

**Kingston Churches Housing Association**  
**2016 Tenant Satisfaction Survey**  
**Findings Report**

**September 2016**





## Executive summary

Kingston Churches Housing Association (KCHA) commissioned Acuity to carry out a tenants' satisfaction survey. All tenants were included in the postal survey, which took place between April and August 2016. Of the 270 tenants, 150 responded giving a response rate of 56%.

The results from the 2016 STAR survey demonstrate that the majority of tenants are satisfied with the Association and in many areas satisfaction is now higher than it was four years ago. Overall satisfaction with the services provided by the Association is at 84% - 1% higher than in 2012 - and reflects the high ratings awarded for the quality of the home, neighbourhood and the value for money of the rent.

## Key findings

**Overall services:** The majority of KCHA's tenants are satisfied with the overall service provided by the Association (84%). When asked how KCHA can improve its service, tenants who responded mentioned communications, the communal areas, repairs service and improvement works needed to the property.

**The home:** The majority of KCHA's tenants are satisfied with the overall quality of the home (86%), although the rating is slightly down on four years ago (90%).

**Neighbourhood:** A high percentage of tenants are satisfied with the neighbourhood as a place to live (91%), just 2% lower than in 2012 (93%).

**Value for money:** Four out of five tenants are satisfied with the value for money of the rent (82%), a decrease in the last four years (87%).

**Customer services:** A high percentage of tenants found it easy to contact KCHA (87%), with relatively high ratings awarded for receiving a helpful response (80%) and being able to speak to the right person (79%). Fewer tenants were satisfied with being kept informed of progress (66%) or felt that the repair was dealt with within a reasonable time (68%); with three-quarters of tenants were satisfied with the final outcome (72%).

**Repairs and maintenance:** The majority of tenants are satisfied with the overall repairs and maintenance service (77%), a rise of 1% since 2012. A slightly higher percentage of tenants were satisfied with the last repair (81%). Satisfaction with specific aspects of the experience was at its highest with being able to report the repair (86%) and the attitude of the workers (90%). Around four-fifths of tenants were satisfied with many aspects of the service (being able to make an appointment, being kept informed, the repair being done



right first time and the overall quality of the work – 78% to 81%). Slightly fewer tenants were the time taken before the work started (72%).

**Other services:** Three-quarters of tenants are satisfied with the advice on rents and service charges (75%). Just under two-thirds of tenants are also satisfied with the improvements to their home (61%), dealing with anti-social behaviour (62%), communal and shared areas (64%), neighbourhood disputes (65%) and how KCHA deals with enquiries generally (66%). Around half of tenants were satisfied with moving home (56%) and complaints (54%).

**Communication and information:** Three quarters of tenants (74%) feel that KCHA keeps them informed about things that might affect them as a tenant, although fewer tenants feel that KCHA gives them the opportunity to make their views known (59%) or listens to tenants' views and acts upon them (51%).

Tenants prefer to be kept informed by letter (68%), followed by the newsletter (41%), telephone (31%), email (31%) or a home visit (30%); however when they wanted to get in touch the majority would use the telephone (82%).

Around a fifth of tenants said that they are interested in finding out more about getting involved in how KCHA is run (19%). Three-quarters of tenants said that they read the newsletter (77%) and find it useful (74%). Just over a third of tenants said that they use KCHA's website (36%), while even more find it useful (42%).

**Recommending KCHA:** Tenants were asked to assess the likelihood of them recommending KCHA to family or friends. Over half of tenants are very loyal and happy to promote KCHA to friends and family and are promoters (55%). One in four tenants are detractors (26%), who are likely to have negative views about the organisation and one in five are currently passive (19%) and could be persuaded one way or the other.

## Further analysis

### Change in the last four years

Encouragingly the latest survey found increased satisfaction with customer services and the repairs service. When tenants made contact more are now satisfied with the final outcome of query (4% higher), dealing with enquiry in a reasonable time (5% higher), kept informed of progress (6% higher) and receiving a helpful response (10% higher). In terms of the repairs and maintenance service higher ratings were awarded for the attitude and behaviour of contractors (5% higher), time taken before work started (8% higher) and being contacted by the contractor to arrange an appointment (10% higher). Satisfaction with how KCHA deals with neighbour disputes and complaint handling both saw considerable



increases (both 9% higher) and more tenants are satisfied with the communal and shared areas around the home (11% higher).

And while the survey also found many areas where satisfaction remained at roughly the same level as four years ago, there were some areas where satisfaction has fallen. Slightly fewer tenants are satisfied with the quality of the home (4% lower), the value for money of the rent (5% lower), the opportunities to make views known (4% lower) and being kept informed (5% lower).

### Comparison with other landlords

When compared with SPBM benchmarking averages for general needs tenants in the bm320 group, KCHA's general needs ratings for the quality of the home, neighbourhood hood and value for money of the rent are all close to the average rating. However other key ratings (overall services, repairs and maintenance and listening to views) are noticeably lower and fall into the lower quartile. The comparison for sheltered tenants against providers in London and the South East reveals that ratings either match the lower quartile cut-off point (overall services, neighbourhood and value for money of the rent) or fall into the lower quartile (quality of the home, repairs and maintenance and listening to views).

### Satisfaction at area level

When the results from tenants are analysed at area level across all measures, some differences are found. Generally tenants in New Malden and Surbiton were often more satisfied than those in Wimbledon & Raynes Park.

### Analysis by key strands of diversity

Satisfaction with the key six services was analysed by the key strands of diversity. There was some evidence to suggest that there are some differences which many need further reviewing.

### Key driver analysis

Key driver analysis reveals the importance of quality of the home, customer services, listening to views, value for money of the rent and the repairs and maintenance service on overall satisfaction.

### Areas of dissatisfaction

The survey found some service areas with high levels of dissatisfied at KCHA where more than one in seven tenants dissatisfied. The areas with the highest levels of dissatisfaction (15% to 28%) were often linked to customer services (being kept informed, dealing with enquiry in a reasonable time and final outcome) and communications (listens to views and opportunities to make views known). There were also a number of other areas where just over one in ten tenants are dissatisfied – repairs service (time taken before work started,



being contacted by contractors, being kept informed of progress, right first time and quality of the work), dealing with neighbour disputes and the quality of the home. All of which, may account for why some 12% of tenants are dissatisfied with the overall services provided by KCHA.

### **Recommendations**

It is recommended that KCHA reviews the areas highlighted in the survey where satisfaction falls below the generally high ratings found in the majority of service areas, or those with higher levels of dissatisfaction. The open comments provide even more insight into customer satisfaction and should be used alongside the results to inform and improve the level of services delivered at KCHA.



## Contents

|    |                                  |    |
|----|----------------------------------|----|
| 1  | The survey .....                 | 6  |
| 2  | Overall satisfaction .....       | 10 |
| 3  | Your Home .....                  | 12 |
| 4  | Neighbourhood .....              | 13 |
| 5  | Value for Money.....             | 14 |
| 6  | Customer service .....           | 15 |
| 7  | Repairs and maintenance.....     | 17 |
| 8  | Other services .....             | 21 |
| 9  | Communications .....             | 22 |
| 10 | Recommending KCHA.....           | 24 |
| 11 | Sheltered services.....          | 27 |
| 12 | Prioritising services .....      | 28 |
| 13 | Understanding satisfaction ..... | 28 |
| 14 | Performance comparison .....     | 35 |
| 15 | Conclusion .....                 | 37 |



## 1 The survey

### 1.1 Overview

This report provides the detailed findings of the tenant satisfaction survey carried out by Acuity Research & Practice on behalf of Kingston Churches Housing Association (KCHA) between April and August 2016.

### 1.2 Survey method

This was a postal/online census survey conducted in accordance with the STAR (Survey of Tenants and Tenants) guidance for measuring satisfaction in the social housing sector. The survey questionnaire was sent to all KCHA tenants (Annex I).

Tenants were also offered the option of completing the questionnaire online. Acuity provided a telephone and email helpline for tenants who required information or assistance in completing the questionnaire.

### 1.3 Response rate

150 tenants responded to the survey - an overall response rate of 55.6% (identical to the one in 2012). 11% of responses were made online. The table below shows the response from each tenure group.

| Management area          | Population | Responses  | %           |
|--------------------------|------------|------------|-------------|
| General needs property   | 169        | 87         | 51          |
| Housing for Older People | 88         | 58         | 66          |
| Intermediate housing     | 11         | 5          | 45          |
| Unknown                  | 1          | 0          | 0           |
| <b>Total</b>             | <b>270</b> | <b>150</b> | <b>55.6</b> |

### 1.4 Tenant profile

**Children in the household** - 10% of tenants have children living in their household, 90% indicated that they do not have children (or left the question blank).

**Health problems** – 34% of tenants said that someone living in their household is affected by a long term illness or disability. 4% of tenants said that someone in the household uses a wheelchair.

**Gender** – 55% of tenants were female, 30% male (Gender unknown for 15% of respondents).

**Age of tenant** - The table below shows the age group of the respondents.



| Age group | %    |
|-----------|------|
| 16 - 24   | 0.7  |
| 25 - 34   | 5.3  |
| 35 - 44   | 10.0 |
| 45 - 54   | 12.0 |
| 55 - 59   | 8.0  |
| 60 - 64   | 9.3  |
| 65 - 74   | 19.3 |
| 75 - 84   | 16.7 |
| 85+       | 8.0  |
| Unknown   | 10.7 |

**Ethnic origin** - Tenants were asked to indicate to which ethnic group best described their household. The figures below indicate the percentage of respondents who selected each option. Respondents were able to tick one option only.

| Ethnicity   | %    |
|---|------|
| White - English / Welsh / Scottish /Northern<br>Irish | 66.0 |
| Any other White background                            | 3.3  |
| Asian or Asian British - Indian                       | 3.3  |
| White - Irish   | 2.7  |
| Mixed - White and Asian                               | 2.0  |
| Black or Black British - African                      | 1.3  |
| Black or Black British - Caribbean                    | 1.3  |
| Any other mixed / multiple ethnic background          | 1.3  |
| Any other Asian background                            | 0.7  |
| Arab  | 0.7  |
| Asian or Asian British - Chinese                      | 0.7  |
| Mixed - White and Black African                       | 0.7  |
| Mixed - White and Black Caribbean                     | 0.7  |
| Unknown   | 9.3  |
| Other   | 6.0  |

### 1.5 Statistical reliability

The findings have a statistical accuracy of +/- 5.3% margin of error at the 95% confidence level. This is just outside the reliability level of +/- 5% recommended in the STAR



guidelines; however KCHA can have a reasonable level of confidence that the views of respondents reflect the views of its tenants. Note: While STAR guidelines recommend a reliability level of +/- 5% at the 95% confidence level, this is very difficult to achieve from such a small survey population.

### **1.6 Note on 'positive' and 'negative' responses.**

The survey measured tenant satisfaction using a numeric scale of 5 to 1 and a verbal scale of 'very satisfied' to 'very dissatisfied'. Throughout this report we have presented responses to these questions as 'positive' and 'negative'. Reference to 'positive responses' means tenants rating their satisfaction as 5 or 4 on the five-point numeric scale or tenants rating their satisfaction as 'very satisfied' or 'fairly satisfied' on the five-point verbal scale. Reference to 'negative responses' means tenants rating their satisfaction as 1 or 2 on the five-point numeric scale or tenants rating their satisfaction as 'very dissatisfied' or 'fairly dissatisfied' on the five-point verbal scale.

### **1.7 STAR Core measures**

The STAR framework includes six core measures of tenant satisfaction (overall satisfaction, value for money - rent, home, neighbourhood, repairs and maintenance, and views listened to and acted on). KCHA will want to pay particular attention to the findings for these measures.

### **1.8 Performance comparisons**

The report also provides performance comparisons from previous surveys and benchmarking comparisons against an peer groups.

### **1.9 Correlation of responses**

As part of our analysis of the survey findings we have looked at the correlations between overall satisfaction and other satisfaction measures. Correlations quantify the degree to which two variables are associated and it is generally accepted that a coefficient of 0.5 or more suggests a strong association. Correlation, also known as key-driver analysis may assist in establishing priorities in responding to the survey findings, although they should be treated with some caution as they do not demonstrate that one factor is the cause of another.

### **1.10 Segmentation and additional analysis**

As part of our analysis of the survey findings we have also segmented the results by a wide range of demographic, locational and other characteristics of the survey population (Annex II). We do this to check whether or not there appears to be an association between reported levels of satisfaction and these characteristics of the survey population. We make reference to any apparent associations where appropriate.



### **1.11 Tenant comments**

Tenants were given three opportunities to provide text responses. Tenants were invited to suggest how KCHA could improve its services, the repairs and maintenance service and to comment on what they like or dislike about being a tenant of KCHA. These comments provide KCHA with additional insight into tenant satisfaction (Annex III).

### **1.12 Permissions and confidentiality**

Some 71% of tenants gave permission for KCHA to see the individual answers and comments with names attributed, and of those 73% would be happy for their landlord to contact them about any information provided in the survey.



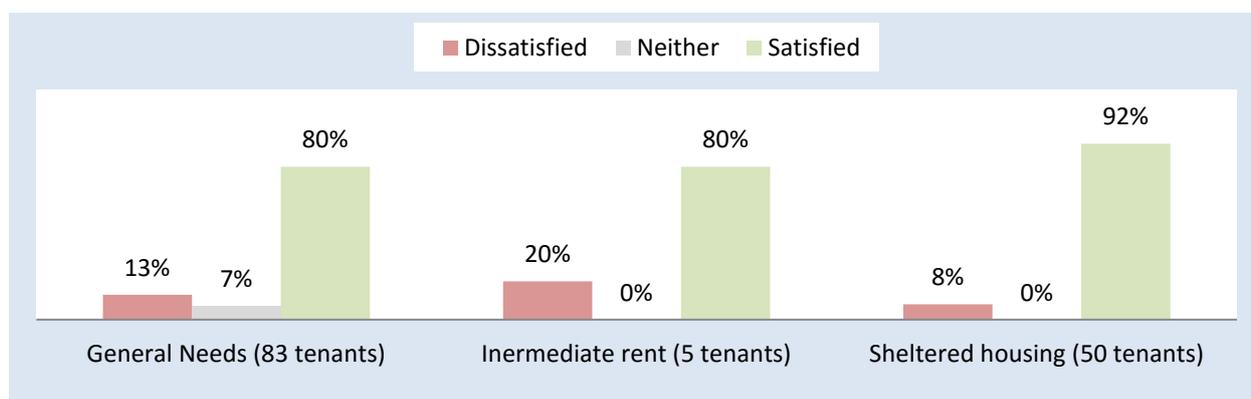
## 2 Overall satisfaction

### 2.1 Landlord services

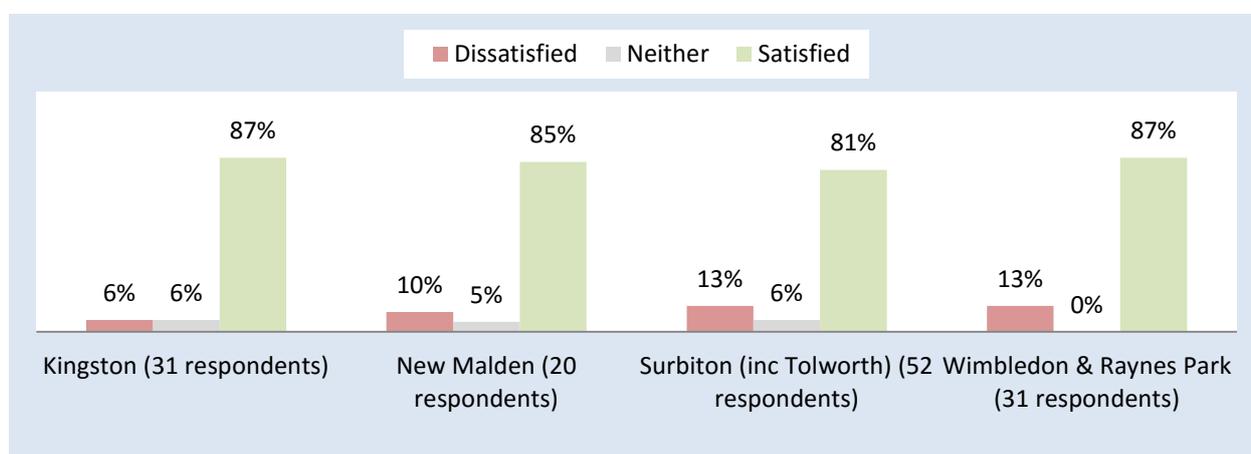
84% of tenants expressed a positive view (rather than a neutral or negative view) about the services provided by KCHA, with half "very satisfied" (51%). A number of tenants are dissatisfied and expressed a negative view (12%), with a further 4% neutral. Satisfaction has increased by 1% in the last four years, while the percentage of dissatisfied tenants has increased by 2%.

|              | 2009 | 2012 | 2016 |
|--------------|------|------|------|
| Satisfied    | 74   | 83   | 84   |
| Dissatisfied | 12   | 10   | 12   |

Sheltered housing tenants awarded a much higher rating for landlord services (92%) compared with general needs tenants and those in intermediate properties (both 80%).



When satisfaction is broken down into the areas, tenants living in Surbiton are slightly less satisfied with overall services (81%) when compared with tenants living in Kingston and Wimbledon & Raynes Park (both 87%). Note: the results from tenants living in Chessington and Worcester Park are not shown due to the low number of respondents in those two areas.





## 2.2 How KCHA can improve its service

Tenants were asked "Is there anything you would like to say about how KCHA could improve its services?" and some 35 tenants commented. A number of tenants included more than one comment and all have been included in the analysis. On a positive note some 9% of the comments were positive about the current service. The biggest areas of focus for improvements suggested by tenants were those linked to communications, communal areas, the repairs service and improvement works needed to the property. The table below provides more information on specific comments and the full comments on how KCHA could improve its services can be found in Annex III.

|  |   |
|--|---|
| <b>Communication and customer contact (25%)</b>                            |   |
| Should listen more carefully/do not seem interested                        | 2 |
| Did not call back, have to report repair more than once, respond to emails | 2 |
| Not taken seriously, treat all tenants fairly                              | 2 |
| Better customer care, customer service                                     | 1 |
| Improve communication/information  | 1 |
| More events, meetings  | 1 |
| Email newsletters  | 1 |
| Visit us   | 1 |
| <b>Estate and grounds maintenance (16%)</b>                                |   |
| Communal cleaning  | 4 |
| Maintenance/decoration of communal areas                                   | 3 |
| <b>Day-to-day repairs and maintenance service (14%)</b>                    |   |
| Quicker repairs  | 3 |
| Improve contractors  | 2 |
| Quality of repair work   | 1 |
| <b>Planned works such as replacement kitchens and bathrooms (14%)</b>      |   |
| Improvement works (Kitchens, bathrooms) – keep us informed                 | 4 |
| Doors - internal or external, porch  | 1 |
| New windows  | 1 |
| <b>Neighbours, neighbourhood or local problems (11%)</b>                   |   |
| Improved security needed, secure area for post                             | 3 |
| ASB  | 2 |
| <b>Tenant services/management (11%)</b>                                    |   |
| Warden more involved, around more  | 2 |
| Shower   | 1 |
| Rent issues, rent statements   | 1 |
| Advice on claiming benefits  | 1 |
| <b>Positive comments (9%)</b>  |   |
| General, happy, no problems  | 4 |



## 2.3 What tenants like or dislike about being a tenant of KCHA

Tenants were asked to comment on whether, “there is anything else they would like to add about what they like or dislike about being a KCHA tenant?” Some 52 tenants wrote comments, of which 25 tenants gave positive comments (48%), 21 tenants gave negative comments (40%) and a further 6 tenants (12%) give mixed comments; the full responses can be found in Annex III.

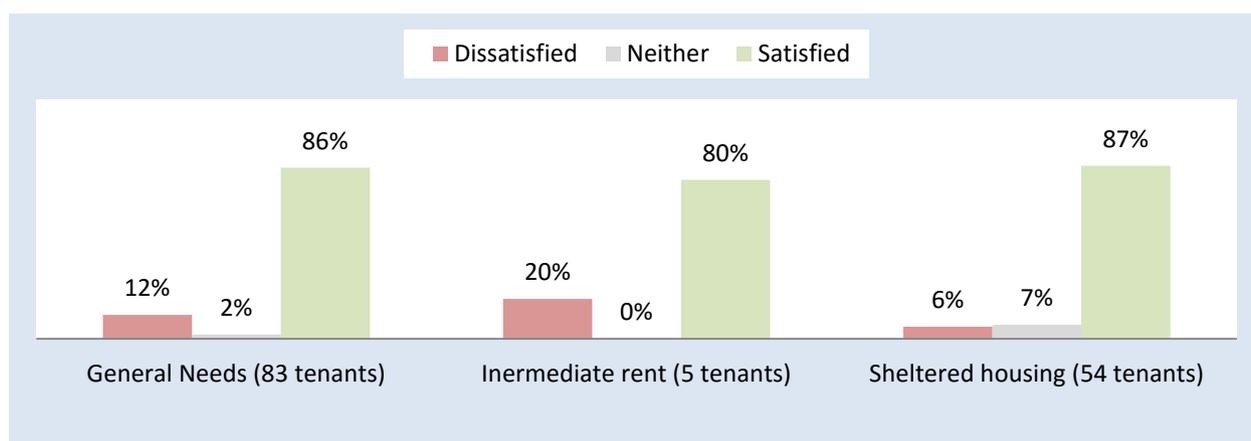
## 3 Your Home

### 3.1 Quality of home

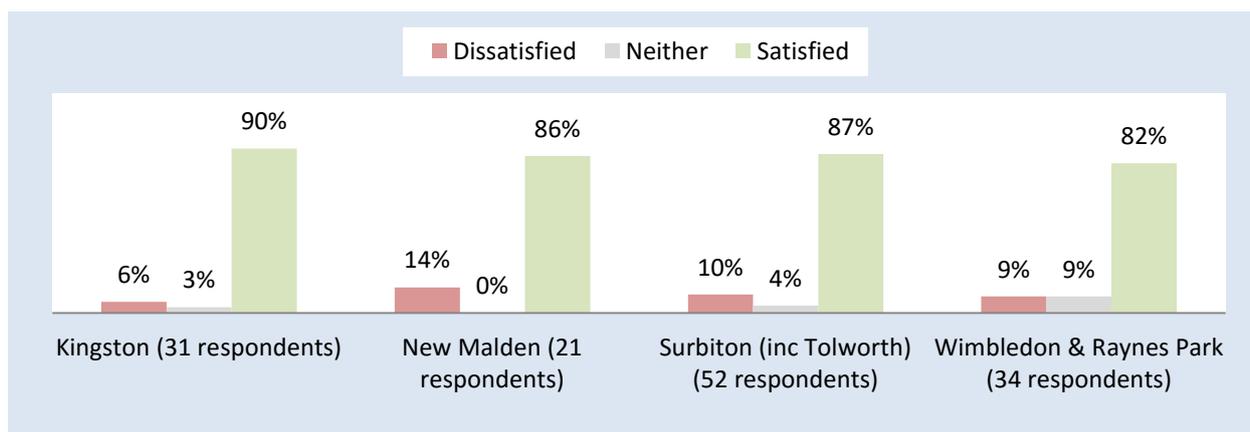
Six out seven tenants are satisfied with the quality of their home (86%), with 10% dissatisfied and 4% neutral. The rating is 4% lower than that four years ago for satisfaction, and there has been an increase in the percentage of dissatisfied tenants (4% higher).

|              | 2009 | 2012 | 2016 |
|--------------|------|------|------|
| Satisfied    | 70   | 90   | 86   |
| Dissatisfied | 16   | 6    | 10   |

The survey found little different in satisfaction with the quality of the home between general needs and sheltered tenants (86% to 87%); while those in Intermediate rent properties are slightly less satisfied (80%).



Tenants in Kingston awarded the highest rating for the quality of their home (90%), while those in Wimbledon & Raynes Park at the least satisfied (82%). Despite this, more tenants in New Malden are dissatisfied with their home (14%) compared with other areas.

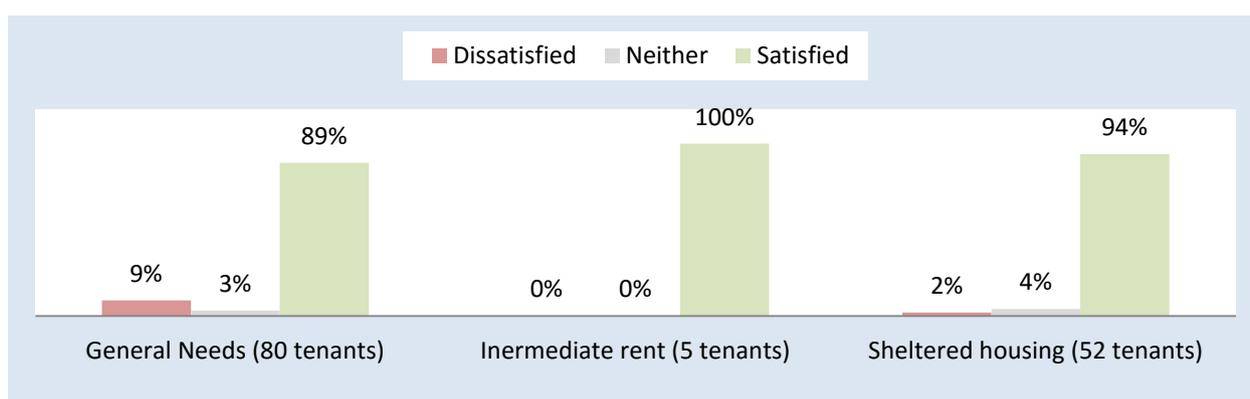


## 4 Neighbourhood

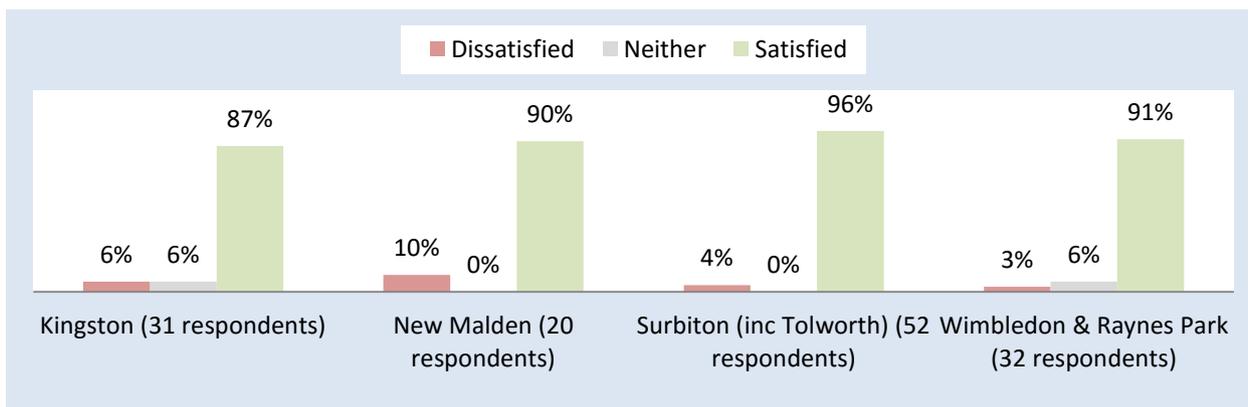
91% of tenants expressed a positive view about the neighbourhood in which they live, just 2% lower than in 2012 (93%). Almost two-thirds of tenants are very satisfied with their neighbourhood (63%). Just 6% of tenants are dissatisfied with their neighbourhood, similar to the number found four years ago (5%).

|              | 2009 | 2012 | 2016 |
|--------------|------|------|------|
| Satisfied    | 80   | 93   | 91   |
| Dissatisfied | 7    | 5    | 6    |

The neighbourhood is slightly more popular with sheltered housing tenants (94%) and Intermediate renters (100%).



Surbiton is very popular with tenants (96%), while slightly fewer tenants in Kingston are satisfied with their neighbourhood as a place to live (87%).



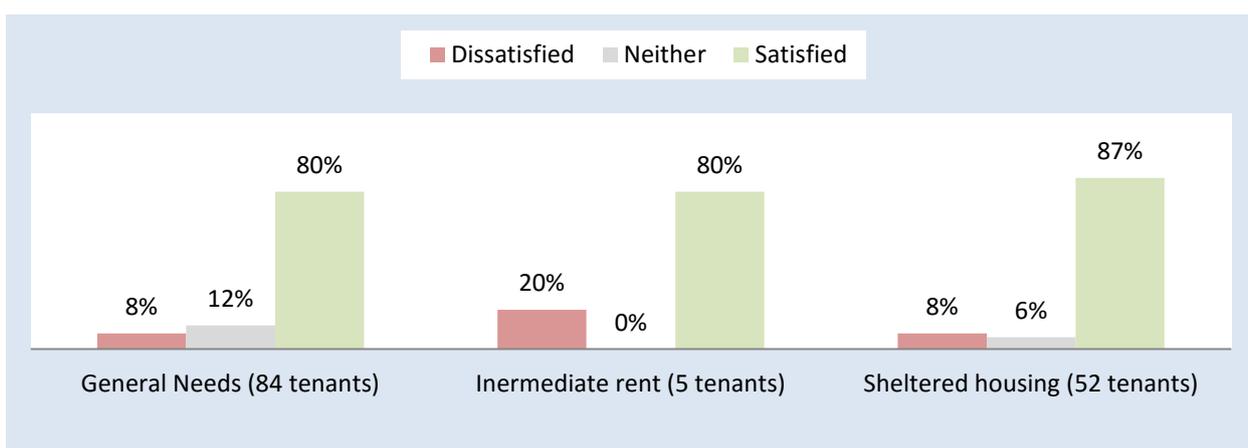
## 5 Value for Money

### 5.1 VFM rent

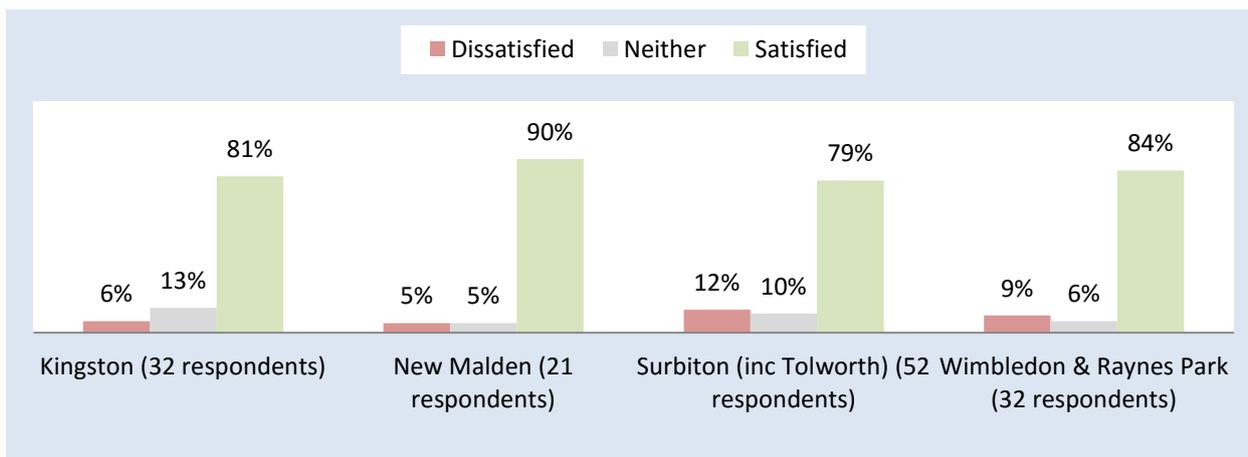
Eight out of ten tenants said they are satisfied that their rent provides value for money (82%), which is 5% lower than in 2012 (87%). The survey found that just 9% of tenants are dissatisfied with the value for money of the rent, with a further 9% neutral on the question.

|              | 2009 | 2012 | 2016 |
|--------------|------|------|------|
| Satisfied    | 79   | 87   | 82   |
| Dissatisfied | 8    | 9    | 9    |

Tenants in sheltered housing are the most satisfied with the value for money of their rent (87%).



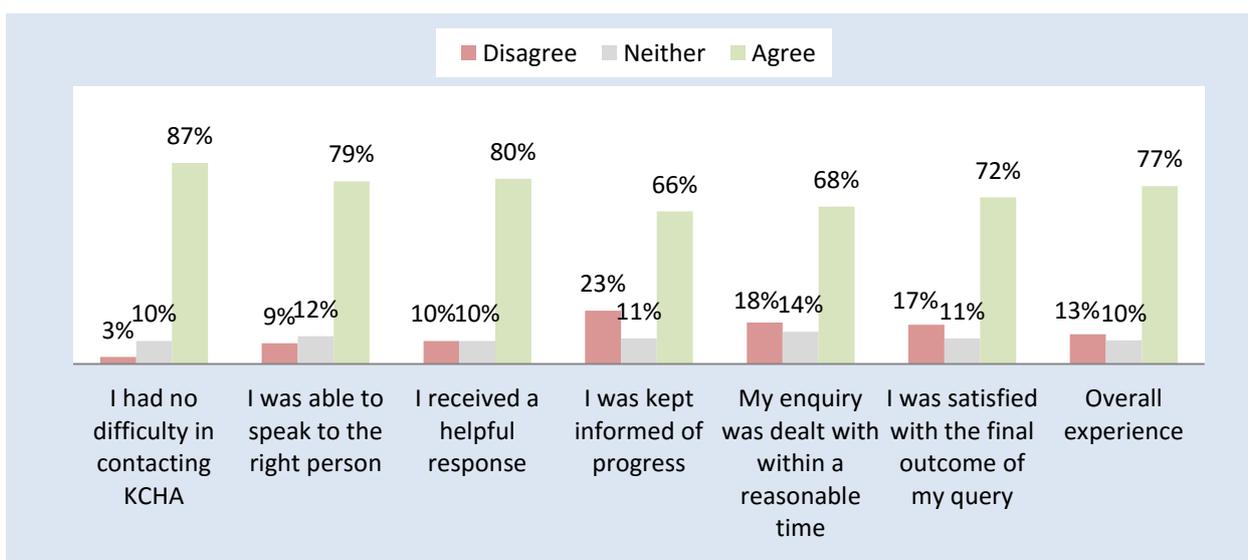
New Malden tenants are the most satisfied with the value for money of their rent (90%), while those in Kingston and Surbiton are the least satisfied (79% to 81%).



## 6 Customer service

77% of tenants who contacted KCHA in the past 12 months expressed a very positive view about the overall experience; while 13% expressed a negative view about the contact, and a number of tenants are neutral (10%).

A high percentage of tenants found it easy to contact KCHA (87%), with high ratings also awarded for receiving a helpful response (80%) and being able to speak to the right person (79%). Fewer tenants were satisfied with being kept informed of progress (66%) or felt that the repair was dealt with within a reasonable time (68%). Almost three-quarters of tenants were satisfied with the final outcome (72%). Dissatisfaction was highest for being kept informed of the progress (23%), dealing with the query in a reasonable time (18%) and the final outcome (17%).

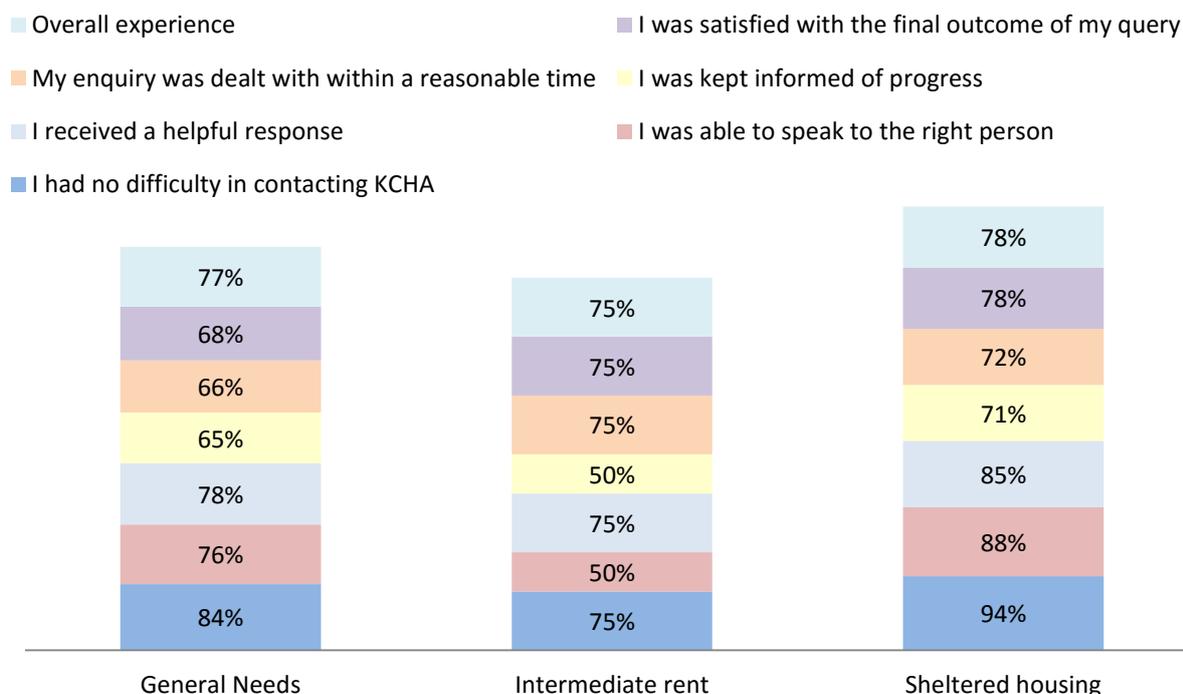




The latest survey found some areas where satisfaction had increased – receiving a helpful response (10% higher), being kept informed (6% higher), dealing with the query in a reasonable time (5% higher) and satisfaction with the final outcome (4% higher). While satisfaction with some aspects of customer service was at a similar level compared to four years ago (ease of contacting, being able to speak to the right person and the overall experience).

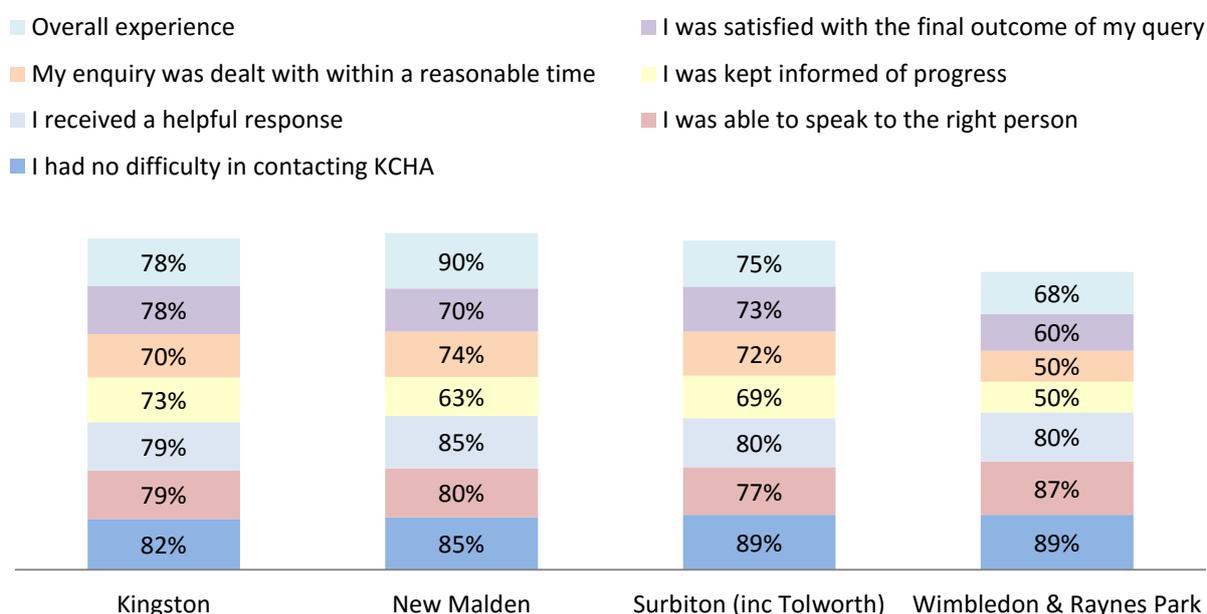
|  | 2012      | 2016      |
|--|-----------|-----------|
| I had no difficulty in contacting KCHA             | 89        | 87        |
| I was able to speak to the right person            | 78        | 79        |
| I received a helpful response                      | 70        | 80        |
| I was kept informed of progress                    | 60        | 66        |
| My enquiry was dealt with within a reasonable time | 63        | 68        |
| I was satisfied with the final outcome of my query | 68        | 72        |
| <b>Overall experience</b>                          | <b>76</b> | <b>77</b> |

When customer service is explored at tenure level differences emerge. Only two-thirds of general needs tenants are satisfied with being kept informed, the enquiry being dealt with in a reasonable time and were satisfied with the final outcome (65% to 68%). Sheltered tenants awarded some high ratings, but were less impressed with being kept informed (71%) and dealing with the request in a reasonable time (72%).





When customer service is explored at area level tenants in Wimbledon & Raynes Park tended to be less satisfied, which is clearly shown in the chart below. However tenants in Wimbledon & Raynes Park awarded the highest ratings for ease of contacting KCHA (89%) and being able to speak to the right person (87%). In fact tenants in each area awarded higher and lower ratings. Tenants in Kingston did not find it as easy to contact KCHA (82%), but compared to other areas more felt they were kept informed (73%) and were satisfied with the final outcome (78%). Meanwhile tenants in New Malden awarded a higher rating for a helpful response (85%) and the overall experience (90%), but were the least satisfied in terms of being kept informed (63%). Tenants in Surbiton found it easy to contact KCHA (89%) but fewer found themselves able to speak to the right person (77%).



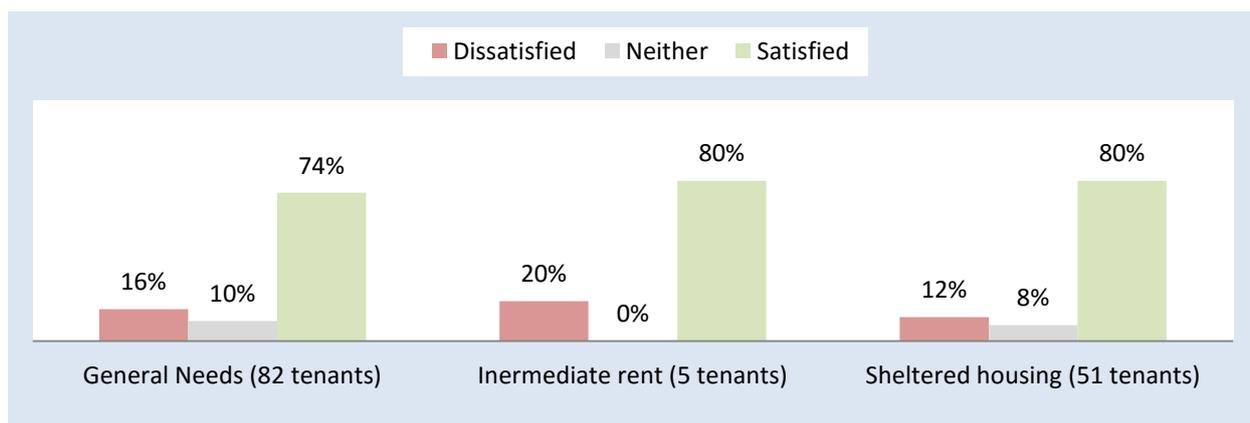
## 7 Repairs and maintenance

### 7.1 Overall repairs service

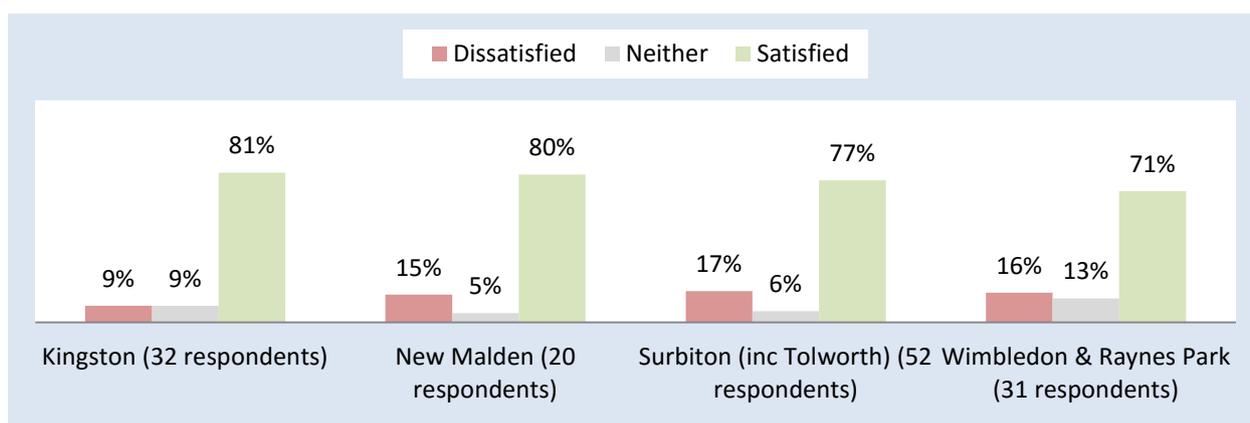
Just over three-quarters of tenants are satisfied with the repairs and maintenance service (77%) – similar to the rating found in 2012 (76%). One in seven tenants are dissatisfied (15%), while a further 9% are neutral.

|              | 2009 | 2012 | 2016 |
|--------------|------|------|------|
| Satisfied    | 71   | 76   | 77   |
| Dissatisfied | 17   | 17   | 15   |

Tenants in general needs properties awarded a lower rating for the overall repairs and maintenance service (74%) compared with other tenants (80%).



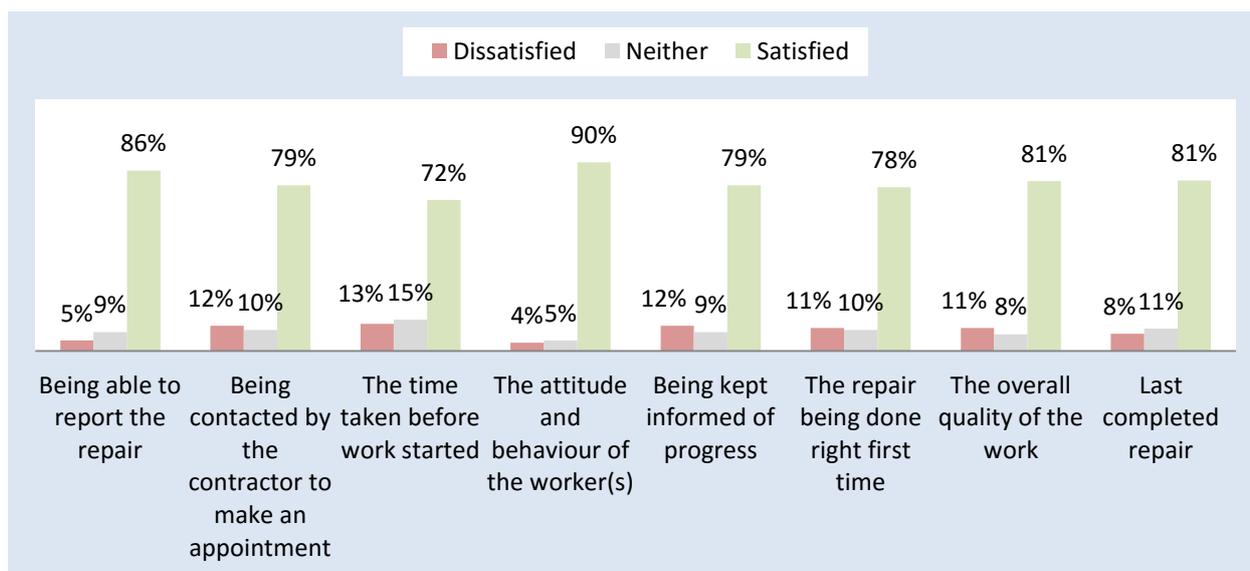
Tenants in Wimbledon & Raynes Park are noticeably less satisfied with the repairs and maintenance service (71%), while Kingston had a much lower percentage of dissatisfied tenants.



## 7.2 Last completed repair

81% of tenants expressed a positive view about their last completed repair and just 8% expressed a negative view. Satisfaction with specific aspects of the experience was at its highest with being able to report the repair (86%) and the attitude of the workers (90%).

Around four-fifths of tenants were satisfied with many aspects of the service (being able to make an appointment, being kept informed, the repair being done right first time and the overall quality of the work – 78% to 81%). Slightly fewer tenants were the time taken before the work started (72%). The survey found that around one in ten or more tenants were dissatisfied with many aspects of the service.



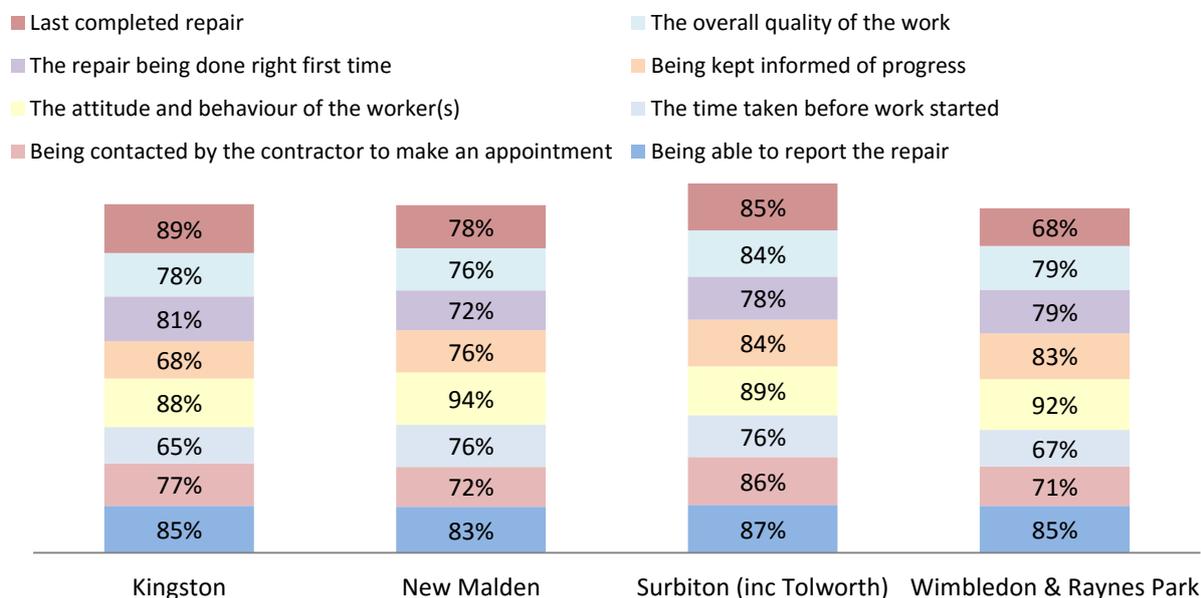
Encouragingly satisfaction with many aspects of the repairs service has increased since 2012. Although some aspects of the work only received slightly higher ratings (1% to 2% higher), others had increased considerably. Satisfaction is much higher with the attitude and behaviour of the workers (5% higher), the time taken before the repair work started (8% higher) and being contacted by the contractor to make an appointment (10% higher). It is therefore puzzling that the overall rating awarded for the last repair is no higher than in 2012.

|  | 2012      | 2016      |
|--|-----------|-----------|
| Being able to report the repair                          | 84        | 86        |
| Being contacted by the contractor to make an appointment | 69        | 79        |
| The time taken before work started                       | 64        | 72        |
| The attitude and behaviour of the worker(s)              | 85        | 90        |
| Being kept informed of progress                          | n/a       | 79        |
| The repair being done "right first time"                 | 77        | 78        |
| The overall quality of the work                          | 80        | 81        |
| <b>Overall satisfaction with last completed repair</b>   | <b>81</b> | <b>81</b> |

Sheltered housing tenants awarded higher ratings compared with general needs tenants for every aspect of the repair (6% to 12% higher); however sheltered tenants then went on to award a slightly lower rating for the last completed repair (80%) compared with general needs tenants (82%).



On again, at area level there were differences in satisfaction with the way KCHA dealt with the last repair and the individual aspects of the repair – with tenants in Surbiton slightly more satisfied than other tenants.



### 7.3 How KCHA could improve its repair and maintenance service

Tenants were asked “Is there anything you would like to say about how KCHA could improve its repairs and maintenance service?” and some 32 tenants commented. A number of tenants included more than one comment and all have been included in the analysis. Topics mentioned by more than five tenants included quicker repairs, the standard of decoration or maintenance of communal areas and improved communications/being kept informed of progress. The table below provides more information on specific comments and the full comments on how KCHA could improve its services can be found in Annex III.

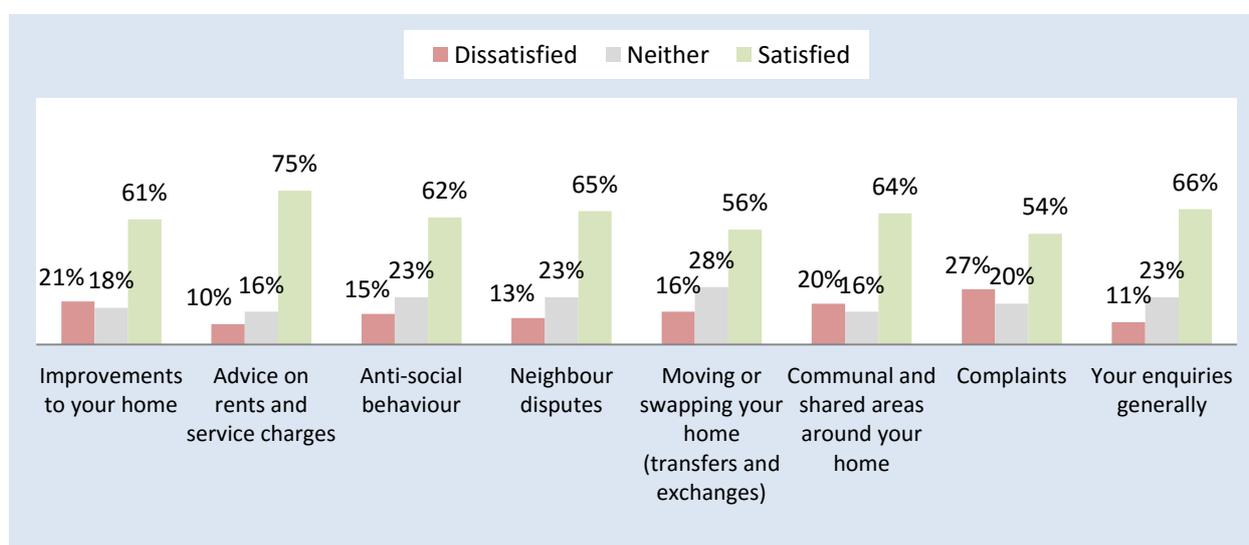
| Day-to-day repairs and maintenance service (30%) |   |
|--|---|
| Quicker repairs                                  | 5 |
| Improve contractors                              | 4 |
| Quality of repair work, not fixing to last       | 3 |
| Contractors just turn up                         | 3 |
| Outstanding repairs                              | 1 |
| Some repairs not covered/rechargeable            | 1 |
| Estate and grounds maintenance (23%)             |   |
| Maintenance/decoration of communal areas         | 5 |
| Communal cleaning                                | 3 |
| Guttering  | 3 |
| Fences and gates                                 | 1 |
| Paths and driveways                              | 1 |
| Communications and customer contact (25%)        |   |



|  |   |
|--|---|
| Improve communication/information on outstanding repairs & improvement works | 7 |
| Poor call handling, did not call back  | 2 |
| Keep us informed of progress   | 2 |
| Staff rudeness   | 1 |
| Take our views into account  | 1 |
| Visit us   | 1 |
| Poor condition of property (5%)  |   |
| Poor property condition/maintenance  | 3 |
| Planned works (5%)   |   |
| Improvement works needed   | 2 |
| Central heating, better heating system                                       | 1 |
| Positive comments (12%)  |   |
| General, happy, no problems  | 7 |

## 8 Other services

Three quarters of tenants are satisfied with the advice on rents and service charges (75%). Elsewhere the ratings were much lower. Just under two-thirds of tenants are also satisfied with the improvements to their home (61%), dealing with anti-social behaviour (62%), communal and shared areas (64%), neighbour disputes (65%) how KCHA deals with enquiries generally (66%). Around half of tenants were satisfied with moving home (56%) and complaints (54%). It is important to note that in many service areas a high percentage of tenants were neutral – suggesting that tenants may not have any experience in that particular area (and perhaps should have ticked the “not applicable” box on the survey). Having said that, around a fifth of tenants are dissatisfied with communal and shared areas (20%) and improvements to their homes (21%), while even more are dissatisfied with how KCHA deals with complaints (27%).





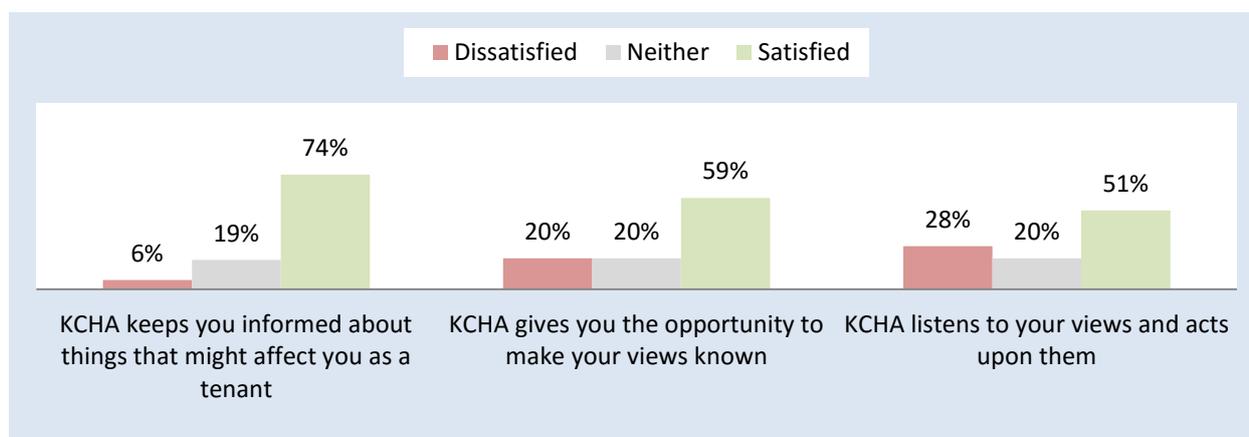
The latest survey found that more tenants were satisfied with how KCHA deals with complaints (9% higher), neighbour disputes (9% higher) and communal and shared areas (11% higher) compared with 2012. Against this slightly fewer tenants are satisfied with improvements to the home, dealing with anti-social behaviour, moving and swapping their home and dealing with enquiries generally (3% to 4% lower).

|  | 2012 | 2016 |
|--|------|------|
| Improvements to your home                  | 64   | 61   |
| Advice on rents and service charges        | 73   | 75   |
| Anti-social behaviour                      | 65   | 62   |
| Neighbour disputes                         | 56   | 65   |
| Moving or swapping home                    | 59   | 56   |
| Communal and shared areas around your home | 53   | 64   |
| Complaints                                 | 45   | 54   |
| Your enquiries generally                   | 70   | 66   |

## 9 Communications

### 9.1 Listening, involving and acting

Three-quarters of tenants felt that KCHA keeps them informed about things that might affect them as a tenant (74%), while fewer feel that the Association gives them the opportunity to make their views known (59%). Only half of tenants felt that KCHA listens to tenants' views and acts upon them (51%). A fifth of tenants are dissatisfied that KCHA does not give the opportunity to make their views known (20% dissatisfied) and even more do not feel the Association listens and acts on their views (28%).



Satisfaction with being kept informed has fallen by 5% over the last four years, 4% fewer are satisfied with the opportunities to get involved and 2% fewer feel that KCHA listens to their views and acts on them.



|  | 2012 | 2016 |
|--|------|------|
| KCHA keeps you informed about things that might affect you as a tenant | 79   | 74   |
| KCHA gives you the opportunity to make your views known                | 63   | 59   |
| KCHA listens to your views and acts upon them                          | 53   | 51   |

## 9.2 Communication method for keeping informed

Tenants identified which methods they prefer KCHA to use to keep them informed. Tenants were invited to tick as many options as were applicable and the table below shows the percentage of tenants who selected each option. 68% of tenants identified that a letter was one of the preferred methods of communication for KCHA to get in touch; while around two-fifths would also be happy with the newsletter (41%). A third of tenants are happy to be kept informed by telephone, email or a visit to their home (30% to 31%), while a fifth are happy to attend tenant's group meetings or open meetings (20% to 22%).

|                                   | %  |
|-----------------------------------|----|
| In writing                        | 68 |
| Newsletter                        | 41 |
| Telephone                         | 31 |
| E-mail                            | 31 |
| Visit to your home by staff       | 30 |
| Tenant's group meetings           | 22 |
| Open meetings                     | 20 |
| Visit to the office               | 16 |
| Website                           | 11 |
| Text / SMS                        | 6  |
| Other                             | 4  |
| Social media (Facebook / Twitter) | 3  |

## 9.3 Communication method for getting in touch

The vast majority of tenants said that they prefer to telephone KCHA when they want to get in touch (82%), although a third said that they would write (33%). A quarter of tenants said they may email (26%) or visit the office (26%). Few tenants would use any other means of communication.



|                                   | %  |
|-----------------------------------|----|
| Telephone                         | 82 |
| In writing / by letter            | 33 |
| E-mail                            | 26 |
| Visit to the office               | 26 |
| Contact form on website           | 6  |
| Reporting repairs via website     | 6  |
| Other                             | 5  |
| Text / SMS                        | 4  |
| Social media (Facebook / Twitter) | 2  |

#### **9.4 Email address**

Some 44 tenants provided their email address to allow KCHA to communicate with them by email in the future.

#### **9.5 Getting involved**

Some 19% of tenants (who responded to the question) said that they are interested in finding out more about getting involved in how KCHA is run and their names have been passed on to KCHA.

#### **9.6 Newsletter**

Three-quarters of tenants (who responded to the question) said that they read the newsletter (77%) and find it useful (74%); while a number disagreed (7% and 10% respectively) or were neutral (both 16%).

#### **9.7 Website**

Just over a third of tenants (who responded to the question) said that they use KCHA's website (36%), while even more find it useful (42%).

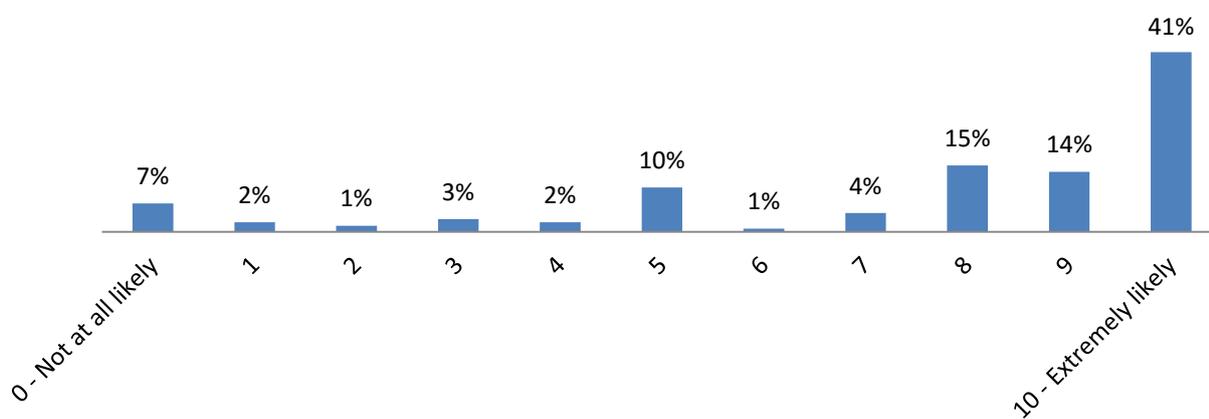
### **10 Recommending KCHA**

KCHA have chosen to assess the extent to which tenants' expectations are being met by way of asking a 'net promoter' question on the likelihood of the tenant to recommend KCHA to family or friends. This type of question is drawn from private sector surveys as providing a useful insight into the general attitude of tenants towards their landlord and particularly the extent to which they feel engaged as a 'customer'.

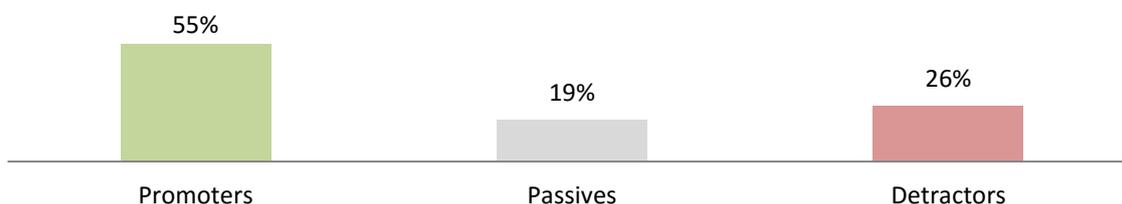


The Net Promoter Score, or NPS<sup>®</sup>, is based on the fundamental perspective that every company's customers can be divided into three categories: Promoters, Passives, and Detractors. By asking one simple question, 'How likely is it that you would recommend your landlord to friends or family?' it is possible to then track these groups and get a clear measure of your organisation's performance through your tenants' eyes. Tenants respond on a 0-to-10 point rating scale and are categorised as follows:

- **Promoters** (score 9-10) are loyal enthusiasts who will promote and support the landlord, increasing their reputation.
- **Passives** (score 7-8) are satisfied but unenthusiastic tenants who can easily become detractors depending on circumstances.
- **Detractors** (score 0-6) are unhappy customers who can damage your organisation and hold back development and growth through negative word-of-mouth.



According to the NPS, over half of tenants are very loyal and happy to promote KCHA to friends and family and are promoters (55%). The chart shows that in four tenants are detractors (26%), who are likely to have negative views about the organisation and one in five are currently passive (19%) and could be persuaded one way or the other.

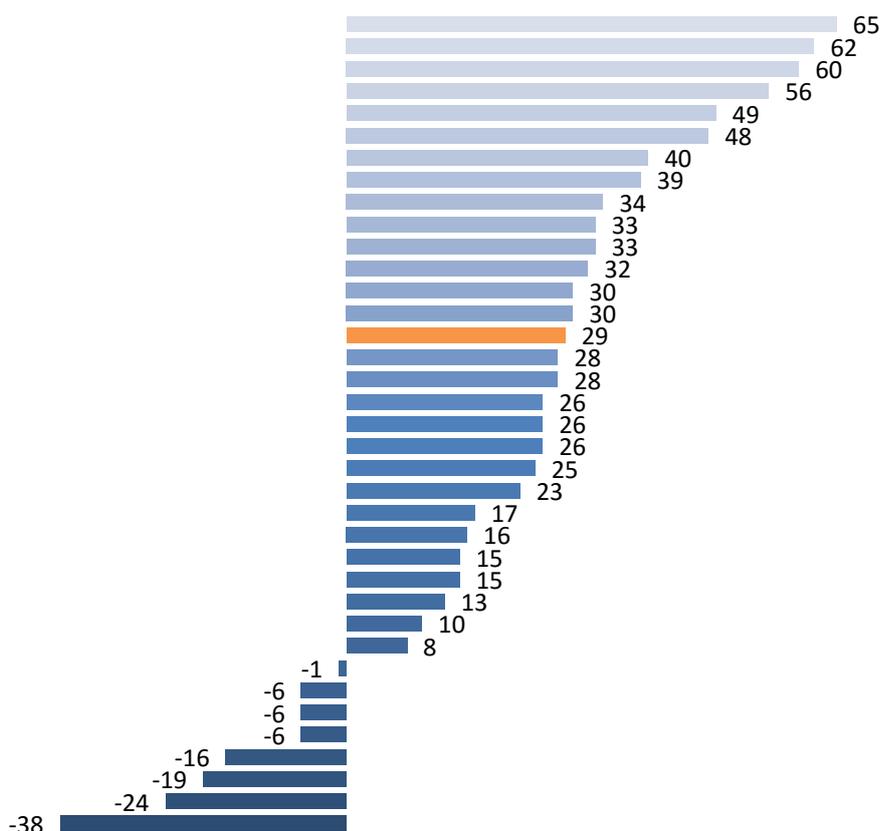
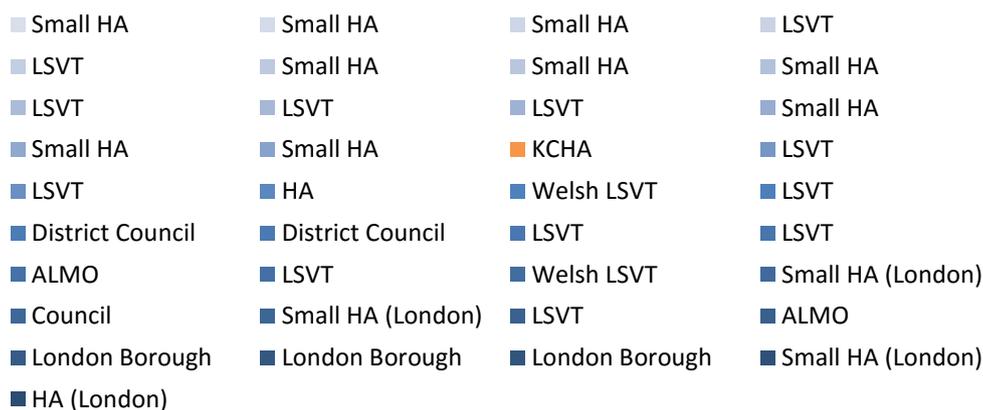


### Net Promoter Score

The NPS is calculated by taking the percentage of customers who are Promoters and subtracting the percentage who are Detractors. The result is known as the net promoter score and it is not a percentage. The net promoter score for KCHA is 29.



In order to be of use to the organisation, the Net Promoter score needs to be put into context. In the commercial sector it is reported that companies with the most efficient growth operate with an NPS of 50 to 80. The average company often has an NPS of only 5 to 10 – in other words their Promoters barely outnumber their Detractors. Many companies have negative NPS scores – which means that they are creating more Detractors than Promoters. The chart below gives a comparison with landlords who have used Acuity in the last three years, and reveals that KCHAs has a relatively strong performance.



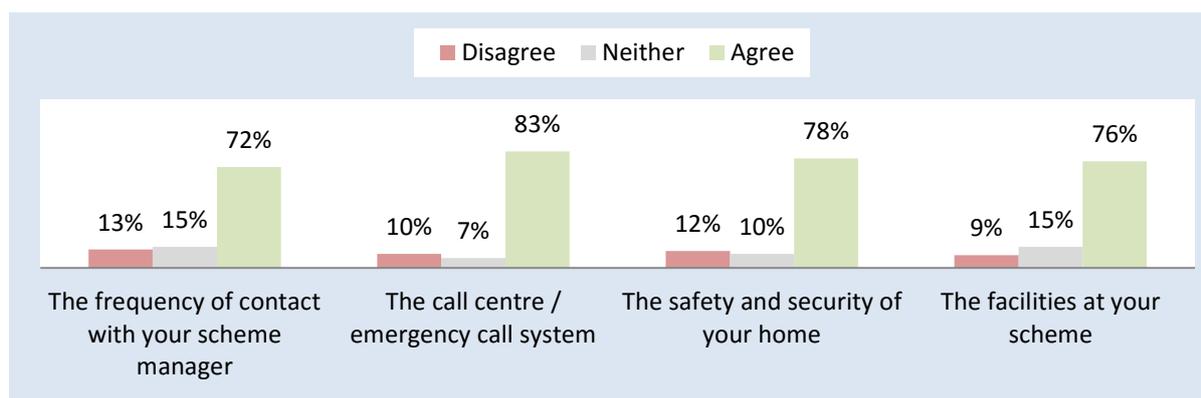
When the results are compared with HouseMark figures (220 landlords with over 1,000 properties – 2014/15 data – June 2016), the Net Promoter Scores for all tenants is close to the median.



|                | All tenants |
|----------------|-------------|
| KCHA           | 29          |
| Upper quartile | 43          |
| Median         | 31          |
| Lower Quartile | 15          |
| Highest        | 74          |
| Lowest         | -27         |

## 11 Sheltered services

The majority of sheltered housing tenants expressed a positive view about the call centre / emergency alarm system (83%), the safety and security of their home (78%) and the facilities at their scheme (76%). Slightly fewer sheltered housing tenants are satisfied with the frequency of contact with the scheme manager (72%). Around one in ten tenants are dissatisfied with the various aspects of their scheme or services (9% to 13%).



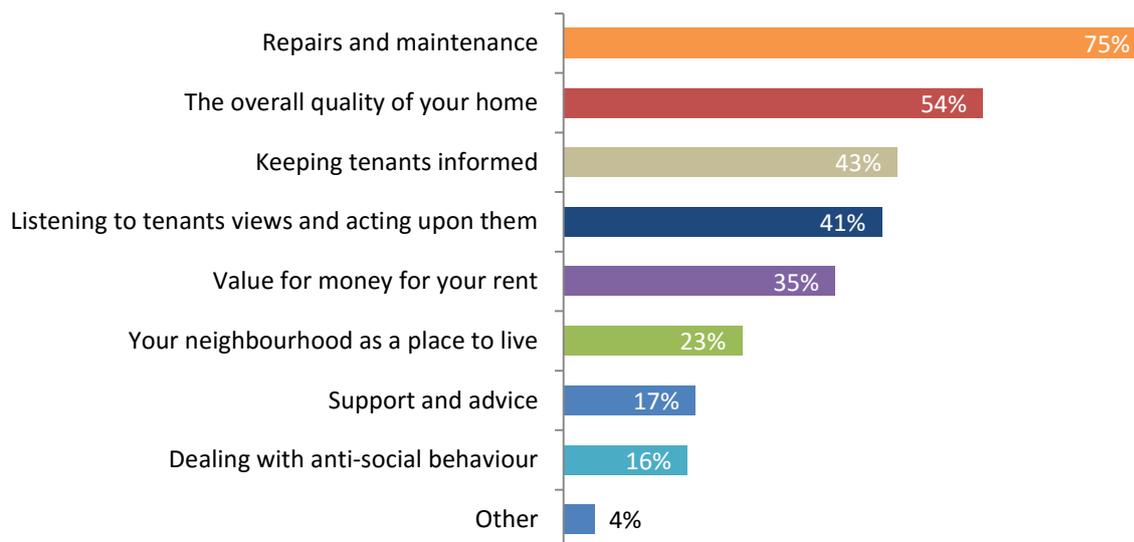
Satisfaction with sheltered services has increased in terms of the safety and security of the home (4% higher) and the facilities at the scheme (8% higher). However, satisfaction with the frequency of contact has fallen considerably over the last four years (18% lower).

|   | 2012 | 2016 |
|---|------|------|
| The frequency of contact with your scheme manager | 90   | 72   |
| The call centre / emergency call system           | 84   | 83   |
| The safety and security of your home              | 74   | 78   |
| The facilities at your scheme                     | 68   | 76   |



## 12 Prioritising services

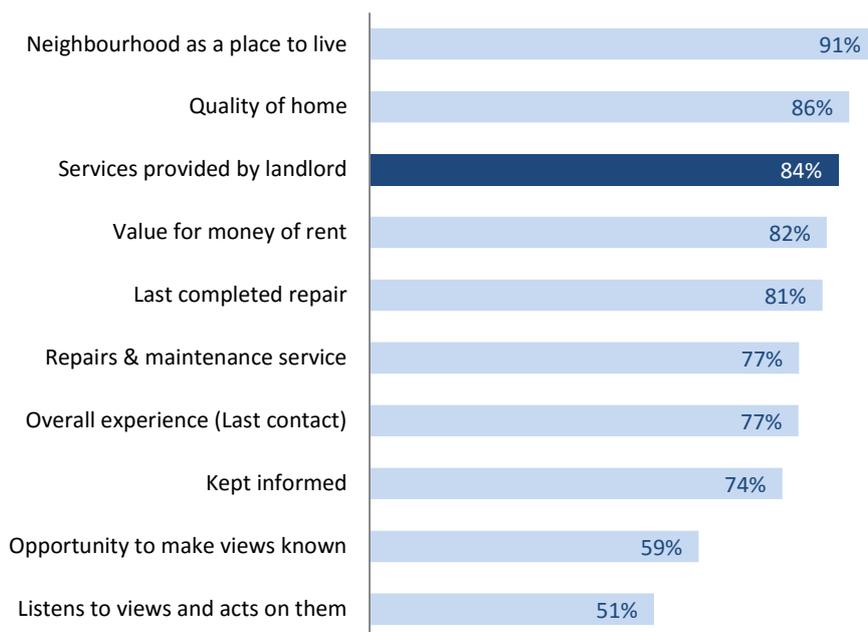
Tenants were asked to rank what they consider to be the three most important issues by selecting from a list. The figures below show the percentages of respondents who selected each option as their first, second or third choice. The repairs and maintenance service is clearly the top priority for KCHA's tenants, followed by the quality of the home. Tenants prioritised being kept informed and having their views listened to over the value for money of the rent.



## 13 Understanding satisfaction

### 13.1 Key services

This section explores the differences in the relationship between the overall rating and individual ratings in an attempt to understand what is driving overall satisfaction at KCHA. The majority of KCHA's tenants are satisfied with the overall services (84%). The overall rating is close to that awarded for the quality of the home, value for money of the rent and the last repair. It is higher than the ratings for the repairs service, customer service and communications.

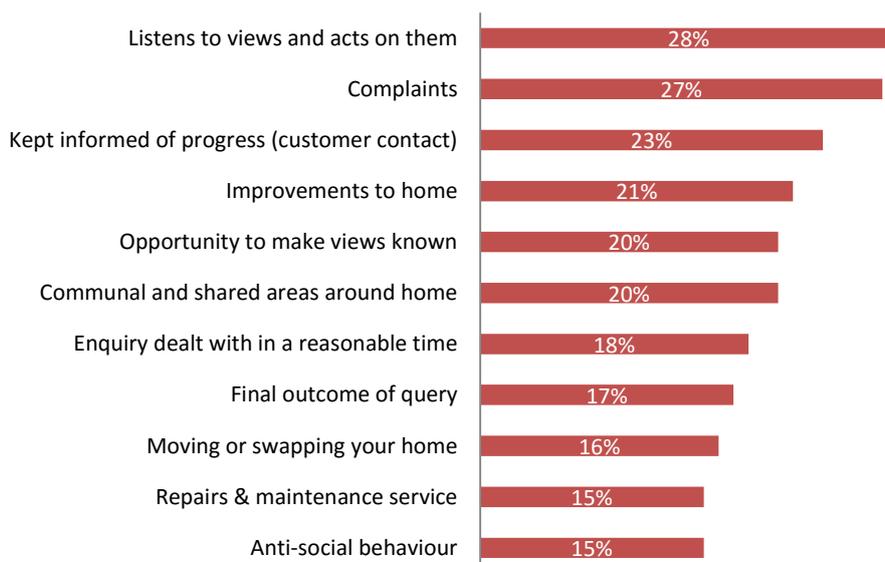


### 13.2 Levels of dissatisfaction

Sometimes where satisfaction is lower than in other areas, the remaining tenants can be split between those who fall into the neither satisfied nor dissatisfied middle ground and those who are actually dissatisfied. The difference between these two groups of tenants is important – as it can signal areas where tenants do not have strong opinions or, more worryingly, areas where a high percentage of tenants are actually dissatisfied.

The survey found some service areas with high levels of dissatisfied at KCHA where more than one in seven tenants dissatisfied. The areas with the highest levels of dissatisfaction are shown in the chart below, with communications and improvements to the home key issues. Over a quarter of tenants do not feel that KCHA listens to their views (28% dissatisfied), does not keep them informed (23% poor) or provides opportunities to make their views known (20% dissatisfied). Around a fifth of tenants are dissatisfied with improvements to the home (21%) and the communal and shared areas around the home (20%). The way in which KCHA handles complaints also attracts some criticism (27% dissatisfied).

The survey also found a number of areas where just over one in ten tenants are dissatisfied – repairs service (time taken before work started, being contacted by contractors, being kept informed of progress, right first time and quality of the work), dealing with neighbour disputes and the quality of the home 10% to 13% dissatisfied. All of which, may account for why some 12% of tenants are dissatisfied with the overall services provided by KCHA.



### 13.3 Management areas

The latest survey found considerable differences in each the areas.

- **Kingston** – Tenants in Kingston awarded a high rating for the quality of their home (90%), but were less satisfied with the value for money of the rent (81%). They did however find it slightly harder to contact KHCA (82%) than tenants in other areas, but awarded higher rating for being kept informed (73%) and the final outcome (78%). In terms of the repairs and maintenance service, fewer tenants were satisfied with the time taken before the work started (65%) and being kept informed of progress (68%), but more were satisfied with the last completed repair (89%). Kingston tenants are more satisfied with improvements to the home (69%) and how KCHA deals with neighbour disputes (75%); but less so with moving home (30%) and the communal and shared areas around their home (55%) compared with tenants living in other areas.
- **New Malden** – Tenants awarded higher ratings for the value for money of the rent (90%) and several aspects of customer service (helpful response (85%) and the overall experience (90%)) and communications (being kept informed (85%) and opportunities to make views known (74%)). More New Malden tenants were satisfied with the improvements to their home (70%), the advice on rents and service charges (89%), but less so with neighbour disputes (64%). For the repairs service, tenants awarded lower ratings for some aspects of the repair service (being contacted by contractor (72%), right first time (72%) and being kept informed (76%)).
- **Surbiton** – Higher ratings were awarded for the neighbourhood (96%), aspects of the repairs service (being contacted by the contractor (86%), being kept informed of



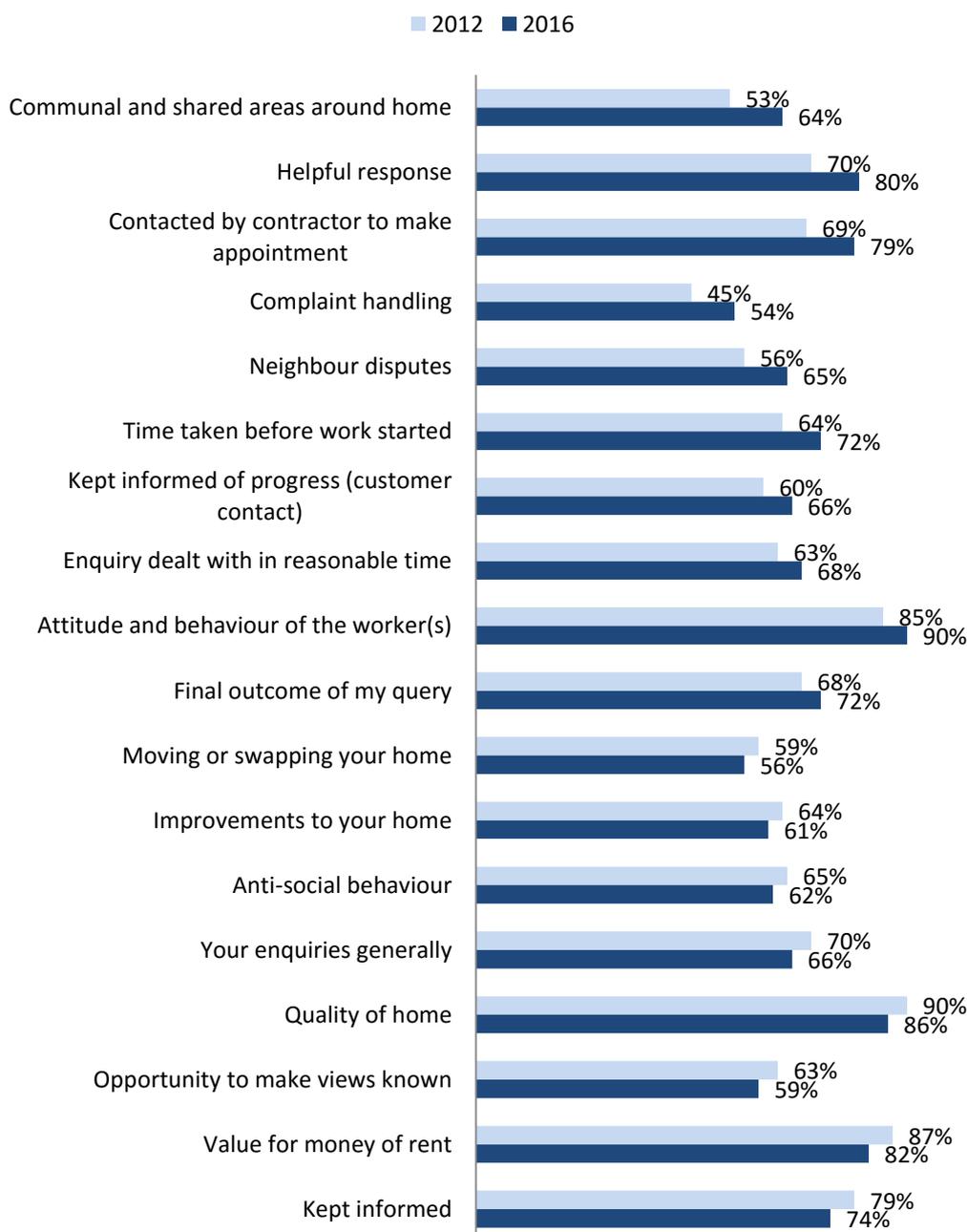
repair work (84%) and the quality of the work (84%)) and more were satisfied with moving home (75%). Tenants were however less satisfied with how KCHA deals with neighbour disputes (59%) and awarded lower ratings for the value for money of the rent (79%) and overall services (81%) compared with other tenants.

- **Wimbledon & Raynes Park** – Tenants in Kerrier are among some of the least satisfied tenants awarding lower ratings for the quality of the home (82%), customer services (kept informed (50%), dealing with in a reasonable time (50%), final outcome (60%) and overall experience (68%)) and the repairs service (being contacted by contractor (71%), time taken before work started (67%) and last completed repair (68%)). Lower ratings were also awarded for communications (opportunities to make views known (49%) and listening to views (40%)). Tenants also awarded lower ratings for improvements to home (46%) advice on rents and service charges (69%), how KCHA deals with complaints handling (33%) and enquiries generally (55%). On a positive note tenants were more satisfied with how KCHA dealt with neighbour disputes (75%) and the communal and shared areas (70%).

### **13.4 Change in satisfaction over time**

The latest survey found a number of areas where satisfaction has increased since the previous survey. Encouraging the latest survey found increased satisfaction with customer services (final outcome of query (4% higher), dealing with enquiry in a reasonable time (5% higher), kept informed of progress (6% higher) and receiving a helpful response (10% higher)) and the repairs service (attitude and behaviour of contractors (5% higher), time taken before work started (8% higher) and being contacted by the contractor to arrange an appointment (10% higher)). Satisfaction with how KCHA deals with neighbour disputes and complaint handling both saw considerable increases (both 9% higher) and more tenants are satisfied with the communal and shared areas around the home (11% higher).

And while the survey also found many areas where satisfaction remained at roughly the same level as four years ago, there were some areas where satisfaction has fallen. Slightly fewer tenants are satisfied with the quality of the home (4% lower), the value for money of the rent (5% lower), the opportunities to make views known (4% lower) and being kept informed (5% lower).



### 13.5 Key driver analysis

The table below shows that there are many service areas which have a correlation with overall satisfaction. The analysis found a strong correlation with satisfaction with overall services and quality of the home, customer services, listening to views, value for money of the rent and the repairs and maintenance service. The neighbourhood has a moderate correlation.



|                         | <i>Correlation</i> |
|-------------------------|--------------------|
| Customer service        | 0.73               |
| Quality of home         | 0.70               |
| Listens and acts        | 0.69               |
| Repairs and maintenance | 0.69               |
| VFM rent                | 0.65               |
| Neighbourhood           | 0.55               |

### 13.6 Key strands of diversity

The survey results have been analysed by tenant demographics and differences in the levels of satisfaction have been found. Many of the findings are common to those found at other landlords. The following differences were noted:

- Disability – tenants with a long-term disability are less satisfied with overall services, value for money of the rent and the neighbourhood (5% to 10% lower).
- Wheelchair users – awarded top ratings for overall services, the repairs and maintenance service and listening to views (all 100%); however they were less satisfied with the neighbourhood (9% lower).
- Ethnicity – BME tenants awarded lower ratings for overall services (5% lower) and listening to views (13% lower), but were more satisfied with the repairs and maintenance service (5% higher).
- Length of time at current address – newer tenants (under 3 year) awarded higher ratings for value for money of the rent (9% higher) compared with tenants who have lived in their property for over three years; however they are less satisfied with the repairs and maintenance service (8% lower) and listening to views (19% lower).
- Length of tenancy – new tenants (under 5 year) and long-term tenants (over 20 years) awarded lower ratings for the value for money of the rent (75% to 79%) compared to tenants with tenancies of between 6 and 20 years (86% to 92%). Newer tenants (under 10 years) tended to slightly less satisfied with the quality of the home The repairs service was rated far lower by tenants with tenancies of between 4 to 5 years (64%), and together with the longest standing tenants (over 20 years) awarded the lowest rating for listening to views (29% to 43%).
- Families – tenants with children are less satisfied than households with no children with overall services (12% lower), quality of the home (14% lower), repairs and maintenance service (19% lower) and that KCHA listens to their views (21% lower), but are more satisfied with the value for money of the rent (5% higher).
- Age of tenant – Tenants aged over 60 years old awarded higher ratings for overall services, quality of the home, value for money, the repairs service and listening to views (10% to 25% higher) compared with younger tenants.



- Numbers of repairs – Tenants in the top 25% bracket for the number of repairs reported are more satisfied with overall services, the repairs service and listening to views (10% to 27% higher) compared with tenants in the lowest 25% group for reporting repairs. In terms of repairs value, those with the highest repairs spending are more satisfied than those with the lowest repairs sending.
- Ex-Wilberforce tenants awarded lower ratings for all six core measures compared to non-Wilberforce tenants (6% to 41% lower).
- Property type - Tenants living in properties on an acquired street awarded lower ratings for overall services (81%) and value for money (78%), compared to other tenants – while those in purpose build properties awarded lower ratings for the quality of the home (83%) and listening to views (43%). Tenants on estates awarded higher ratings for overall services (91%), value for money (92%), quality of the home (92%), repairs service (100%) and listening to views (63%), but were less satisfied with their neighbourhood (70%) compared with other tenants.
- Scheme (Housing for Older People) – Tenants in scheme 501 awarded lower ratings for overall services (71%), value for money (71%), quality of the home (71%), neighbourhood (67%) and listening to views (33%) compared to other tenants. Tenants in scheme 502 and 503 awarded lower ratings for the repairs service (60% to 73%), with those in 503 also awarding lower ratings for listening to views (27%) and the quality of the home (77%). Tenants in scheme 106 awarded a lower overall rating (75%).

### **13.7 General needs and sheltered tenants**

The results for surveys almost consistently reveal that general sheltered tenants are more satisfied than general needs tenants; and this was the case at KCHA with sheltered tenants awarding ratings some 4% to 12% higher than general needs tenants. There were just two exceptions, sheltered tenants awarded a similar rating for the quality of the home compared with general need tenants (just 1% higher) and were slightly less satisfied with the opportunities to make their views known (3% lower).

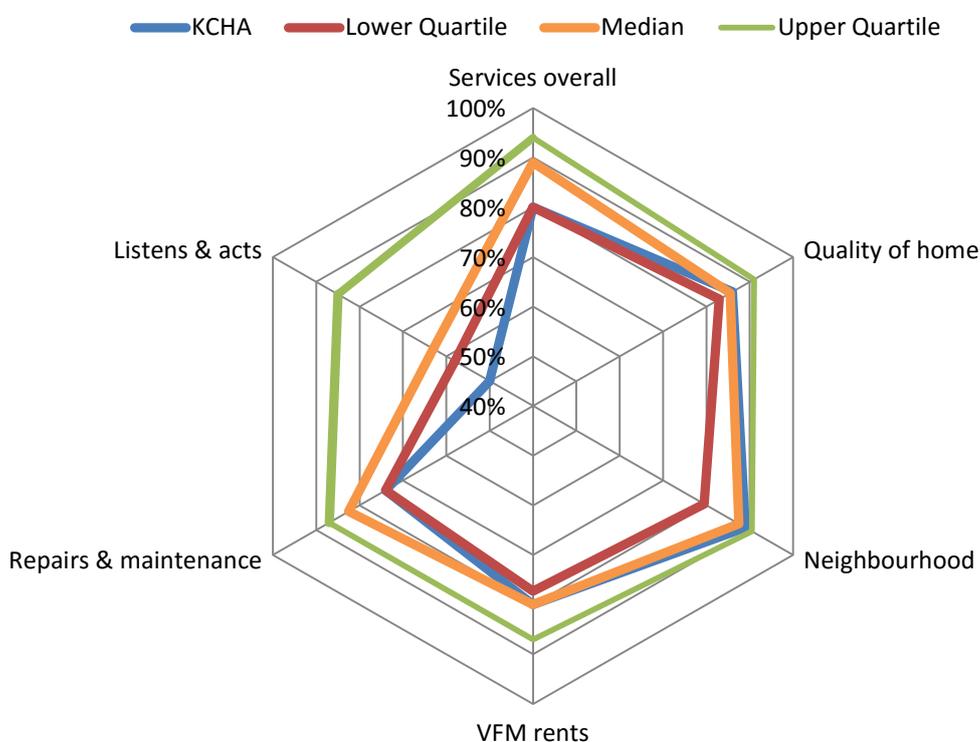


## 14 Performance comparison

### 14.1 General needs housing providers (SPBM bm320 benchmarking club)

The table below provides a comparison of the survey findings with the levels of satisfaction reported by SPBM bm320 members for the six STAR core measures. Overall satisfaction is 9% below average, as is satisfaction with the repairs and maintenance (9% lower) – with both ratings matching the cut-off point for the lower quartile.

Satisfaction with the quality of the home and the neighbourhood are just above average and fall into the second quartile, while the value for money of the rent matched the groups average. The rating for listening to views was considerably below the medial (13% lower) and fell into the lower quartile.



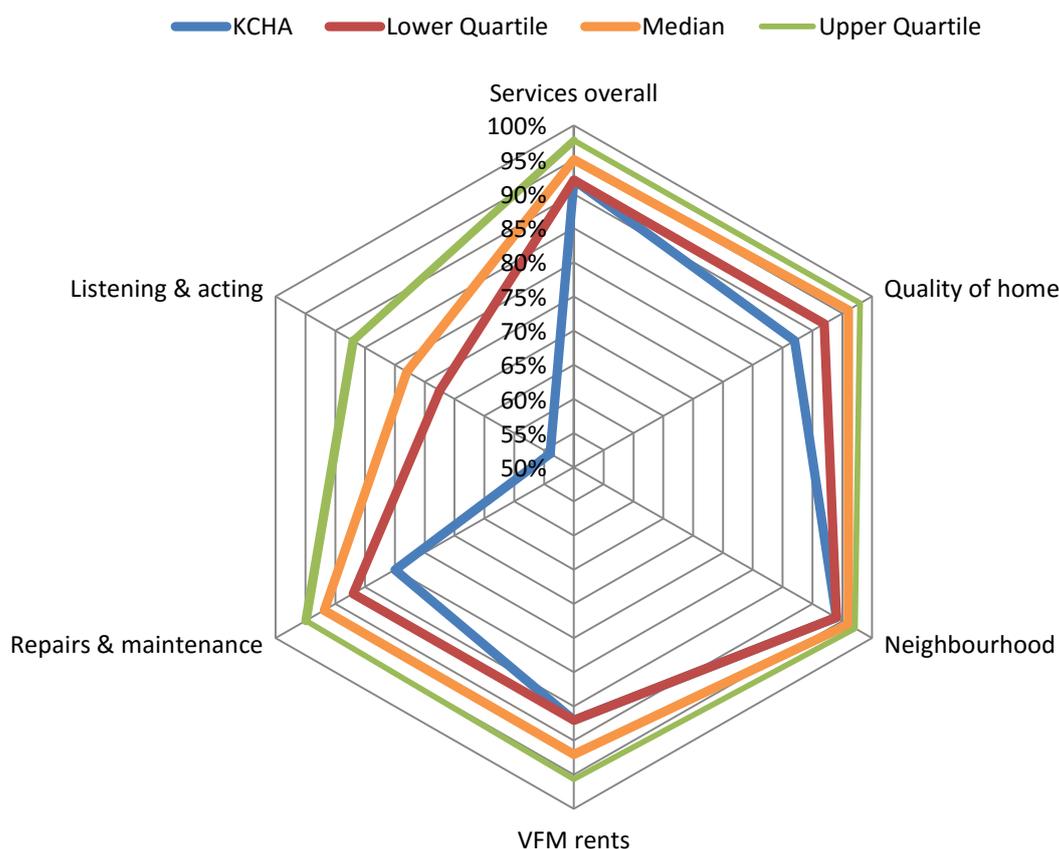
| STAR Core Measures    | KCHA | Lower Quartile | Median | Upper Quartile | Sample |
|-----------------------|------|----------------|--------|----------------|--------|
| Services overall      | 80%  | 80%            | 89%    | 94%            | 13     |
| Quality of home       | 86%  | 83%            | 86%    | 91%            | 12     |
| Neighbourhood         | 89%  | 80%            | 88%    | 91%            | 12     |
| VFM rents             | 80%  | 77%            | 80%    | 87%            | 13     |
| Repairs & maintenance | 74%  | 74%            | 83%    | 87%            | 13     |
| Listens & acts        | 50%  | 58%            | 63%    | 85%            | 13     |

Source: SPBM benchmarking data 2015/16, General needs providers (September 2016)



## 14.2 Housing for Older People (national less than 1,000 homes)

The table below provides a comparison of the survey findings with the levels of satisfaction reported by SPBM members in London and the South East who provide Housing for Older People / sheltered housing. When the results for KCHA are compared other housing providers the ratings are all below average (2% to 19% lower) and either match the cut-off point for the lower quartile or fall into the lower quartile.



| STAR Core Measures    | KCHA | Lower Quartile | Median | Upper Quartile | Sample |
|-----------------------|------|----------------|--------|----------------|--------|
| Services overall      | 92%  | 92%            | 95%    | 98%            | 15     |
| Quality of home       | 87%  | 92%            | 96%    | 98%            | 13     |
| Neighbourhood         | 94%  | 94%            | 96%    | 97%            | 13     |
| VFM rents             | 87%  | 87%            | 92%    | 96%            | 13     |
| Repairs & maintenance | 80%  | 87%            | 92%    | 95%            | 15     |
| Listens & acts        | 54%  | 73%            | 78%    | 87%            | 13     |

Source: STAR benchmarking data for SPBM members in London and South East who provide Housing for Older People – SPBM 2015/16 (September 2016)



## 15 Conclusion

The results from the 2016 STAR survey reveal that the vast majority of tenants are satisfied with the service provided by KCHA with many ratings in the 80s.

The results from the latest survey show that the majority of tenants (84%) are satisfied with the landlord services provided and reflects the high ratings awarded for the quality of the home, neighbourhood and the value for money of the rent.

### Change in the last four years

Encouraging the latest survey found increased satisfaction with customer services and the repairs service. When tenants made contact more are now satisfied with the final outcome of query (4% higher), dealing with enquiry in a reasonable time (5% higher), kept informed of progress (6% higher) and receiving a helpful response (10% higher). In terms of the repairs and maintenance service higher ratings were awarded for the attitude and behaviour of contractors (5% higher), time taken before work started (8% higher) and being contacted by the contractor to arrange an appointment (10% higher). Satisfaction with how KCHA deals with neighbour disputes and complaint handling both saw considerable increases (both 9% higher) and more tenants are satisfied with the communal and shared areas around the home (11% higher).

And while the survey also found many areas where satisfaction remained at roughly the same level as four years ago, there were some areas where satisfaction has fallen. Slightly fewer tenants are satisfied with the quality of the home (4% lower), the value for money of the rent (5% lower), the opportunities to make views known (4% lower) and being kept informed (5% lower).

### Comparison with other landlords

When compared with other general needs tenants (in the bm320 group), KCHA's ratings for the quality of the home, neighbourhood hood and value for money of the rent are close to the median rating. Elsewhere ratings fall into the lower quartile. The comparison for sheltered tenants against providers in London and the South East reveals that ratings either match the lower quartile cut-off point or fall into the lower quartile.

### Satisfaction at management level

When the results from tenants are analysed at area level across all measures, some differences are found. Generally tenants in New Malden and Surbiton were often more satisfied than those in Wimbledon & Raynes Park.



### Analysis by key strands of diversity

Satisfaction with the key six services was analysed by the key strands of diversity. There was some evidence to suggest that there are some differences which many need further reviewing.

### Key driver analysis

Key driver analysis reveals the importance of quality of the home, customer services, listening to views, value for money of the rent and the repairs and maintenance service on overall satisfaction.

### Areas of dissatisfaction

The survey found some service areas with high levels of dissatisfied at KCHA where more than one in seven tenants dissatisfied. The areas with the highest levels of dissatisfaction were often linked to customer services (being kept informed, dealing with enquiry in a reasonable time and final outcome) and communications (listens to views and opportunities to make views known). There were also a number of other areas where just over one in ten tenants are dissatisfied – repairs service (time taken before work started, being contacted by contractors, being kept informed of progress, right first time and quality of the work), dealing with neighbour disputes and the quality of the home. All of which, may account for why some 12% of tenants are dissatisfied with the overall services provided by KCHA.

### Recommendations

It is recommended that KCHA reviews the areas highlighted in the survey where satisfaction falls below the generally high ratings found in the majority of service areas, or those with higher levels of dissatisfaction. The open comments provide even more insight into customer satisfaction and should be used alongside the results to inform and improve the level of services delivered at KCHA.



## About Acuity

Acuity Research & Practice provide tenant satisfaction survey and benchmarking services, helping housing providers to improve services and engage with their tenants through an understanding of satisfaction, performance and profiling data.

We focus on providing information that will inform performance improvement: positive outcomes for providers and tenants, not just box-ticking. Our services are highly flexible, always carefully tailored to the requirements and budgets of our customers.

We have been providing consultancy services to the social housing sector for over 15 years. We work in partnership with HouseMark to support the benchmarking activities of smaller and specialist housing providers.

