City of London Corporation Committee Report

Committee(s): Housing Management & Almshouses Sub Committee	**Dated:** 14 September 2026
Subject: Tenant Satisfaction Measures. Benchmarking & Action Plan 25/26	**Public report:** For information
This proposal: • **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?	N/A
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	
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Summary

As part of the 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). Our third submission was submitted to the Regulators of Social Housing to meet the 30 June deadline.

Members received an update on the 25/26 results at the June 2026 HMASC committee. This paper updates members on the benchmarking against London peer groups and the improvement plan and actions put in place to ensure continued improvement.

Recommendation

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 comparison across the sector.

3. This report presents:
    - analysis of benchmarking undertaken by Housemark of our 2025-26 TSM results (Appendix 1)
    - the 2026/27 TSM Improvement Plan, together with the measures that will be used to monitor delivery and assess improvements in resident satisfaction and service performance (Appendix 2)

4. Members are asked to note the findings of the 2025/26 Housemark TSM benchmarking exercise, including the areas in which the City of London performs above the London peer median and that improving resident confidence that the Housing Service listens to and acts on feedback will be the principal improvement priority for 2026/27.

Summary

5. The 2025/26 Housemark benchmarking results provide positive assurance about the comparative performance of the Housing Service. The City of London performs above the London peer median in nine of the twelve Tenant Perception Measures and continues to demonstrate strong performance in building safety compliance, complaint response timescales and several aspects of resident satisfaction. The benchmarking also identifies areas requiring sustained improvement. We are not complacent and appreciate that there is work to be done in key areas to achieve the quality of service that we aspire to deliver for residents.

6. The proposed 2026/27 TSM Improvement Plan places emphasis on improving resident confidence that feedback leads to visible action. The plan includes measurable objectives covering communication, resident engagement, frontline customer service, transparency and operational follow-through.

Benchmarking

7. The 2025/26 Housemark benchmarking results demonstrate that the City of London continues to deliver good performance across several key service areas when compared with London Boroughs and Arms Length Management Organisations (ALMOs). The results provide assurance that the Housing Service is performing above London peer median levels across the majority of Tenant Satisfaction Measures and continues to maintain high standards of statutory compliance and governance.

8. **Strong resident satisfaction performance**
   The City of London outperforms the London peer median in nine of the twelve Tenant Perception Measures. Residents report higher levels of satisfaction than comparable landlords in relation to overall landlord services, repairs services, repairs completion times, landlord communications, neighbourhood contribution, anti-social behaviour management and complaint handling. This demonstrates that residents continue to recognise the quality of many frontline housing services despite wider sector challenges and increasing customer expectations.

9. **Solid building safety compliance**
   Building safety performance has shown significant improvement. The City of London achieved either 100% or near 100% compliance across all major building safety measures, including fire risk assessments, asbestos inspections, legionella assessments, gas safety and lift safety compliance. Improvements were achieved in lift safety, increasing from 76.8% to 100% during the year. These results demonstrate building safety compliance at or above the London peer median across many of the reported measures and provide assurance that statutory compliance arrangements are being prioritised and maintained.

10. **Effective complaint management**
    Complaint volumes increased during 2025/26; the Housing Service maintained 100% compliance with Housing Ombudsman Complaint Handling Code timescales for both Stage One and Stage Two complaints. Performance exceeds peer median levels and demonstrates good governance, oversight and customer care arrangements. Resident satisfaction with complaint handling also improved year-on-year, suggesting that measures introduced to strengthen complaint management processes are having a positive impact on customer experience. We welcome complaints but want to focus on reducing escalation from Stage One to Stage Two.

11. **Solid neighbourhood outcomes**

Neighbourhood management performance is good. The number of anti-social behaviour cases reported per 1,000 homes remains below peer levels, whilst no hate-related ASB cases were recorded during the year. Resident satisfaction with the handling of anti-social behaviour is above peer median performance, indicating that residents have confidence in the service's ability to respond effectively to neighbourhood concerns. We need to focus on ensuring that all incidents of ASB are reported.

12. **Improved Repairs Satisfaction Despite Operational Challenges**
Although operational repairs performance remains an area of ongoing focus, resident satisfaction with both repairs services and repair completion times exceeds London peer averages. This provides a positive platform for the operational improvement work required to improve repairs completed within target timescales.

13. **Areas for improvement**
The benchmarking also highlights three material areas for improvement. Completion of non-emergency and emergency repairs within target timescales remains below the London peer median, and the proportion of homes not meeting the Decent Homes Standard remains above the peer median. In addition, satisfaction that the landlord listens to and acts on residents' views is below the peer median at 51.6%.

Benchmarking conclusion

14. Overall, the benchmarking results position the City of London as a solid performer within its London peer group. The service continues to demonstrate improved performance across many key measures. Whilst opportunities remain to:
    - improve repairs performance,
    - increase resident perceptions that feedback is listened to and acted upon
    - reduce the proportion of homes that do not meet the Decent Homes Standard

    the overall benchmarking position provides positive assurance regarding the effectiveness, resilience and quality of the Housing Service.

TSM Improvement Plan 2026/27

Summary

15. The 2025/26 Tenant Satisfaction Measures (TSM) survey identified a clear and consistent message from residents: while overall satisfaction with the Housing Service is 65%, residents do not always feel that their views are listened to or that action is taken in response to feedback. Satisfaction with the "Listens and Acts" measure was 52%, making this one of the lowest-performing areas of the survey and a key priority for improvement.

16. Resident feedback highlighted recurring concerns around communication, responsiveness, follow-up, visibility of actions taken, and the resolution of long-standing issues. Residents reported:
    - having to chase for updates
    - experiencing inconsistent communication across teams and estates
    - feeling uncertain whether their feedback had influenced service delivery.

17. In response, Housing Services has developed a targeted TSM Improvement Plan for 2026/27. This Improvement Plan sets out a targeted programme of activity to:
    - strengthen resident confidence
    - improve transparency
    - increase accountability
    - ensure that resident feedback is routinely used to inform service delivery and decision-making

    The plan is focused on embedding a culture in which residents can clearly see how their feedback has influenced action and service improvement.

Objectives

18. During 2026-27, the Housing Service will:

Improve resident confidence that we listen and act

- Increase satisfaction with the TSM "Listens and Acts" measure from 52% to at least 60%.
- Publish a twelve "You Said, We Did" updates during the year, demonstrating actions taken in response to resident feedback.

Improve the quality and consistency of customer communication

- Ensure consistency of resident contacts recorded within Civica - including an agreed action and next-step update.
- Achieve compliance with Housing Service customer service standards through training, management monitoring and quality assurance reviews.

Increase resident engagement and influence

- Deliver at least 12 resident consultations or engagement activities via Commonplace during the year.
- Increase participation in resident consultation and engagement opportunities by 20% compared with 2025/26 levels.

Strengthen frontline customer service capability

- Achieve 90% completion of mandatory customer service basics training by Housing staff by 31 December 2026.
- Deliver a programme of policy awareness workshops with attendance recorded and monitored across all Housing teams.

Improve transparency and visibility of service performance

- Publish monthly updates in @home newsletter on key service issues, actions taken, and progress against improvement commitments.
- Introduce reporting mechanisms that enable residents to track progress on key recurring issues identified through feedback, complaints, surveys and resident engagement activity.

19. The TSM Improvement Plan 2026-27 can be found at Appendix 2.

20. The overall aim of this Improvement Plan is to increase resident confidence that the Housing Service listens, responds and acts on feedback. Success will be demonstrated through a measurable improvement in the "Listens & Acts" TSM score from 52% to at least 60% in the 26/27 TSM Survey. This will be supported by improved communication, increased resident engagement, greater transparency and visible evidence that resident feedback influences service delivery and decision making.

TSM Improvement plan conclusion

21. 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, decent homes, communal areas, and complaint handling. The action plan for 2026–27 addresses these priorities and reflect the ambition for continued improvement.

Corporate & Strategic Implications Strategic implications

22. The Tenant Perception Survey is a requirement of the Regulator of Social Housing, and our regulatory obligation was fulfilled with the return 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.

Conclusion

23. The 2025/26 TSM benchmarking results provide assurance that the Housing Service continues to perform strongly against its London peers, particularly in resident satisfaction, building safety compliance and complaint handling. The results also identify areas for improvement, including repairs performance,

Decent Homes compliance and resident confidence that feedback is listened to and acted upon. The 2026/27 TSM Improvement Plan has been developed to address these priorities and support continued improvement in resident satisfaction and service delivery.

Appendices

- Appendix 1 – Tenant Satisfaction Measures 2025/26 Comparison Report
- Appendix 2 – Tenant Satisfaction Measures Improvement Plan 26-27

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