

# Housing Annual Report

2024/25



**HILLINGDON**  
LONDON

[www.hillingdon.gov.uk/housing](http://www.hillingdon.gov.uk/housing)

# Introduction

**As we reflect on 2024/25, I am proud of the progress our Housing Services team has made in providing safe, secure, and high quality homes for our residents. Our commitment has been to ensure our housing stock meets the highest safety standards, while also delivering vital repairs, upgrades, and support services.**

We have recently been awarded the second highest consumer grading of C2 by the Regulator of Social Housing (RSH), which we are pleased with. The report highlights our strengths in ensuring tenant safety and wellbeing in their homes and communal areas, and in providing an effective and efficient repairs service. It also recognises that we treat tenants fairly and with respect and have a consistent approach to tackling anti-social behaviour.

While we welcome this positive assessment, we are using it as a springboard to strive for an even better outcome – the top grade of C1 – and to continue improving our services for all residents. To achieve this, we will be working closely with the RSH to ensure our services meet and exceed the C1 standard.

This report outlines the significant progress we've made, including our £108 million investment programme to accelerate improvements to tenants' homes. The replacement of thousands of fire doors and the installation of thousands of energy-efficient boilers and lighting systems and the continued success of our responsive repairs service are just some of the highlights that demonstrate our dedication to resident safety and comfort.

We are also very pleased to report an improvement in our Tenant Satisfaction

Measures (TSM) data, which shows a positive increase in resident satisfaction across our services. This positive feedback reinforces the impact of our efforts to enhance customer service. A key part of this is our aim to make our services more accessible to all residents. To support this, we have launched new Special Interest Groups, which began in late 2024. These groups are a crucial step toward empowering residents to work alongside us to support and shape our service delivery. We warmly encourage residents to get involved in these groups, which focus on key areas, including:

- caretaking, grounds maintenance and green spaces
- compliments, complaints and learning
- neighbourhood management (ASB)
- repairs, planned works and maintenance
- reviewing policies and procedures
- tenancy management and welfare reform tenancy support.

We also recognise the importance of supporting our most vulnerable residents, with our teams working hard to provide crucial help where it is needed most.

Looking ahead, we remain committed to making further improvements, including decarbonising homes and investing in redevelopment projects that will benefit our communities for years to come. I would like to extend my sincere thanks to our dedicated housing teams, contractors, and partners, as well as our residents, whose feedback and engagement have played an integral role in shaping the services we provide. Together, we will continue to build a safer, stronger, and more sustainable future.

**CLlr Steve Tuckwell,  
Cabinet Member for  
Planning, Housing  
and Growth**



# Being safe in your own home

We want our residents to be safe and secure in their homes. As a result, we work hard to make sure gas, electrical, asbestos and lift safety checks are up to date, as well as making repairs and replacing equipment as needed.

## Compliance statistics for 2024/25

### Gas safety



99.61% of homes had a valid Gas Safety Certificate at financial year end.

### Heating breakdowns in 2024/25



On average, there has been a 24% reduction in call outs during the winter months, compared to previous year. This is largely due to the boiler upgrade project.

### Domestic boiler installations



1,474 installs of high efficiency Worcester boilers, and 1,000 more are planned for 2025/26.

### Renewable energy



6 air source heat pumps installed at new build properties in Sullivan Crescent.



Continued commitment, with approximately 10 hybrid systems planned for 2025/26.

### Electrical compliance



99.28% of domestic properties have an Electrical Safety Certificate (up to five years old).

### Passenger lifts LOLER



100% of LOLER checks completed.

### Communal asbestos



100% of checks completed.

### Repairs



Completed 36,643 repairs in 2024/25.



85.67% RPO2 – 1 routine works completed within target 2024/25



96.53% RPO2 – 2 emergency works completed within target 2024/25



95% of repairs completed on time.

# Improvements and updates

## Replacements made in 2024/25:



The Planned Works team undertake refurbishment works as part of the council's efforts to improve the overall standard and quality of our housing stock. The photos below show a property on Victoria Road, Ruislip.



## Case study:

### Kitchen refurbishment in Lime Avenue, Yiewsley

As part of the council's planned maintenance programme, Mr Javed received a full kitchen renewal at his property. The works were carried out by PFL Electrical, with support from the council's resident liaison officer. The project included installation of new kitchen units and appliances, followed by a final inspection and safety sign-off by PFL Electrical's management.

Mr Javed expressed his appreciation for the quality of the work and the professionalism of the team: "The manager from PFL came to check the work and it's safe and fully completed. We are both very happy with the work that's been done." He also thanked the council and Mr Chana from PFL for their hard work, support, and dedication throughout the process.



# CCTV

The overarching aim of Hillingdon Council's CCTV system is to support public safety and assist in the prevention and detection of crime.

The objectives of the CCTV systems in Hillingdon are to:

- improve the safety and security of residents, businesses and visitors
- promote public confidence by developing a safe and secure community
- help deter crime and reduce the fear of crime and anti-social behaviour (ASB)
- provide evidence for use in court
- assist with town centre and traffic management
- assist the council in exercising its enforcement and regulatory functions.



## CCTV in numbers

**67** Member Enquiries were responded to within 72 hours

**704** evidential CCTV data downloads were completed

**8,664** incidents were monitored live

**68** requests were received for mobile cameras

**471** open space cameras feed into the CCTV Control room

**1,154** housing cameras are installed across the borough

**1,073** corporate cameras in areas such as libraries, car parks and green spaces

The CCTV room has **1** member of staff between 7am and 11pm and **2** members of staff from 11pm to 7am



# Caretaking

**The council's Caretaking team provides a range of essential services.**

Made up of 40 caretakers and two supervisors, the team deals with:

- fly-tip removal
- estate and site clearances
- tower block safety operations
- removal of materials which pose a fire hazard from housing stock and public land.

## Specialist teams

Within the team, there are two specialised cleaning units dedicated to deep cleaning tower blocks and sheltered housing schemes.

## Estate coverage

There are nine large estates with static caretakers on-site Monday to Friday, ensuring consistent maintenance and rapid response.

## Core caretaking duties

Caretakers are responsible for maintaining cleanliness and safety across communal areas.

Their duties include:

- sweeping and mopping communal stairs, landings and entrances
- dusting railings, removing cobwebs, and cleaning internal windows and entryways
- cleaning and disinfecting bin rooms and chute rooms
- removing fire hazards and combustible materials
- litter picking, weed removal and clearing leaves from communal grounds.

## Rapid Response Team

A dedicated response team is available to remove dangerous or hazardous materials – such as drug paraphernalia and sharps – within one hour of notification. On average, the team handles two to three such requests per week.

## Programmed and routine work

In addition to daily duties, the team carries out scheduled maintenance, including:

- carpet and upholstery cleaning
- floor care (stripping, polishing and buffing of communal flooring).

## Safety and waste management

Tower block safety checks are conducted daily, including at weekends.

Low-rise sites are inspected based on scheduled visits.

The team removes approximately two to three tonnes of fire hazard waste and lumber from sites every weekday (Monday to Friday).

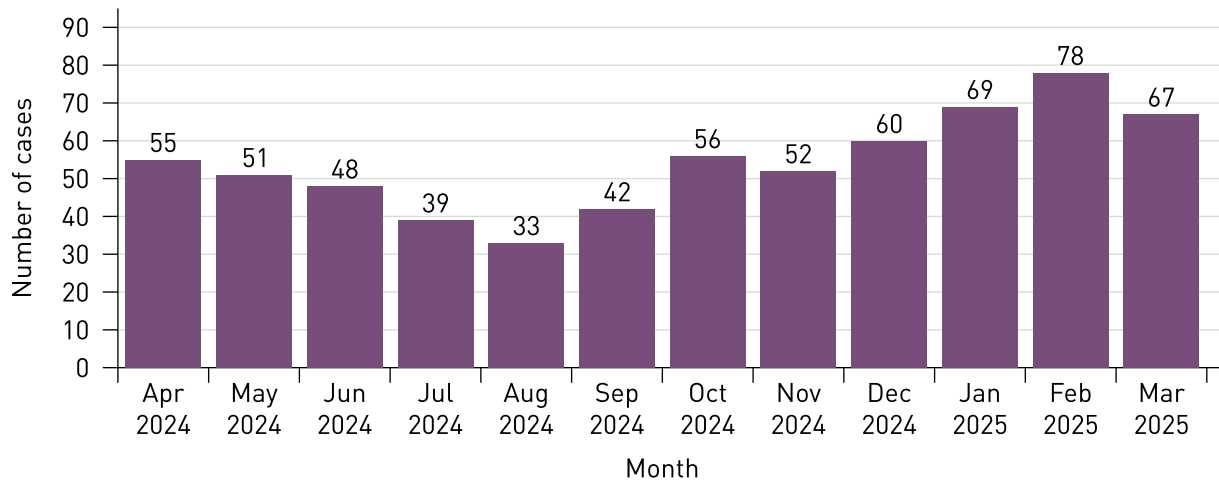
## Deep cleaning schedule

Every site receives a comprehensive deep clean twice a year, ensuring high standards of hygiene and safety across all council-managed properties.

# Anti-social behaviour (ASB)

## Performance data

### Number of live cases in service 2024/25



### Actions taken by the council to tackle ASB

**372**  
formal  
warnings

**7**  
court  
injunctions

**5**  
closure  
orders

**6**  
mandatory  
powers

**47**  
Notice of Seeking  
Possession (NoSP)  
and Notice of  
Demotion (NoD)

**6**  
possession  
orders

**8**  
evictions

**4**  
Notices to  
Quit

**2**  
Community  
Protection  
Notices

## Council closes flats to non-residents to curb ASB

In December 2024, the council secured partial closure orders for two blocks of flats in Hayes, marking the first time it has taken such measures to tackle ASB.

The partial-closure orders came into effect at Sutcliffe House and Harding House after previous efforts to tackle ASB, which had been negatively impacting residents living in the blocks, proved unsuccessful.

Under the new orders only those living in the flats, or people who had their permission or the council's, were allowed to enter the buildings. Anyone defying the orders was liable for arrest.

The ASB which had regularly been taking place, mainly in the stairwells and communal areas during the past few years, led to some residents feeling scared to leave their homes or intimidated when coming and going, especially in the evenings.

Issues they faced included drug use in the stairwells, theft of residents' possessions, urinating and defecating in communal areas, loud aggressive behaviour at all hours, syphoning electricity in communal areas to charge mobile phones, littering (including drug paraphernalia), drinking and rough sleeping.

Speaking at the time, Cllr Eddie Lavery, then Cabinet Member for Community and Environment, said: "This is the first time we've had to take this approach and we are confident this will now bring some respite for residents



who have been plagued by unacceptable behaviour close to their homes for too long.

"Despite partnering with the Met Police our previous efforts have not worked so we've closed these buildings off now to anyone who doesn't have explicit permission to be there.

"It's all part of our drive to tackle ASB head-on and create strong communities where residents can feel safe and secure."

The partial orders were in place for three months (ending on 10 March 2025) and could be extended for a further three if needed.

Emergency workers (including NHS staff and doctors) or those who needed to enter as part of their jobs such as utilities company staff were exempt from the order.

If you are a council tenant or leaseholder experiencing ASB or a resident experiencing issues with council tenants or leaseholders causing ASB, email [@publicprotection@hillington.gov.uk](mailto:publicprotection@hillington.gov.uk) or call [01895 558127](tel:01895558127) (Monday to Friday, 9am to 4pm).

You can also report ASB to your Neighbourhood Officer, or in person at any of our libraries (see [www.hillingdon.gov.uk/library-branches](http://www.hillingdon.gov.uk/library-branches) for branches) or at the main reception, Civic Centre, High Street, Uxbridge, UB8 1UW (Monday to Friday, 9am to 4pm).



HELP ←

SUPPORT →

← SERVICE

GUIDANCE →

← ASSISTANCE

ADVICE →

# Housing management services – Shortlife, Rough Sleeping Accommodation Programme (RSAP) and single homelessness

The Housing Management Services,

Shortlife team, manage all council-

owned temporary accommodation.

Residents receive a move in visit where any support needs are identified, so any required

referrals or signposting can be completed. Then a new tenant visit and quarterly non-secure tenancy welfare visits are made.

In 2024/25, the team completed a total of 889 welfare visits to our residents in council-owned temporary accommodation. We identified and addressed 247 non-secure tenancy breaches.

## Feedback from residents:

I would just like to say thank you for helping me and my family. Karina is a kind and helpful officer and I am grateful for all the support she has provided me. Thank you for assisting me with all my housing issues. Keep up the great work for everyone.

Hi, I just want to say a really really big thank you to Michelle who took the time to listen to me about the problems in my temporary accommodation and help me.

As soon as I spoke to her on the phone I could tell she genuinely cared, I instantly felt better about my situation and it's really, really nice to feel listened to and understood and I am really grateful for that. It has completely changed my life! Thank you, thank you and thank you again!

# Tenancy management, sheltered housing schemes and lettings

**The Tenancy Management team maintain more than 13,000 tenancies and leasehold agreements.**

The Tenancy Management Team maintain over **13,000** tenancies and leasehold agreements.

We support residents to successfully maintain their tenancies through a range of measures delivered primarily in person at home visits and through other contact. During 2024/25, there were **1,064** call backs requested via the contact centre and general enquiries completed.

**2,116** tenancy intervention processes were completed to resolve any tenancy agreement breaches and ensure issues are resolved. In addition, a further **814** interventions were linked to keeping our properties and shared areas safe for residents.

**137** amendments to tenancy agreements, adding, removing tenants where the tenancy permits, assigning tenancies and assessing successions of tenancy rights.

**32** mutual exchanges took place, helping residents move to the properties that suit their housing needs and address under occupancy and overcrowding.

## Sheltered housing

We manage more than 800 residents in 60+ housing properties, allowing older tenants to remain independent in their homes.

## Downsizing

In 2024/25, **51** properties were released from tenants downsizing.

## Lettings

The council experienced a huge improvement in the number of properties let.

Compared to 23/24 we let 44.6% more properties from the council's housing stock.

- General needs – 412
- Shortlife – 202
- RSL – 56

The team has supported the ongoing redevelopment of the Hayes estate, including consultation and engagement events.

They also let 50 new build units in under a week in October 2024.

## Case study

Gary moved from Skeffington Court, Hayes, as part of our ongoing regeneration programme. He said: "I have always been a Hillingdon Council tenant. Many years ago, when I was younger and in much better health, I exchanged to a top floor flat. Years later, I became disabled and ended up in a wheelchair. With the help and support of the regeneration team, I have been moved to a nice little bungalow which has the adaptations that suit my needs."

# Income collection

## 2024/25 service improvements

### Moving to paperless direct debits

To help tenants move to direct debit payments more quickly, the council has introduced paperless set-up. Tenants can now set up their mandate online, or over the phone, and the lead time for commencement of payments is significantly reduced and stops them going into arrears while the direct debit is set up.

### Housing benefit interventions

We have improved internal information sharing with the benefits team to ensure notifications are received when housing benefit claims are under review. We offer personal, one to one support to help tenants respond to the review, to prevent claims from being suspended or cancelled. This ensures payments continue and tenants avoid falling into arrears.

We have also intervened and supported new tenants and those undergoing changes to their tenancy to finalise benefit claims. This means correct payment arrangements can be put in place and financial hardship and worries about their tenancy are alleviated.

### Rent refunds

We have introduced online rent refund request forms to enable tenants to request refunds of overpaid rent quickly and efficiently. It also enables refunds to be processed sooner.

### Rent account monitoring and support

We have reviewed the use of our predictive arrears monitoring tool to increase the number of scenarios where possible signs of financial difficulties or breaches of tenancy may occur. Our arrears recovery officers can now make quicker contact with tenants who are struggling to pay their rent to support them or signpost to the council's welfare rights and tenancy support team.

## Helping residents in arrears

The council paid £512,000 in March of this year from its Household Support Fund to residents in receipt of Housing Benefit or Universal Credit and who were struggling to maintain payments for utility charges such as heating and water. These payments were allocated to residents who were clearly committed to reducing their arrears in making regular payments and where our income teams had identified genuine financial difficulties.

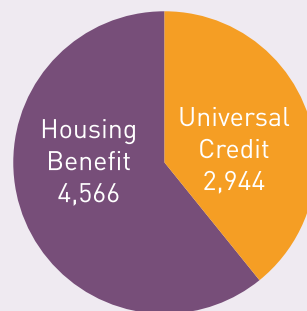
### Rent arrears

Rent arrears at the end of the 2024/25 financial year for the council's housing service properties was £2.961 million. This is an increase of £181,000 from the previous year's arrears of £2.740 million.

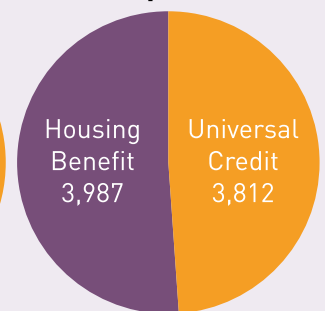
### Changing benefit environment

More than 60% of council tenants receive some help with their rent via Housing Benefit or Universal Credit. The migration of working-age housing benefits to the new Universal Credit continued during the year with the target of all working-age claimants moving to Universal Credit by March 2026.

At 31 March 2024



At 6 April 2025



Each migration presents a challenge for both the claimant and the council in trying to avoid getting into rent arrears. For some people, it is the first time they have had to manage rent payments themselves for many years. Our Welfare Rights and Tenancy Support team offer help and support to residents who are migrating onto the new benefit.

# Finance

## Value for money – based on 2023/24 Statement of Accounts (SoA)

HRA Balances as at 31/3/2024	£m
HRA General Balances	15.10
HRA Earmarked Reserves	6.80
Major Repairs Reserve	3.19
<b>Total HRA Balances</b>	<b>25.09</b>

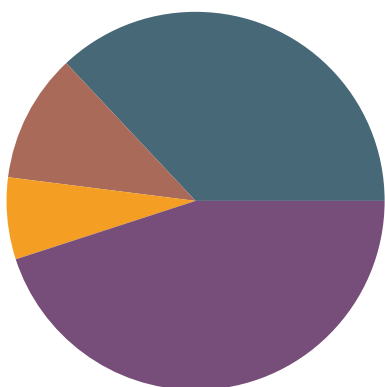
### 2023/24 HRA Capital

HRA Capital Funding	£m	
Capital Receipts	6.47	11%
Capital Grants and Contributions	4.42	7%
Borrowing	27.85	45%
Major Repairs Reserve	22.73	37%
<b>Total</b>	<b>61.47</b>	

HRA Capital Expenditure	£m	
Major Projects – New Builds and Acquisitions	37.84	62%
Works to Stock on Existing Properties	23.63	38%
<b>Total</b>	<b>61.47</b>	

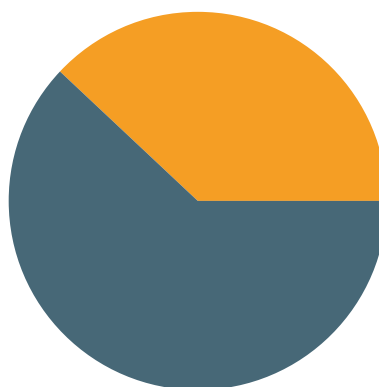
The 2023/24 average weekly rent was £134.34.

#### 2023/24 HRA Capital Funding



- Major repairs reserve      £22.73m (37%)
- Capital receipts            £6.47m (11%)
- Capital grants and contributions      £4.42m (7%)
- Borrowing                    £27.85m (45%)

#### 2023/24 HRA Capital Expenditure



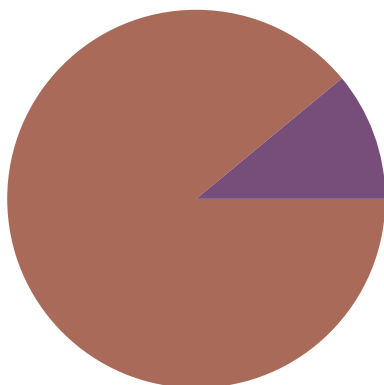
- Works to stock on existing properties      £23.63m (38%)
- Major projects – new builds and acquisitions      £37.84m (62%)

## 2023/24 HRA Revenue

HRA Income	£m	
Rental Income	66.18	89%
Tenants and Leaseholders Service Charges	8.47	11%
HRA Reserves	0.08	0.11%
<b>Total</b>	<b>74.74</b>	

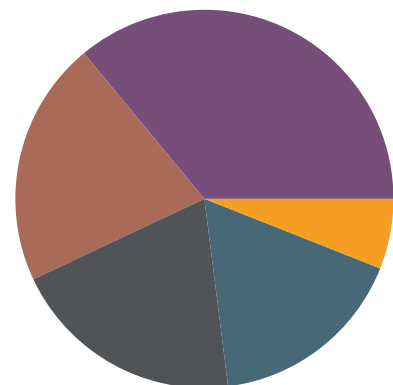
HRA Expenditure	£m	
Housing Management	15.57	21%
Tenants and Leaseholders Specific Services	4.87	7%
Repairs and Planned Maintenance	12.59	17%
Repayment of Debt and Interest Charges and Bad Debts Provision	15.16	20%
Capital Programme Funding	26.54	36%
<b>Total</b>	<b>74.74</b>	

### 2023/24 HRA Income



- Rental income                      £66.18m (89%)
- Tenants' and leaseholders' service charges                      £8.47m (11%)

### 2023/24 HRA Expenditure



- Capital programme funding                      £26.54 (36%)
- Housing management                      £15.57m (21%)
- Repayment of debt and interest charges and bad debts provision                      £15.16m (20%)
- Repairs and planned maintenance                      £12.59m (17%)
- Tenant and leaseholder specific services                      £4.87 (7%)

# Improving how residents contact us

**During 2024/25, the Contact Centre handled over 30,000 calls from residents. This highlights how important it is that residents can contact us easily and receive timely support.**

Some calls were recorded as abandoned, largely due to automated messages that

encourage residents to use online services where this may be quicker and more convenient than waiting in a queue.

An analysis of why residents contact the Contact Centre has helped us better understand where our services are working well and where improvements are needed. This has given us valuable insight into residents' experiences and where clearer communication, quicker updates and easier access to services can reduce the need to call.

**Around 9,000 calls** were from existing tenants looking for responses, progress updates, or trying to contact their housing officer

**Based on the information recorded:**  
**Almost 1,000 calls** related to new housing applications

**More than 2,500 calls** were for routine repairs that could be reported online

**Fewer than 2,500 calls** were for emergency repairs, which cannot be booked online

**Around 1,600 calls** were transfer requests, including to Village Heating

**More than 1,000 calls** were residents following up contractor appointments.

This shows that many residents were contacting us for updates or support they expected to receive through other channels. We are using this learning to improve communication, reduce waiting times and make it easier for residents to get information first time.

Since the launch of the Resident Hub in January 2025, we have taken positive steps to improve the service, including:

- clearer messages about call waiting times and alternative ways to contact us
- closer working with housing teams to improve communication and resolve recurring issues

- introduced dedicated duty lines to make it easier to speak to a housing officer
- digital improvements allowing contractors and services to log and update issues online.

These improvements are already helping to reduce call numbers, improve response times and create a better experience for residents. We will continue to learn from this data and resident feedback as we strengthen our services.

# Welfare reform and tenancy support

## The Welfare Reform and Tenancy

### Support (WRTS) team have two

#### main objectives:

- to support vulnerable Hillingdon residents who are having difficulty in sustaining their tenancy due to rent arrears
- to help new tenants with resettlement.

The team offer short- and long-term interventions providing advice and support to Hillingdon residents. We work in partnership with a range of agencies and other council teams, including housing benefit, social services, Uxbridge/Hayes JCP, DASH, and mental health services.

## WRTS KPI's 2024/25

### Total number of referrals – 2024/25

New tenants, temporary accommodation, Shortlife	669
Rent arrears, support needs	488
Total	1,157
Total number supported	934
Total not accepted as resolved at triage, signposted to other	223
Total Revenue – backdated Housing Benefit/Universal Credit Grants	£555,000

## Case studies

One tenant moved from temporary accommodation to one of our extra care properties. Unfortunately, due to a stroke he was unable to work and he needed support to apply for DWP benefits, Universal Credit and PIP. He was referred to DASH to help with completing a Work Capability form.

The tenant's arrears were cleared by way of backdated housing benefit.

Another tenant signed a tenancy in January 2025. She was supported with resettlement, reporting the change of address and her rent on her UC journal. Due to her mental health, we applied for an Universal Credit Alternative Payment Arrangement so that her rent was paid directly to Hillingdon Council. She was also awarded a Household Support Fund grant of £300 to purchase a cooker.

During the meeting the tenant disclosed that she had a £2,000 housing benefits overpayment, which was causing her great stress and anxiety. She felt she did not owe this money and despite her attempts she had been unable to resolve the issue. The support worker helped her to challenge the overpayment and as a result it was agreed she did not owe the money.

The tenant said: "I had started to lose hope and it was really taking a toll on my mental health which is difficult as I'm a single mother. However, I had been blessed to have Naveed come along and help me. I had spoken to him about everything, he took the time to actually look into the issue and help me resolve it which is all I ever wanted to do in the first place."



# Repairs and voids

## Repairs

**41,181** jobs were raised: **646** more jobs than in 2023/24.

**36,643** jobs were completed: **4,538** more jobs than in 2023/24 (more than an additional month's worth of works completed within the 12-month period).

All repair works completed within their set target rose by **6.93%** to **88.21%**.

Emergency response improved by **3.17%** to **96.53%** completed within target.

Routine response improved by **8.46%** to **85.67%** completed within target.

First time fix rates remained stable at **95%**.

Productivity remained high with some trades exceeding their targets by one additional completed job per day.

Number of orders raised per month for all priorities	2024/25 totals	2023/24	Difference
Total repairs raised	41,181	40,535	+646
Total repairs completed	36,643	31,748	+4,895
Total number of repairs outstanding	4,538	8,787	-4,249
Satisfaction measures			
Percentage of all responsive repairs completed within target timescale	88.21%	81.28%	+6.93%
RPO2 - 1 Routine works completed within target	85.67%	77.21%	+6.93%
RPO2 - 2 Emergency works completed within target	96.53%	93.36%	+3.17%
Percentage of all repairs orders completed on first visit	94.99%	95.02%	-0.03%

## Voids – High-level year-end info

Received **196 more** voids than in 2023/24.

Completed **143 more** voids than in 2023/24.

	2024/25 totals	2023/24	Difference
Total voids issued	712	516	+196
Total voids completed	657	514	+193

# HAVE YOUR SAY

## Make a difference in your community



**HILLINGDON**  
LONDON

📄 [www.hillingdon.gov.uk/  
have-your-say](http://www.hillingdon.gov.uk/have-your-say)

@ [customerengagement@  
hillington.gov.uk](mailto:customerengagement@hillington.gov.uk)

☎ 01895 277038



# Customer engagement

In 2024/25, the Customer Engagement team held 47 in-person engagement events and produced 30 online consultation surveys for the council.

22 of these activities were for all residents, 18 were for council tenants and leaseholders, 8 were for council tenants only.

7 events were for older people, 7 were for residents in sheltered housing accommodation and 5 were for disabled residents or carers, 3 specifically for carers. 2 were to support local tenants' and residents' associations.

6 events were held in partnership with other local organisations.

They engaged with just over 1,000 residents in person and received 14,442 responses to online surveys.

The highlight of the year was the Tenant and Leaseholder conference in June 2024, attended by more than 100 people in-person and online. Following this, we set up Special Interest Groups to focus on the various services provided to council tenants and leaseholders, including:

- caretaking, grounds maintenance, green spaces
- compliments, complaints and learning
- neighbourhood management/ASB
- repairs, planned work and maintenance
- reviewing policies and procedures
- tenancy management and welfare reform tenancy support.



The focus of these events was to give residents a genuine voice in shaping and influencing services both housing-related and wider council services. We remain committed to working with residents through co-production and co-design, ensuring that their experiences and priorities directly inform the improvement of council services.

The consultations produced include:

- Garden Waste Survey
- Recycling Survey
- Crime and Disorder Survey
- Social Housing Allocation Policy 2024
- Public Spaces Protection Order Survey
- Polling District and Polling Places Review 2024.

If you would like to participate in our groups to help to improve your services, contact the Customer Engagement team:

 [www.hillingdon.gov.uk/help-shape-services](http://www.hillingdon.gov.uk/help-shape-services)

 [customerengagement@hillingdon.gov.uk](mailto:customerengagement@hillingdon.gov.uk)

 01895 277038

# Shared ownership/ low cost home ownership

## Cash Incentive Scheme – Supporting families and maximising housing resources

Our Cash Incentive Scheme supported two families in securing homes of their own. Each family received a £30,000 grant to assist with the purchase of a property, resulting in the release of two three-bedroom council homes back into our housing stock. These homes were made available for families in need, helping us make better use of vital housing resources.

In addition, during a period of government changes to the Right to Buy discount, the council responded to an exceptional increase in demand – receiving and managing over 400 applications in just a matter of months. We were able to manage this influx efficiently while continuing to provide clear and responsive support to applicants.

## Feedback

We've also received several pieces of positive feedback from tenants who recently completed their Right to Buy journey. One resident shared:

“Wonderful support from the Home Ownership team – I could not have navigated buying my first home without their patience and guidance. Me and my children are extremely grateful for the opportunity.”

We remain committed to supporting residents in achieving housing independence while maximising access to council housing for those who need it most.



# Tenant satisfaction measures

The 2024/25 results show encouraging improvements across all areas compared to last year, with strong levels of satisfaction around home safety, residents being treated fairly and with respect, and the repairs service.

The findings also highlight where further improvements are needed, particularly in complaints handling. By listening to your feedback and acting on what matters most to tenants, we remain committed to delivering steady, long-term improvements to our services.

## Key points:

### Overall satisfaction (TP01):

Hillingdon Council achieved a score of 59.0%.

### Highest scoring TSMs – high satisfaction

The top-scoring Tenant Satisfaction Measures were:

- **TP05: 74.1%** – Proportion of respondents who report that they are satisfied that Hillingdon Council provides a home that is safe.
- **TP08: 72.7%** – Proportion of respondents who agreed that Hillingdon Council treats tenants fairly and with respect.
- **TP02: 67.0%** – Proportion of respondents who report that they are satisfied with the overall repairs service from Hillingdon Council over the last 12 months.

### Lowest scoring TSM – high dissatisfaction:

- **TP09: 25.4%** – Complaints handling.

## Identifying what drives overall satisfaction:

The top three service areas driving overall satisfaction in Hillingdon are:

- 'Satisfaction that the landlord listens to tenant views and acts upon them' (TP06)
- 'Satisfaction that the home is well maintained' (TP04)
- 'Satisfaction with repairs' (TP02)

Continually improving these areas of service will help drive overall satisfaction for the majority of tenants.

## Conclusions:

- Satisfaction levels have gone up in all areas compared to 2023/24.
- Core aspects of housing management are ranked most highly by tenants, such as safety, being treated fairly and with respect, and overall repairs.
- Improvements need to be made in complaints handling and this forms part of our improvement programme.
- Improvements in overall satisfaction can be achieved by making consistent changes over time in line with the key drivers, particularly TP06 ('Listening to views and acting upon them')

## Satisfied tenants:

There was a general sense of satisfaction with the services provided, with positive themes around service-based communication, repairs quality, and addressing specific issues promptly.

## Tenant perception

	2023/24	2024/25	Increase
TP01 Overall satisfaction	50.69%	58.99%	8.30%
TP02 Satisfaction with repairs	45.61%	70.80%	25.19%
TP03 Satisfaction with time taken to complete most recent repairs	40.26%	64.74%	24.48%
TP04 Satisfaction that the home is well maintained	48.40%	65.13%	16.83%
TP05 Satisfaction that the home is safe	52.82%	74.12%	21.30%
TP06 Satisfaction that the landlord listens to tenant views and acts upon them	22.26%	51.72%	29.46%
TP07 Satisfaction that the landlord keeps tenants informed about things that matter to them	33.92%	62.47%	28.55%
TP08 Agreement that the landlord treats tenants fairly and with respect	44.36%	72.74%	28.38%
TP09 Satisfaction with the landlord's approach to handling complaints	23.50%	25.44%	1.94%
TP10 Satisfaction that the landlord keeps communal areas clean and well maintained	51.31%	62.50%	11.19%
TP11 Satisfaction that the landlord makes a positive contribution to neighbourhoods	43.14%	65.27%	22.13%
TP12 Satisfaction with the landlord's approach to handling anti-social behaviour	22.93%	59.06%	36.13%

## Management information

	2023/24	2024/25	Difference
CH01 (01) Number of Stage 1 complaints per 1,000 homes	23	44.6	+21.6
CH01 (02) Number of Stage 2 complaints per 1,000 homes	4	13.4	+9.4
CH02 (01) Proportion of Stage 1 complaints responded to within Complaint Handling Code timescales	92.8%	60.2%	-32.6%
CH02 (02) Proportion of Stage 2 complaints responded to within Complaint Handling Code timescales	80.5%	82.1%	+1.6%
NM01 (01) Anti-social behaviour cases relative to size of the landlord	25.6	16.4	-9.2
NM01 (02) Number of anti-social behaviour cases that involve hate incidents opened per 1,000 homes	0.5	0.6	+0.1
RP01 Proportion of homes that do not meet the Decent Homes standard	30.9%	18.2%	-12.7%
RP02 (01) Proportion of non-emergency repairs completed within target timescale	77.2%	85.7%	+8.5%
RP02 (02) Proportion of emergency responsive repairs completed within the landlord's target timescale	93.4%	96.5%	+3.1%
BS01 Proportion of homes for which all required gas safety checks have been carried out	99.9%	99.6%	-0.3%
BS02 Proportion of homes for which all required fire safety checks have been carried out	99.5%	92.2%	-7.3%
BS03 Proportion of homes for which all required asbestos management surveys or re-inspections have been carried out	99.6%	100%	+0.4%
BS04 Proportion of homes for which all required legionella risk assessments have been carried out	98.8%	95.3%	-3.5%
BS05 Proportion of homes for which all required communal passenger lift safety checks have been carried out	100%	100%	0%

# You said, we did

## Specific examples of how we have kept tenants informed of how their feedback is influencing the landlord service:

- The initial Special Interest Group (SIG) Compliments, Complaints and Learning (CCL) session in October 2024 highlighted issues with accessing some information on the website. These were promptly addressed and highlighted to residents as part of the next SIG CCL sessions in January and March 2025.
- In October 2024, the SIG for CCL suggested the council make use of AI to make the website smarter and easier to use. It was fed back to the SIG in March 2025 that the council – as part of delivering its Digital Strategy – has secured contractors to provide an AI customer service system that will support residents with quick access to information and services.
- The SIG for CCL in October 2024 identified that some residents were using outdated or inactive email addresses to report issues, leading to frustration due to a lack of response. This was investigated and correct service contact email addresses were provided at the next SIGs in January and March 2025. Correct channels for reporting issues are provided at engagement events, as well as through tenant and leaseholder newsletters.
- The initial Repairs SIG highlighted that residents believed repairs included all services such as gas, electricity, boilers, kitchens, bathrooms, and windows. To provide clarity and improve understanding, the next SIG was expanded to cover repairs, planned works, and maintenance and this was communicated to residents attending the session.



- The online repairs reporting system was highlighted to be too text-heavy with limited visuals. Residents were given access to test the system and provide feedback. Suggestions for a more pictorial design were shared with the software company, implemented, and resulted in positive feedback from residents. This was shared with residents at the next SIG for Repairs, Planned Works and Maintenance.
- The need for formal scrutiny arrangements was highlighted, with a scrutiny panel to be established as part of the developing governance structure, alongside the co-development of the new Engagement and Empowerment Strategy for 2025-28. This information was cascaded to residents who attended the Engagement and Empowerment Strategy consultation sessions.
- The need for a Leaseholder Forum has been highlighted which we will set up later in the year. This information has been shared with leaseholders as part of the SIG sessions.
- Some residents had previously shared the challenges they faced with getting online, including accessing services and reporting issues via the website. We

identified low-income residents who would benefit from receiving a laptop from The Good Things Foundation initiative. A training session was organised for these residents, with Learn Hillingdon delivering basic IT skills training to improve digital accessibility.

- One resident discovered cookery classes at Learn Hillingdon during their IT training and enrolled, later sharing with the council that it had improved his lifestyle, helped him learn new skills, and provided opportunities to meet new people. Another resident shared her experience on page 23 in the November/December 2024 edition of the *Hillingdon People* magazine.
- Residents reviewed and co-designed the Annual Report, providing recommendations on content and how it should be presented, including format and layout. The report was redesigned to shift from a text-heavy format to a more pictorial style. The new style report was shared with residents at SIG meetings.
- Information on how to make a complaint or service standards should be routinely advertised to residents. We cover this at ALL engagement events (slides and



printed paper copies and information has been added to rent statements and the e-newsletter). This has been shared to SIG members.

### Sheltered Housing Forum (SHF)

- Residents complained about not knowing when their scheme manager would be on-site or when jobs such as caretaking, cleaning and grass cutting, were scheduled. In response, we provided scheme managers with devices to display on their doors, indicating their availability status with messages like 'In Office', 'Out of Office', 'Back Soon' and 'Busy'.
- Timetables of services were created with useful telephone numbers for residents, and these are currently displayed on noticeboards across the sheltered housing schemes and in all tower blocks. This was shared with all SHF members and communicated via the minutes which are sent to each scheme to be displayed on the notice board.
- Residents complained about the communal window cleaning service, citing issues with irregular cleaning and poor quality. We conducted a consultation to gather residents' views on the service, including preferred frequency and cost.

The feedback from this consultation was used in discussions with contractors and informed contractual arrangements.

### Other examples:


- Residents said they wanted a direct line to be able to contact the ASB/Domestic Violence team within Housing Management. A duty line has now been introduced and this has been shared via social media and at SIG meetings. It will also feature in the e-newsletter.
- SIG sessions highlighted that residents were not aware of the annual safety checks required in their properties for gas and electricity. The October version of the e-newsletter gave information to residents about this.
- We consulted on changes to the Social Housing Policy and held online and face to face sessions with residents to capture their views. The new policy was shared with residents on social media and via our e-newsletter.
- The annual report, which is available online or as a paper copy and is advertised on social media, gives residents information on performance.



The report was shaped in line with residents' feedback on what performance data they wanted to see, and residents were updated at SIG meetings.



# Translation

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

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

ਜੇ ਤੁਸੀਂ ਇਹ ਜਾਣਕਾਰੀ ਕਰਮੇ ਹੋਰ ਭਾਸ਼ਾ ਵਿਚ ਪ੍ਰਾਪਤ ਕਰਨਾ ਚਾਹੁੰਦੇ ਹੋ ਤਾਂ ਕਰਪੁਕਾ ਕਰਕੇ ਸਾਡੇ ਨਾਲ ਟੈਲੀਫੋਨ  
**01895 277 038 'ਤੇ ਸੰਪੁਕ ਕਰੋ.**

**Punjabi translation**

જો તમે આ માહિતી બીજી ભાષામાં પ્રાપ્ત કરવા માંગતા િો, તો કૃપા કરીને અમારો સંપકક કરો ટેલિફોન

**01895 277 038**

**Gujarati translation**

यदि आप यह जानकारी ककसी अन्य भाषा में प्राप्त करना चाहते हैं तो कृपया हमसे टेलीफोन **01895 277 038**  
पर संपकक करें

**Hindi translation**

Hadii aad rabto macluumaad dheerad ah, oo habkale loo dhigey fadlan nala soo xidhiidh  
nambarka **01895 277 038**

**Somali translation**

