

Meeting Cabinet
Portfolio Area Housing & Housing Development
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TENANT SATISFACTION MEASURES 2024/25

KEY DECISION

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1 PURPOSE

- 1.1 The purpose of the report is to highlight the Council's performance against the Tenant Satisfaction Measures (TSMs) for 2024/25, when compared to the results from 2023/24.
- 1.2 The report gives a detailed overview of the performance against both the Management Data and Tenant Perception Surveys which together make up the Tenant Satisfaction Measures.
- 1.3 To better align with both the Annual Report and the Outturn Monitor Report for the General Fund and Housing Revenue Account, the Q4 Performance Report for 2024/25 will be presented to Cabinet in July. Quarterly updates on the Council's Tenant Satisfaction Measures have previously been included in this report. However, as there is a requirement for the Council to publicly report on

its 2024/25 Tenant Satisfaction Measures data by the 30th of June, this is being brought forward in a separate report.

- 1.4 Approval and publication of Tenant Satisfaction Measures data is central to the Council's Provider Improvement Plan which has been created and monitored following the inspection by the Regulator for Social Housing in September 2024 where the Council was awarded a C2 result.

2 RECOMMENDATIONS

- 2.1 That Cabinet notes the results of both the TSM Management Data and the Tenant Perception Surveys for 2024/25 and the improvement actions being undertaken to further improve tenant satisfaction levels.
- 2.2 That Cabinet approves the publication of the TSM Management Measures on the Council's website.

3 BACKGROUND

- 3.1 Tenant Satisfaction Measures (TSMs) were introduced in April 2023 as a regulatory requirement for all Registered Social Landlords in England. A total of 22 measures are in place, with 12 sourced from a tenant perception survey and the remaining 10 are collected through performance data as part of Stevenage Borough Council's Corporate Performance Suite, categorised as Strategic Measures.
- 3.2 Performance against these measures for 2024/25, compared to 2023/24, was presented to the Council's Executive Housing Working Group on 22 April 2025 and subsequently approved, ahead of being considered by Cabinet.
- 3.3 In preparation for the revised Consumer Standards issued by the Regulator of Social Housing, and in direct response to a wide range of tenant feedback, the Council has implemented a range of transformation programmes and other service improvements. These improvements will be detailed in the forthcoming Annual Housing Report and the Annual Complaints Performance and Service Improvement Report for Housing, both of which are being prepared with the latest performance data in mind.
- 3.4 Evidence is already emerging that many of these initiatives are contributing to improved outcomes. A number of key workstreams have been progressed, including:
 - Reforms to the repairs and maintenance service, supported by a new policy framework that provides greater clarity for residents and responds to specific concerns raised in previous feedback.
 - Changes to the way services are delivered, with the aim of improving consistency and quality.
 - Ongoing delivery of the capital housing improvement programme, which while disruptive in some instances, has already contributed to rising levels of tenant satisfaction with the condition of homes.
- 3.5 Resident engagement has also been strengthened. The Council has adopted a new Resident Engagement Strategy, creating more meaningful opportunities for tenants to be heard and helping to shape the future of housing services. Approaches are continuing to evolve based on resident input.

3.6 Where service levels have not met resident's expectations, the Council continues to encourage residents to raise issues through the formal complaints process. Improvements in this area include:

- A new complaint handling system that enables residents to track their cases and receive timely feedback.
- More efficient resolution processes, with complaints data increasingly being used to identify areas for targeted improvement.

3.7 Analysis shows that a significant number of complaints relate to service delivery, particularly around repairs. The Council is already using this information to inform ongoing transformation activity, with positive trends beginning to emerge as a result.

4 DATA OVERVIEW

Management Data

4.1 There are 10 TSM Management Data Measures which are captured and collated as part of the councils quarterly Corporate Performance reporting.

4.2 The table below provides the scores of each measure for 2024/25 (highlighted in green if it exceeds last year's score, in amber if it is equal to and red if it is below).

Ref	TSM Measure	Description	Annual 2024/25	Annual 2023/24	Median Benchmark 2023/24
BS01	Gas Safety Checks (%)	Proportion of homes for which all required gas safety checks have been carried out.	100	100	99.98
BS02	Fire Safety Checks (%)	Proportion of homes for which all required fire risk assessments have been carried out.	100	100	100
BS03	Asbestos Safety Checks (%)	Proportion of homes for which all required asbestos management surveys or re-inspections have been carried out.	100	100	100
BS04	Water Safety Checks (%)	Proportion of homes for which all required legionella risk assessments have been carried out.	100	96.65	100
BS05	Life Safety Checks (%)	Proportion of homes for which all required communal passenger lift safety checks have been carried out.	100	100	100
CH01	Complaints relative to the size of the Landlord – Stage 1 (per 1,000 homes)	Number of Stage 1 complaints received by the landlord measured per 1,000 homes.	88.73	102.10	39

Ref	TSM Measure	Description	Annual 2024/25	Annual 2023/24	Median Benchmark 2023/24
CH01	Complaints relative to the size of the Landlord – Stage 2 (per 1,000 homes)	Number of Stage 2 complaints received by the landlord measured per 1,000 homes.	10.96	10.98	No data
CH02	Complaints responded to within Complaint Handling Code timescales – Stage 1 (%)	Proportion of Stage 1 complaints responded to within the Housing Ombudsman's Complaint Handling Code timescales.	94.62	77.14	78.4
CH02	Complaints responded to within Complaint Handling Code timescales – Stage 2 (%)	Proportion of Stage 2 complaints responded to within the Housing Ombudsman's Complaint Handling Code timescales.	81.18	69.32	No data
NM01	Anti-social behaviour cases relative to the size of the landlord (per 1,000 homes)	Number of anti-social behaviour cases opened per 1,000 homes.	13.80	13.48	35.1
NM01	Anti-social behaviour cases relative to the size of the landlord that involve hate incidents. (per 1,000 homes)	Number of anti-social behaviour cases that involve hate incidents opened per 1,000 homes.	0.52	0.12	No data
RP01	Homes that do not meet the Decent Homes Standard (%)	Proportion of homes that do not meet the Decent Homes Standard.	3.36	5.89	4.2
RP02	Non-Emergency Repairs completed within target timescale (%)	Proportion non-emergency responsive repairs completed within the landlord's target timescales.	87.02	87.58	No data
RP02	Emergency Repairs completed within target timescale (%)	Proportion of emergency responsive repairs completed within the landlord's target timescales.	98.93	87.01	No data

4.3 Of the 14 figures reported across the 10 TSM Management Data measures, 7 have shown positive change, 3 have reduced, and 4 have remained unchanged. The four unchanged figures fall within the Building Safety category and are attributable to last year's results already being at 100%.

4.4 Several areas demonstrating improvement have recorded significant gains. This is most notable within the Complaints Handling category, where the percentage of complaints responded to within the required timescales has increased to 94.62% for Stage 1 complaints (up from 77.14%) and 81.18% for Stage 2 complaints (up from 69.32%). The Council has also observed a meaningful reduction in the proportion of homes not meeting the Decent Homes Standard, which has decreased to 3.36% (down from 5.89%). Similarly, there has been a strong

increase in the percentage of emergency repairs completed within target timescales, now at 98.93% (up from 87.01%).

4.5 Three measures have shown a reduction compared to last year's figures; these are:

4.6 **NM01 Anti-social behaviour cases relative to the size of the landlord (per 1,000 homes) and Anti-social behaviour cases relative to the size of the landlord that involve hate incidents (per 1,000 homes):** Both general anti-social behaviour (ASB) cases and those involving hate crime have seen slight increases. In absolute terms, the change is minimal — ASB cases rose to 108 from 107, and reported hate incidents increased to 4 from 1. While these figures reflect a slight reduction, the overall impact is limited due to the small scale of the increase.

4.7 **RP02 - Non-Emergency Repairs completed within target timescale (%):** This measure has seen a slight decline, although the change is not significant. It is worth noting that, while RP01 (homes not meeting the Decent Homes Standard) has not improved, RP02 (emergency repairs completed on time) has recorded a marked improvement. In the 2023/24 reporting year, the completion rate for emergency repairs had fallen below that of non-emergency repairs. Consequently, the Council prioritised emergency repairs, resulting in substantial improvement in this area. As the service continues to refine resource allocation and demand management, further improvement is anticipated for RP02 in the next reporting cycle.

4.8 Benchmarking information for the Management Data for 2024/25 is not yet available. However, the table above illustrates current performance in comparison to the median benchmark from 2023/24. In addition to national benchmarks, the Council also compares its performance against a group of bespoke peer organisations to provide a more tailored understanding of relative performance and has further formed a performance group with other Hertfordshire stock holding local authorities to compare data and share best practice.

4.9 Once the full dataset for 2024/25 becomes available, a more detailed benchmarking analysis will be carried out. This will be included in both the forthcoming Annual Housing Report and the Annual Complaints Handling and Service Improvement Report for Housing, where it will inform service planning and identify opportunities for further improvement.

4.10 Overall, the performance across the Management Data, as reported through the Council's Corporate Performance suite, demonstrates a broadly positive trajectory, with several key areas showing marked improvement and others maintaining consistently high standards. While a small number of indicators reflect minor reductions, these are not considered significant and are being actively addressed as required. Looking ahead, the Council remains committed to building on this success in the coming year as it continues to deliver against the Regulator for Social Housing's Performance Improvement Plan and begins the journey towards a C1 grade.

Tenant Perception Measures

- 4.11 The Council has commissioned Housemark to conduct the Tenant Perception Surveys during 2024/25. The Council are required to complete at least 570 surveys for its stock size.
- 4.12 The results of this survey are based on 988 responses for the full year (based on TP01 overall satisfaction responses) and was collected by a combination of online survey (120 responses) and telephone interviews (868 completed).
- 4.13 Based on a total of 7,794 properties and the 988 responses received this year, the overall margin of error for the survey is +/-2.91% (compliance requiring +/- 4.0%) The overall response rate was 12.8%.
- 4.14 Housemark has generally seen lower satisfaction results for online surveys compared to telephone surveys for the social housing providers it is supporting. However, despite this we have seen significant increases across all Tenant Perception Survey questions, as detailed in the table below:

Ref	Question	Definition	Previous year (2023/24)	Annual (2024/25)	Difference (+/-)
TP01	Overall satisfaction	Proportion of respondents who report that they are satisfied with the overall service from their landlord.	56.0%	66.9%	+10.9%
TP02	Repairs service overall	Proportion of respondents who have received a repair in the last 12 months who report that they are satisfied with the overall repairs service.	62.7%	70.8%	+8.1%
TP03	Speed of repairs	Proportion of respondents who have received a repair in the last 12 months who report that they are satisfied with the time taken to complete their most recent repair.	52.4%	64.4%	+12.0%
TP04	Home is well-maintained	Proportion of respondents who report that they are satisfied that their home is well maintained.	59.2%	67.7%	+8.5%
TP05	Home is safe	Proportion of respondents who report that they are satisfied that their home is safe.	69.9%	76.4%	+6.5%
TP06	Listens to views and acts	Proportion of respondents who report that they are satisfied that their landlord listens to tenant views and acts upon them.	44.9%	55.1%	+10.2%
TP07	Keeps tenants informed	Proportion of respondents who report that they are satisfied that their landlord keeps them informed about things that matter to them.	50.9%	61.6%	+10.7%

Ref	Question	Definition	Previous year (2023/24)	Annual (2024/25)	Difference (+/-)
TP08	Treats tenants fairly and with respect	Proportion of respondents who report that they agree their landlord treats them fairly and with respect.	70.2%	73.3%	+3.1%
TP09	Complaint handling	Proportion of respondents who report making a complaint in the last 12 months who are satisfied with their landlord's approach to complaints handling.	22.8%	34.1%	+11.3%
TP10	Communal areas are clean and well-maintained	Proportion of respondents with communal areas who report that they are satisfied that their landlord keeps communal areas clean and well maintained.	53.3%	64.0%	+10.7%
TP11	Contribution to neighbourhood	Proportion of respondents who report that they are satisfied that their landlord makes a positive contribution to the neighbourhood.	47.7%	63.1%	+15.4%
TP12	ASB handling	Proportion of respondents who report that they are satisfied with their landlord's approach to handling anti-social behaviour.	49.5%	57.9%	+8.4%

4.15 The Council has seen an improvement across all twelve measures compared to the 2023/24 year end data, with the cumulative overall satisfaction at 66.9% representing an increase of 10.9%. The highest increase relates to satisfaction with speed of repairs which is now 64.4% an increase of 12.0%. Tenants are most satisfied with being provided with a home that is safe at 76.4% representing an increase of 6.5%.

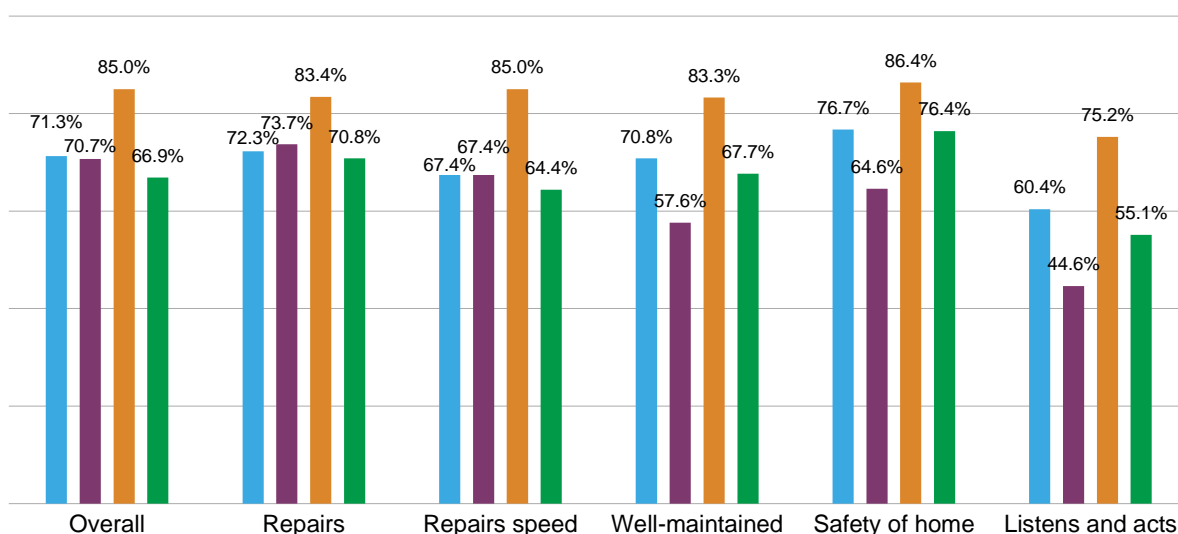
4.16 In addition to the prescribed Tenant Satisfaction Survey questions, the Council can ask additional questions or ask for free text feedback for more in-depth analysis. Feedback from the surveys is being used to help inform specific development and improvement work across service areas. Of the tenants that provided a reason for overall satisfaction and have given permission for their responses to be shared, 33% of these have been reported to individual teams for further contact to be made. 51% of the follow ups requested are in relation to repairs (including damp and mould).

4.17 While the perception surveys provide valuable insight into tenant views, it is important to recognise that some responses relate to services or issues that may not have been formally reported. On review, there are instances where survey feedback does not align directly with service records. For example, some households indicated dissatisfaction with how a complaint was handled, despite not having submitted a formal complaint. In many of these cases, residents had raised a repair request or a general enquiry instead. Housemark has advised that

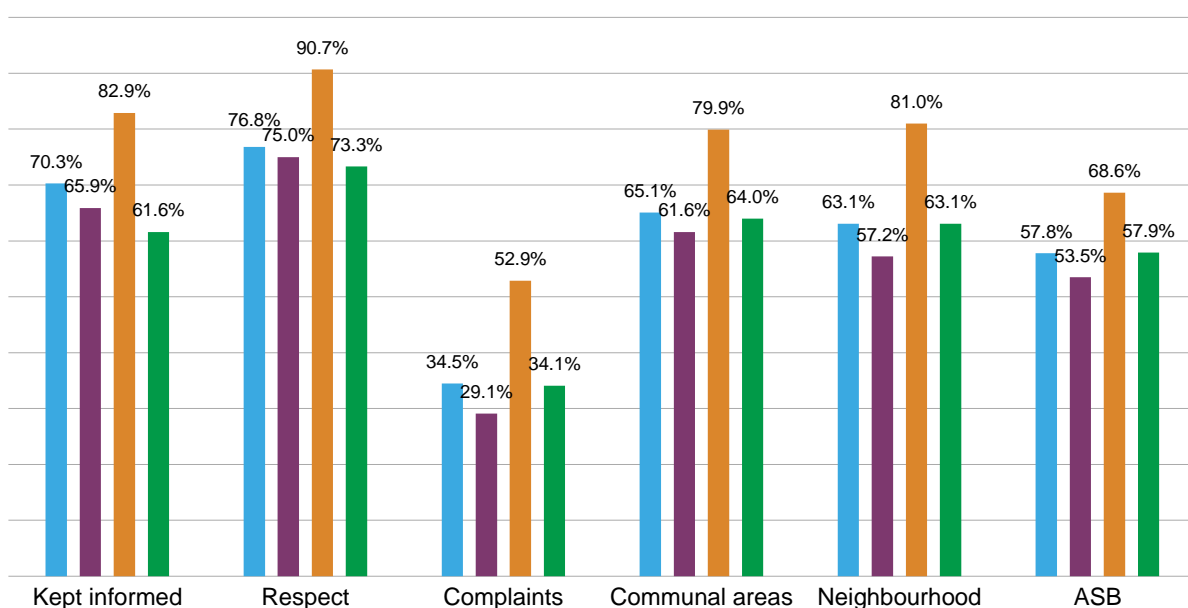
this type of discrepancy is common across many landlords and is not unique to Stevenage Borough Council. For this reason, the Council considers perception survey results alongside other data sources, including transactional feedback and service records, to support a more accurate and balanced understanding of performance.

4.18 Unlike the Management Data, benchmarking information for the Tenant Perception Survey for 2024/25 has already been released. Benchmarking is provided by Housemark, the Council's Tenant Perception Survey partner. Housemark compares Stevenage Borough Council's performance against a suite of comparator organisations selected based on shared characteristics, including demographic profile, population size, housing stock volume, and stock type.

Tenant satisfaction (%) ■ National Median ■ Peer Median ■ Peer High Score ■ Stevenage BC



Tenant satisfaction (%) ■ National Median ■ Peer Median ■ Peer High Score ■ Stevenage BC



4.19 Survey results show that tenant satisfaction in Stevenage tends to align closely with both national and peer median scores across most measures. There are variations, with performance slightly above or below the median in different

areas, but differences are generally not substantial. While the Council is not currently matching the highest scores within the peer group, overall results suggest a broadly comparable level of performance in many key areas.

- 4.20 There are, however, some areas that require focused improvement, particularly where there is a wider gap between current performance and the top scores observed across the peer group. It is important to note that the 'highest peer' score referenced in each measure does not necessarily represent a single authority, but rather the highest recorded score from the entire peer comparator set. Areas such as repairs, home condition, safety, and responsiveness to tenant concerns remain priorities for improvement. Similarly, continued efforts to strengthen communication, demonstrate respect, and manage complaints and anti-social behaviour effectively will help to raise overall satisfaction levels over time.

Housing Improvement Programme

- 4.21 Tenant Satisfaction Measures provide a key insight not only into the scale and performance of service delivery, but also into tenant perceptions and overall satisfaction. Insights from this data have directly informed the development of several key transformation and improvement workstreams. One of the most significant has been the creation of the Housing Improvement Programme.

- 4.22 A number of major projects are underway as part of this programme, and the Social Housing Regulator acknowledged the progress made during its recent inspection. These wide-ranging and comprehensive programmes were developed in response to tenant feedback, performance data, and management information, including the TSMs. Work currently underway includes:

- **Repairs** – New contractor arrangements have been introduced, supported by an improved repairs and maintenance policy. This has contributed to an 8.1% increase in tenant satisfaction with the overall repairs service and a 12% increase in satisfaction with the speed of repairs.
- **Building Safety** – The Council has continued its programme of safety improvements, achieving 100% completion of required checks and inspections. This, along with enhanced engagement, has contributed to a 6.5% increase in tenants feeling safe in their homes.
- **Investment in Our Homes** – The ongoing property investment programme has led to an 8.5% increase in tenants feeling that their home is well maintained. In addition, this work is expected to reduce the number of properties falling below the Decent Homes Standard over the coming year.
- **Anti-Social Behaviour (ASB) Case Management** – Although the number of ASB cases reported appears higher, this has largely resulted from data management improvements rather than an increase in incidents. The Council is now managing nearly one-third of the cases recorded nationally. Among those who have had cases formally managed, satisfaction with the handling of ASB has risen by 8.4%, reflecting service enhancements, including staff training and case management reforms.
- **Complaint Handling** – Although complaint volumes have increased slightly, a revised complaints policy, updated procedures, and investment in a new complaints system have led to an 11.3% increase in satisfaction with the

complaints process. These changes are expected to further improve the effectiveness and responsiveness of complaint resolution.

- **Listening and Acting** – The Council's new Resident Engagement Strategy is already creating more opportunities for tenant involvement in shaping services. Engagement in areas such as high-rise improvements, the repairs policy, and home adaptations has contributed to a 10.2% increase in satisfaction among residents who feel the Council listens to and acts upon their views.
- **Keeping Residents Informed** – Implementation of the new Housing Communication Plan has significantly improved how the Council shares information. Initiatives include the publication of a Tenants' Annual Report, a quarterly Housing Matters newsletter, greater use of social media, enhanced written communications and website content, and improved guidance around building safety. These efforts have supported a 10.7% increase in satisfaction among tenants who feel the Council keeps them informed about matters that affect them.

Feedback from the Regulator for Social Housing

- 4.23 In November 2024 the Council was notified by the Regulator of Social Housing that it has been awarded a C2 grade following an on-site inspection against the Consumer Standards.
- 4.24 The Cabinet was notified of the inspection outcome in December 2024 and approved the recommendation that delegated authority be given to the Strategic Director (RP), in consultation with the Portfolio Holder for Housing, to develop and approve a Provider Improvement Plan (PIP) with the Regulator of Social Housing.
- 4.25 Every inspection by the Regulator for Social Housing results in the creation of a PIP, regardless of the outcome. As of the publication of this report, only 3 councils have been awarded a C1 from a total of 41 that have been inspected. A further 14, including Stevenage, have been awarded a C2.
- 4.26 Cabinet also approved the recommendation that the PIP would be reported to Cabinet as part of the Quarterly Corporate Performance Framework.
- 4.27 The Council met with the Regulator in January 2025 to open dialogue on what the PIP should include as well as provide an update detailing progress made since the inspection took place and the judgement was confirmed.
- 4.28 The Council has met with the Regulator on a monthly basis, with the last meeting occurring at the end of April. This meeting reviewed progress against the PIP and the supporting submission. A root cause analysis, as requested by the Regulator, has been carried out focusing on the headline elements from the PIP. The Council will continue to meet with the Regulator for Social Housing but they have now asked that whilst they would wish to see some specific performance information on a monthly basis, the wider performance updates will now be required on a quarterly basis as they are satisfied that good progress has been made since inspection.
- 4.29 Governance arrangements have been revised moving into the new financial year with a new Housing SLT set up to compliment the activities of the Executive Housing Working Group. This will provide an engine room to further galvanise

activity, building on the governance framework that is already in place. Both Housing SLT and Executive Housing Working Group will meet on a monthly basis, with a defined forward plan and work programme.

5 IMPLICATIONS

5.1 FINANCIAL IMPLICATIONS

- 5.1.1 There are no direct financial implications from the recommendations contained in this report. However, officers responsible for delivering the priorities over the coming year and implementing any improvement activity set out within this report will need to identify and consider any resulting financial implications. Any financial impact of the under/over achievement of Corporate Performance Indicators will be reported as part of the Quarterly Monitoring report.

5.2 LEGAL IMPLICATIONS

- 5.2.1 The submission of the Tenant Satisfaction Measures is a Regulatory requirement, for all registered social housing providers like the council. Failure to submit the information by the 30 June in the correct format could see enforcement action taken by the Regulator of Social Housing. In addition to which officers responsible for delivering the priorities over the coming year and implementing any improvement activity set out within this report will need to identify and consider any resulting legal implications.

5.3 EQUALITIES AND DIVERSITY IMPLICATIONS

- 5.3.1 There are no direct equality, diversity and inclusion implications arising from this report. Where required, Equality Impact Assessments will be completed for programmes, projects, service changes and improvement activity identified.

5.4 RISK IMPLICATIONS

- 5.4.1 There are no direct significant risks to the Council in agreeing the recommendation(s). However, failure to submit the data would expose the Council to the risk of regulator failure and enforcement action. Officers responsible for implementing any improvement activity set out within this report will need to consider any risk implications that arise.
- 5.4.2 The Council has an embedded approach to risk management that mitigates any adverse effect on delivery of the Council's objectives and internal control processes and provides good governance assurance.

5.5 CLIMATE CHANGE IMPLICATIONS

- 5.5.1 The Council declared a climate change emergency in June 2019 with a resolution to work towards a target of achieving net zero emissions by 2030. There are no direct climate change implications arising from this report, except for those activities that seek to have a positive impact in this area, and the officers responsible for delivering the improvements are charged with identifying and addressing any related climate change considerations.

5.6 OTHER CORPORATE IMPLICATIONS

- 5.6.1 Implementing the priorities and improvement activity outlined in this report may impact on the development of future policy or procedure, which will be monitored through the formal policy/procedure sign-off process via the Senior Leadership Team (SLT).