is what we will do:



Continue to collect comprehensive and up-to-date data to help make decisions about our estates and neighbourhoods and to ensure that they continue to meet the needs of residents.



Engage with residents on our estates to better understand the things that matter to them most.



Work with other housing providers and agencies to make best use of shared resources to address local issues in a joined-up way.

► How we will do it:

1

Assessment

Survey and inspect our estates to improve our understanding of issues and priorities.

2

Engagement

Listen to residents about their priorities for the neighbourhoods in which they live and involve them in ideas for change and improvement.

3

Implementation

Ensure we have clear service delivery agreements with those who carry out work on our estates, such as grounds maintenance and green spaces, to improve accountability and value for money for residents.

Success measures



Improve the appearance of our estates and increase satisfaction with the management of our shared areas.



Increase the range of opportunities for residents to be involved in estate and neighbourhood issues.

Taking a proactive and performance focused approach

Being proactive is a key theme of our overall approach and will support all three pillars of this strategy.

- We will adopt a culture of early intervention and forward looking. This will enable forward planning and the establishment of clear priorities and effective management of risk. Early intervention can help to avoid crises from occurring; provides a positive customer experience; and mitigates the higher costs involved in case work resolution.
- We will strengthen our culture of learning throughout our Landlord Service, which includes learning from complaint management, casework outcomes and from good practice.
- To successfully adopt a proactive approach, we need to have the right staff, doing the right thing at the right time. We will further train and develop our staff to enable them to better fulfil this commitment.
- We need to better understand our tenants and listen to them to fully understand their needs and priorities for services and shape the way that they are delivered.
- Better understanding of our stock and our estates to inform planned and preventative programmes to improve and maintain them, helping to reduce reliance on reactive repairs and make better use of resources.
- We will carry out regular inspections across neighbourhoods, identifying where standards may need improving and, in conjunction with residents, bring forward measures and interventions to reverse trends and address issues.
- We will agree a suite of performance measures with residents to demonstrate how we are performing across those areas which matter most to them.
- We will develop structures for the formal scrutiny and review of performance by residents and where they can hold us to account.

Thanks

We recognise that tenant engagement and empowerment is the key to the successful delivery and ongoing development of our Housing Strategy.

A big thank you to all our tenants and leaseholders who continue to express views and work with us, particularly in the context of co-design and scrutiny of services to ensure better outcomes for residents.



Support with translation

If you would like to receive this information in another language, please contact us on  01895 277038.

Urdu

اگر آپ یہ معلومات کسی دوسری زبان میں حاصل کرنا چاہتے ہیں تو براہ کرم ہم سے 01895277038 پر رابطہ کریں

Punjabi

ਜੇ ਤੁਸੀਂ ਇਹ ਜਾਣਕਾਰੀ ਕਰਮੇ ਹੋਰ ਭਾਸ਼ਾ ਵਿਚ ਪ੍ਰਾਪਤ ਕਰਨਾ ਚਾਹੁੰਦੇ ਹੋ ਤਾਂ ਕਰਤਾ ਕਰਕੇ ਸਾਡੇ ਨਾਲ ਟੈਲੀਫੋਨ 01895 277038 'ਤੇ ਸੰਪਰਕ ਕਰੋ.

Gujarati

જો તમે આ માહિતી બીજી ભાષામાં પ્રાપ્ત કરવા માંગતા હો, તો કૃપા કરીને અમારો સંપર્ક કરો
ટેલિફોન 01895 277038

Hindi

यदि आप यह जानकारी ककसी अन्य भाषा में प्राप्त करना चाहते हैं तो कृपया हमसे टेलीफोन 01895 277038 पर संपर्क करें

Somali

Hadii aad rabto macluumaad dheerad ah, oo habkale loo dhigey fadlan nala soo xidhiidh nambarka 01895 277038

