

City of London Corporation Committee Report

Committee(s): Housing & Almshouses Management Committee	Dated: 27 November 2025
Subject: Tenant Satisfaction Measures. Perception measures action plan 25/26	Public report: For information
This proposal: <ul style="list-style-type: none">• provides business enabling functions	Compliance with expectations of Regulator for Social Housing
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	£
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Judith Finlay, Executive Director of Community & Children's Services	
Report author: Liane Coopey – Business Support Manager (Housing)	

Summary

As part of the new regulatory regime for social housing which came into effect on 1 April 2023, social housing landlords who own or manage over 1,000 homes are required to submit annual returns against a set of Tenant Satisfaction Measures (TSMs). The second submission was submitted to the Regulators of Social Housing in line with the 30 June deadline.

Members received an update on the 24/25 results in the June 2025 HMASC committee meeting. This paper updates members on the improvement plan and actions put in place to ensure continued improvement.

Recommendation(s)

Members are asked to:

- Note the report.

Main Report

Background

1. Tenant Satisfaction Measures (TSMs) are a set of 22 performance indicators introduced by the Regulator of Social Housing. They are designed to help tenants and stakeholders understand how well social landlords are performing in key service areas. The TSMs are split into two categories:
 - **12 tenant perception measures:** These are based on direct feedback from tenants, covering areas such as repairs, safety, communication, and complaint handling.
 - **10 management information measures:** These are drawn from the landlord's own performance data, including repairs completion, safety checks, and complaint volumes.
2. All landlords with over 1,000 homes are required to publish their TSM results annually, enabling transparent comparison across the sector.

Feedback from the 2024–25 perception measures survey: key findings

3. The 2024–25 TSM survey on the 12 tenant perception measures, conducted independently by Acuity Research and Practice, highlighted several strengths and areas for improvement.

Strengths:

- a. 75% of tenants feel they are treated fairly and with respect.
- b. 74% are satisfied with being kept informed about matters that affect them.
- c. Satisfaction that homes are well maintained increased by 6 percentage points to 71%.

Areas for Improvement:

- d. Only 30% of tenants who made a complaint in the last 12 months were satisfied with the handling of their complaint.
- e. Satisfaction with communal area cleaning and maintenance fell by 7 percentage points to 66.5%.
- f. Repairs service and communication about repairs remain key drivers of dissatisfaction.

Action Plan in Response to Tenant Satisfaction Measures (TSM) Feedback

4. The following summarises the key areas for improvement identified in the 2024–25 TSM survey for the 12 tenant perception measures and the specific actions being taken in 2025–26 to address them:

Communal Areas and Cleaning

5. **Issues Identified:** Residents reported dissatisfaction with the quality and frequency of cleaning, rubbish left after maintenance, and poor communication about cleaning schedules.

Actions:

- **Digital Tools:** Introduction of a new caretaking system (SweepUp) for scheduled cleaning tasks, monitored via IAuditor inspections. Monthly reporting on standards is now in place.
- **Transparency:** Cleaning schedules are now published on estate notice boards and will be available on the website by Q3 2025/26.
- **Staff Training:** 100% of frontline staff will receive British Institute of Cleaning Science (BICS) Licence to Practice training by the end of Q4 2025/26.
- **Deep Cleaning:** Targeted deep cleaning programmes are being implemented in areas falling below the 75% satisfaction threshold.
- **Team Expansion:** Four new Estate Services Team members are being recruited to focus on inspection and quality assurance.

Repairs Service

6. **Issues Identified:** Concerns about slow response times, incomplete repairs, and poor communication.

Actions:

- **Faster Response:** Chigwell (repairs contractor) commits to make an initial appointment with the resident within 48 hours of an order being placed and to complete emergency repairs within 24 hours and non-emergency repairs within 20 working days, with a target of 85% for first-time fix rate.
- **Performance Monitoring:** Contract KPI monitoring, discussed at monthly operational meetings and Bimonthly Core Group Meetings. Any performance below target is reviewed with actions to improve. Introduction of active monitoring of other operational performance indicators to identify repairs or inspections that are delayed. Greater interrogation of formal complaints trends to identify areas for improvement.
- **Digital Tools:** Integrated IT systems with Repairs Contractor for real time data sharing at key stages of repairs delivery. Launch of SMS appointment confirmation to reduce missed appointments.
- **Customer Service:** Call response times are being monitored, with a target of under 30 Seconds and abandonment rates below 5%.
- **Quality checks:** Introduction of system generated sample post inspections to identify incomplete or substandard work.

- **Team Expansion:** A new contract manager has been recruited to ensure all terms and conditions of the contract are met, including service delivery, resourcing, Health and Safety, Value for Money and Responsible Procurement.

Damp and Mould

7. **Issues Identified:** Persistent damp and mould, slow response, and poor communication.

Actions:

- **Updated target timescales:** Introduction of a new SLAs for responding to emergency damp & Mould hazards (24 hours) and significant damp and mould hazards (10 working days) in accordance with Awaab's Law Regulation
- **Risk-Based Response:** New risk-based initial triage process for all damp and mould cases, to ensure all cases are investigated and resolved within agreed timescales.
- **Digital Tools:** Use of Civica CX for case management of damp and mould cases, with processes aligned to Awaab's Law to be implemented in Q3 25/26. Implementation of handheld devices and digital inspection reports to improve record keeping and information that is shared with residents.
- **Training:** Staff training on damp & mould awareness and new processes and legal requirements introduced with Awaab's Law
- **Stock Condition Survey:** Data from Stock Condition Survey, commencing in Q2 25/26 will also be used for identifying and risk assessing instances of damp and mould found in homes surveyed.

Safety and Security

8. **Issues Identified:** Residents feel unsafe due to non-functional security lights, lack of secure doors.

Actions:

- **Fire Safety:** Completion of fire door programme by 2026/27. New *Secure by design* 60-minute rated fire doors have already been installed across many of our Estates.
- **CCTV Upgrades:** CCTV upgrades for Middlesex Street Estate by Q4 2025/26. Improvements for other Estates to be considered as part of the wider Estate Planned Maintenance Programme (subject to funding).
- **Lighting:** Lighting surveys and installations to be completed by Q2 2026.

- **Major Works:** Ongoing estate planned maintenance and accessibility improvements, including new windows, alarms, and doors as part of the next 10-year Major Works Programme (subject to funding and approval)

Customer Service and Communication

9. **Issues Identified:** Difficulty reaching estate office staff, unhelpful attitudes.

Actions:

- **Training:** Refresher customer service training for all estate office staff Q2 25/26 and online refresher MGI training for 60 staff by end Q3 25/26.
- **Resident Engagement:** Introduction of Commonplace for online consultations in Q1 25/26 and launch of the Resident Voice platform in Q3 25/26. Increased engagement through workshops and newsletters - with a target to increase resident comms sign-ups by 20% and hold at least two engagement workshops per quarter.
- **Digital Tools:** Introduction of case management on Civica CX for better management and monitoring of ASB and damp & mould cases in Q3 25/26
- **Resident Feedback:** Introduction of transactional surveys undertaken by an external body to ensure resident voices continue to shape service improvements.

Complaint Handling

10. **Issues Identified:** Residents feel their concerns are not listened to or acted upon

Actions:

- **Complaints Process:** 100% of complaints acknowledged within five working days and responded to within statutory timelines from Q1 25/26
- **Digital Tools** Power BI dashboard introduced for real-time monitoring, reporting and transparency from Q1 25/26
- **Internal Processes:** A new process introduced in Q2 25/25 for member enquiries to strengthen response times and ensure query has been properly addressed.
- **Complaints Learning Panel:** Agenda has been refined and now includes focus on lessons learned and Ombudsman determinations.

Conclusion

11. The TSM framework provides a robust mechanism for measuring and improving tenant satisfaction. The City of London's 2024–25 results show strong performance in several areas but also highlight the need for continued focus on all areas – but in particular - repairs, communal areas, and complaint handling. The action plan for 2025–26 addresses these priorities and reflect the ambition for continued improvement.

Corporate & Strategic Implications Strategic implications

The Tenant Perception Survey is a requirement of the Regulator of Social Housing, and our regulatory obligation will be fulfilled once the return is made to the RSH in June 2026.

- Financial implications – none.
- Resource implications – none. Legal implications – none.
- Risk implications – none. Equalities implications – none.
- Climate implications – none.
- Security implications – none.