

Keniston Housing Association  
Resident Satisfaction Survey  
January 2019

# **Tenant survey 2018**

**Prepared for: Keniston**

**By: Acuity Research & Practice Ltd**

**January 2019**

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## Executive Summary

Keniston Housing Association (Keniston) commissioned Acuity Research & Practice to carry out an independent survey.

Resident satisfaction research is an important business intelligence tool which can be used to drive improvement and demonstrate value for money, as well as giving landlords insight into how satisfied residents are with their homes and services.

The 2018 survey was also designed to capture the issues residents are concerned about and identify the key drivers behind satisfaction levels to help inform future strategic and operational planning. The survey was based on a standard question set which is widely used in the UK housing sector, offering comparability with other providers through HouseMark and SPBM benchmarking. All Keniston tenants were included in the postal survey, which took place during September and October 2018.

## Key findings

### Housing and Services

The vast majority of Keniston's tenants are satisfied with the overall services received (95%).

The majority of tenants are satisfied with the quality of their home (90%); however not all tenants like their neighbourhood as a place to live (82%). While tenants feel safe and secure in the home (95%), slightly fewer felt safe in their community (87%). A total of 89% of tenants are satisfied with the value for money of their rent and 81% with the service charge.

### Customer service

Tenants find Keniston very easy to deal with (95%), staff keep their promises (92%) and the vast majority of tenant's queries are dealt with at the first point of contact (87%). Nine out ten tenants are satisfied with the overall customer experience the last time they contact Keniston (92%).

### Repairs and Maintenance

A total of 94% of tenants were satisfied with the repairs and maintenance service. Of those tenants who had repair work carried out in the past twelve months, the highest ratings were for

the ease of reporting the repair (98%), with around nine out of ten tenants satisfied with the contractor arranged appointment time (90%), the contractor keeping the appointment (92%) and the quality of the work (90%). Satisfaction with the repair being completed on the first visit was slightly lower at 84%.

### Estate Services

Tenants awarded an overall rating of 85% for estate services and an even higher rating for grounds maintenance (89%). Slightly lower ratings were awarded for the cleaning of internal (82%) and external (79%) communal areas.

### Communication and Information

Tenants felt informed about things that might affect them as a tenant (95%) and that Keniston provides clear and informative written information (96%). A total of 84% of tenants feel that Keniston listens to their views and acts upon them and feel that Keniston does enough to involve tenants in decision making.

### Sheltered housing services

While a high percentage of tenants are satisfied with the call centre or emergency call system (95%), slightly lower ratings for the overall service provided by the scheme manager or support worker (88%) and the facilities at the scheme (86%). Only two-thirds of tenants are satisfied with the opportunity for health & well-being activities (68%),

### Perceptions

High percentages of tenants agreed that Keniston staff were friendly and approachable (98%), Keniston provides an efficient and effective service (96%), the service is expected of landlord (94%), tenants are treated fairly (92%), tenants trust Keniston (92%) and has a good reputation (88%).

### Recommending Keniston

Almost three-quarters of tenants are very loyal and happy to promote Keniston to friends and family (72%) and the net promoter score is 65 – a very strong performance when compared with other social housing providers. When Keniston's rating (65) is compared out of sector the performance is similar to companies which are highly regarded by their customers such as John Lewis (42), First Direct (62) and Apple (69).



## Improving services

Some 104 comments were received from tenants about how Keniston could improve its services; improvements to the neighbourhood, improving security, dealing with anti-social behaviour and ensuring the upkeep of the estates by tenants were mentioned the most.

## Background information

### Internet use

Over half of tenants use the internet either daily or almost daily (59%), while a further 8% use it a least once a week. Of those who are not using the internet, 42% do not want to use it, 27% did not have access, 22% mentioned a lack of confidence or skills and 19% poor mobile network coverage.

### Tenant aspirations

Tenants were asked what their employment or career aspirations were. Overall over half of tenants said that they are happy as things are (57%). The biggest obstacles stopping tenants achieving their aspirations are poor health or disability (51%) and lack of suitable jobs (20%).

Encouragingly four out of five the tenants see themselves living in their current home in five-year's time (80%). Of the remaining tenants 11% would like to move to a different area and 9% would like to live in the same area but in a different home.

### Leaseholders

Leaseholders are highly satisfied with Keniston; awarding very high ratings for the quality of the home and neighbourhood. The majority of leaseholders are satisfied with customer contact, however lower ratings were awarded for estate services (grounds maintenance and cleaning of external areas). Leaseholder ratings are lower than the ratings awarded by tenants, which is typical of the pattern found at other landlords.

## Further analysis

### Areas of Dissatisfaction

The survey found only one area with noticeably high levels of dissatisfaction – the opportunity for health & well-being activities in sheltered housing (8%), the neighbourhood (9%) and cleaning of the external communal areas (8%) the areas with a

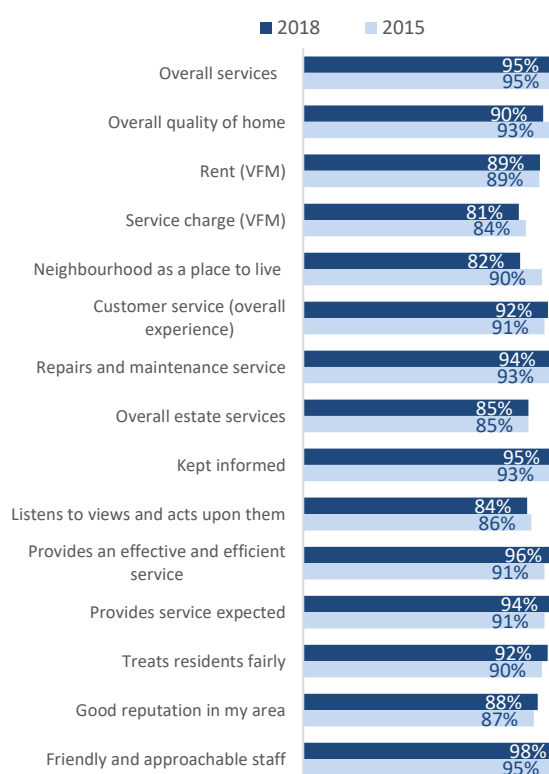
highest level of dissatisfaction. This can be seen as a very positive result, given that an average performing landlord's dissatisfaction rates typically start at 10% and go much higher.

### Change over time

The 2015 survey found very high levels of satisfaction at Keniston and the last survey found that satisfaction with overall services has remained the same high level and reflects the fact that satisfaction in some key service areas have also remained at almost identical levels – value for money of the rent, customer service, overall repairs service, cleaning of internal and external communal areas, overall estate services, being kept informed, listening to views, treating residents fairly and good reputation (all 2% lower to 2% higher).

Satisfaction in other areas has increased including aspects of the repairs service (3% to 5% higher), grounds maintenance (4% higher) and many of the residents perceptions about Keniston (3% to 5% higher).

The 2018 survey did find areas with lower ratings – quality of the home (3% lower), value for money of the service charge (3% lower), neighbourhood (8% lower) and aspects of sheltered housing - (5% to 24% lower).





It is important to note that only a few of the changes are statistically significant (needing a change of  $\pm 6.5\%$ ).

### **Key Driver Analysis**

The strongest correlations for Keniston are between overall satisfaction and the level of service provided by staff (being friendly and approachable and delivering a high level of customer service); followed closely by the quality of the home, providing the service expected and the repairs service.

### **Landlord comparisons**

Ratings were generally above average when compared to other social landlords – including the BM320 Group, SPBM members and especially larger landlords; satisfaction with the neighbourhood being the only exception.

### **Conclusion**

The report on the 2015 survey raised the question whether the very high levels of satisfaction can be improved further at Keniston, and the clearly the answer is “yes” given the higher ratings for NPS, trust, repairs service and friendly staff in 2018.

Overall, the findings of the survey highlight a high degree of tenant loyalty and satisfaction. Keniston should be congratulated on maintaining the very high ratings found three years ago – which is an achievement given the challenges faced by housing associations and their residents today. The tenant feedback provided in the open comments provide insight into how services can be improved will help inform managerial decision making and service improvements for the future benefit of the organisation and tenants.



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# 1. Introduction

Acuity Research & Practice was commissioned to undertake an independent survey of Keniston Housing Association (Keniston) tenants to collect data on their opinions and attitudes towards their home and services provided. The survey is based on the core HouseMark STAR questions used in other tenant surveys.

## 1.1 About STAR

In July 2011 HouseMark launched STAR – a standard framework and guidance for measuring tenant satisfaction in the housing sector.

The approach ensures social housing providers remain equipped with the means of comparing key satisfaction results with other landlords and also provides a framework for trend analysis.

Undertaking STAR surveys is just one of many different methods of involvement which landlords are able to use to engage with their tenants as part of a wider and coordinated customer engagement strategy.

## 1.2 Aim of the survey

The aim of the survey is to provide current data on tenant satisfaction, which will allow Keniston to:

- Understand tenants' satisfaction with their homes and with the services that Keniston provides
- Compare the performance of Keniston as a landlord with that of other social landlords who have undertaken similar surveys
- Inform decisions regarding service reviews.

## 1.3 Sampling frame & fieldwork

### Sampling

Keniston decided to undertake a census survey of residents (tenants and leaseholders).

### Fieldwork

The fieldwork was carried out over a two month period between September and October 2018, and included the option to complete the survey online.

Acuity managed the fieldwork, the first mailing was a full survey pack and included a copy of the questionnaire, a covering letter and a reply-paid envelope. Questionnaires were returned using the reply-paid envelopes and processed by Acuity. A reminder letter, was sent after two weeks to all tenants who had not yet responded, followed by a second full survey pack.

### Incentives

Incentives were used to boost the response rate. Three questionnaires were drawn at random and survey winners won either a first prize of £100 shopping vouchers or two runners up prizes of £50 shopping vouchers.

## 1.4 Questionnaire design

One questionnaire was designed for tenants and comprised of 31 questions on eight pages; and a second questionnaire for leaseholders comprised of 15 questions on four pages. At the end of the questionnaire residents were asked for their permission to return the data non-anonymised (77% of tenants and 87% of leaseholders gave permission) and for permission to re-contact about anything raised in the survey or future research (72% of those tenants and 73% of leaseholders would be happy to be re-contacted).

## 1.5 Response rates

The overall response from tenants was 52%, with 380 tenants out of 726 completing a questionnaire.

While the response to the 2018 survey was a good one, it was lower than three years ago (60%). Many landlords have been seeing reduced response rates over the last five years and in particular the last two to three years – which may explain in part the lower response rate.

Of the 38 leaseholders who were included in the survey, 15 responded giving a response rate of 40% - which is a good response rate for leaseholders.

## 1.6 Accuracy

For the overall results, Acuity and HouseMark recommend that surveys of under 1,000



population achieve a sampling error of at least  $\pm 5\%$  at the 95% confidence level. This means that, for example, if 35% of tenants answered “Yes” to a particular question, there are 95 chances out of 100 that the correct figure for all tenants – including those who did not respond – would be between 30% and 40%.

For Keniston tenants, the response rate of 380 means that the sampling error for these findings is  $\pm 3.5\%$ , which means Keniston can have a very high degree of confidence in the results.

**Figure 1.1 Survey sampling, response and reliability**

Client group	Number of residents	Completed surveys	Response rate	Sampling error (%)
General needs	585	287	49%	$\pm 4.1\%$
Sheltered housing	138	93	67%	$\pm 5.8\%$
<b>All tenants</b>	<b>726</b>	<b>380</b>	<b>52%</b>	<b><math>\pm 3.5\%</math></b>
Leaseholders	38	15	40%	$\pm 19.7\%$
Al residents	<b>761</b>	<b>395</b>	<b>52%</b>	

It is important to note that when comparing the results from two surveys the margin of error from each survey is added together. Therefore, a change of  $\pm 6.5\%$  is needed for the difference to be statistically significant between the 2015 and 2018 surveys.

### 1.7 Presenting the findings

This report presents the key findings of the survey and further information can be found in accompanying annexes.

### 1.8 Notes to figures

Throughout this report, the figures show the results as percentages and base numbers are also shown where appropriate.

### Rounding

The vast majority of figures throughout the report show the results as percentages. The percentages are rounded up or down from one decimal place to the nearest whole number, and for this reason may not in all cases add up to 100%. Rounding can also cause percentages

described in the supporting text to differ from the percentages in the charts by 1% when two percentages are added together. In some parts of the report percentages may be expressed to one decimal place.

### Excluding ‘don’t know’ and ‘no opinion’

In general, in line with the convention for satisfaction surveys, only valid responses to questions have been included and all non-valid responses (for example, where a response to a question has not been stated) have been excluded. Responses such as ‘no opinion’, ‘can’t remember’ or ‘don’t know’ (where these were possible responses to questions) are also excluded from the base in this report. Where these results are excluded this is noted in the written comments and charts.

### 1.9 Acknowledgements

Our thanks go firstly to the Keniston tenants who took part in the survey. We would also like to thank the staff of Keniston for their assistance throughout the project, and in particular our thanks go to Jonathan Card for his help throughout the project.





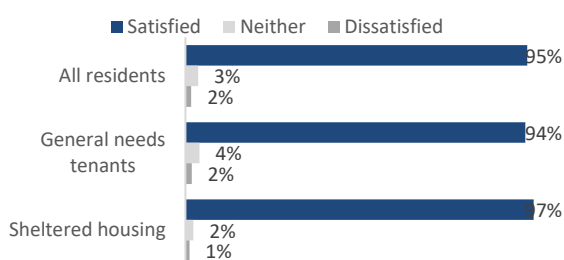
## 2. Overall satisfaction with services

This section examines the overall rating for Keniston’s services and is often seen as the headline figure in the survey. Later on, in the report, Section 17 (‘Understanding Overall Satisfaction’) explores the differences in the relationship between the overall rating and individual ratings in an attempt to understand what is driving overall satisfaction at Keniston. Sections 2 to 17 of the report focus on the results from the survey of tenants, while section 18 includes the findings from the leaseholders.

Overall a total of 95% of Keniston’s tenants are satisfied with the services provided by Keniston. When looking at this in more detail, almost two-thirds of the tenants stated they are “very” satisfied (62%), while a third are “fairly satisfied” (33%). Just 2% of tenants stated that they were dissatisfied (1% were ‘fairly’ dissatisfied and 1% were ‘very’ dissatisfied). Few tenants were neutral on the issue of overall satisfaction with landlord services (3%).

Tenants in general needs housing (94%) are almost as satisfied as those in sheltered housing (97%).

Figure 2.1: Satisfaction with overall services provided by housing need



Overall satisfaction with landlord services has remained at the same high level as that reported three years ago.

Figure 2.2: Satisfaction with overall services provided over time

	2012	2015	2018
Satisfied	93%	95%	95%
Dissatisfied	4%	2%	2%

### Diversity analysis

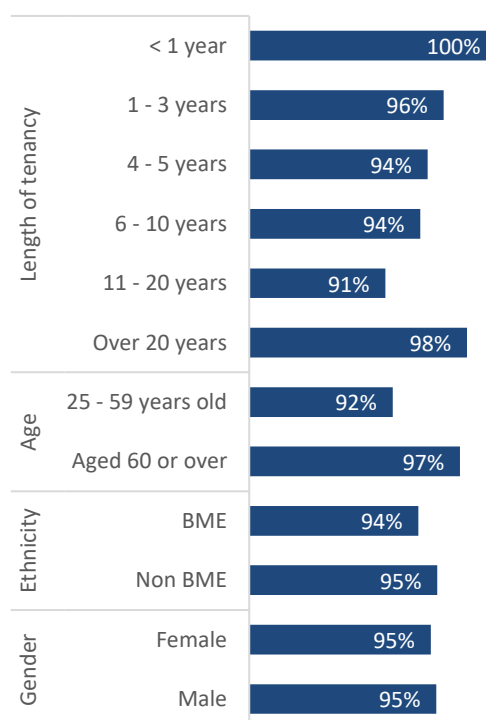
The results for tenants have been examined in more detail and any comments are made where there are differences in satisfaction in terms of tenant demographics. It is important to note, however, that the differences do not necessarily mean that there is a causal link. A full breakdown can be found in the accompanying data tables.

New tenants (100%) and those who have been with Keniston for over 20 years (98%) are more satisfied with overall services, while those with tenancies of between 11 and 20 years are slightly less satisfied (91%).

Analysis by age found that middle-age tenants (92%) are slightly less satisfied than younger and older tenants (97% to 100%).

The survey found that ethnicity and gender have little or no influence on satisfaction with overall services.

Figure 2.3: Overall satisfaction by tenant diversity



### Satisfaction at estate and local authority level

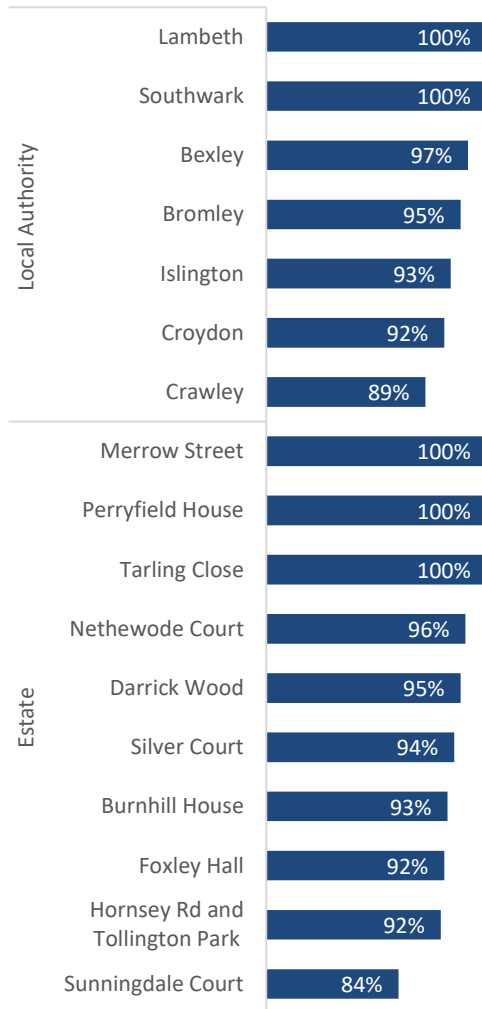
Some 100% of tenants living in Lambeth and Southwark are satisfied with overall services, closely followed by those in Bexley (97%) and Bromley (95%). The lowest rating came from residents living in Crawley (89%).

The chart below shows that tenants living in Merrow Street, Perryfield House and Tarling



Close awarded the highest ratings for landlord services (all 100%) with tenants at Sunningdale Court noticeably less satisfied (84%).

Figure 2.4: Overall satisfaction by estate and local authority





### 3. Home and neighbourhood

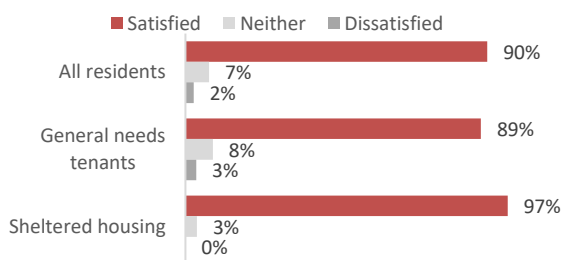
This section looks at the views of Keniston’s tenants about satisfaction with their home and neighbourhood and feeling safe and secure. Typically social landlords have limited capacity to address neighbourhood and security issues alone; instead it requires an integrated response by local service partners.

#### 3.1 Quality of the home

Nine out of ten of Keniston’s tenants are satisfied with the quality of their home (90%), with half of tenants “very” satisfied (52%). Few tenants are dissatisfied with the quality of the home (2%), while 7% are neutral.

Virtually all tenants in sheltered housing are satisfied with the quality of their home (97%).

Figure 3.1: Satisfaction with the quality of the home by housing need



Satisfaction with the quality of the home is 3% lower than three years ago, although the number of dissatisfied tenants has more than halved (from 5% to 2%).

Figure 3.2: Satisfaction with the quality of the home over time

	2012	2015	2018
Satisfied	90%	93%	90%
Dissatisfied	5%	5%	2%

#### Diversity analysis

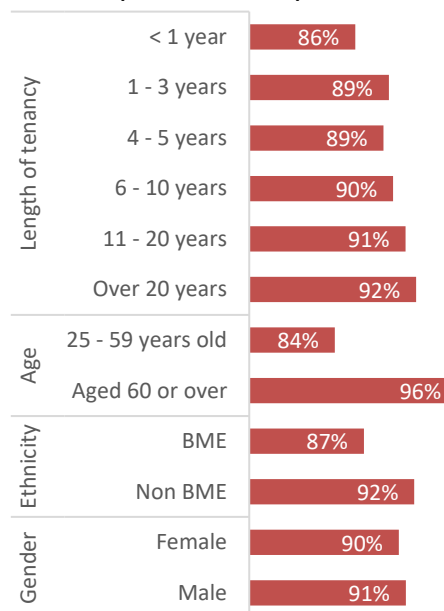
The chart shows that satisfaction with the quality of the home increases with the length of tenancy.

Analysis by age found that younger tenants (84% aged between 25 and 59 years old) are noticeably less satisfied than those over 60 years old (96%).

The survey found that gender has little influence on satisfaction with the quality of the home.

BME tenants are slightly less satisfied with the quality of their home (87%) compared with Non-BME tenants (92%)

Figure 3.3: Quality of the home by tenant diversity



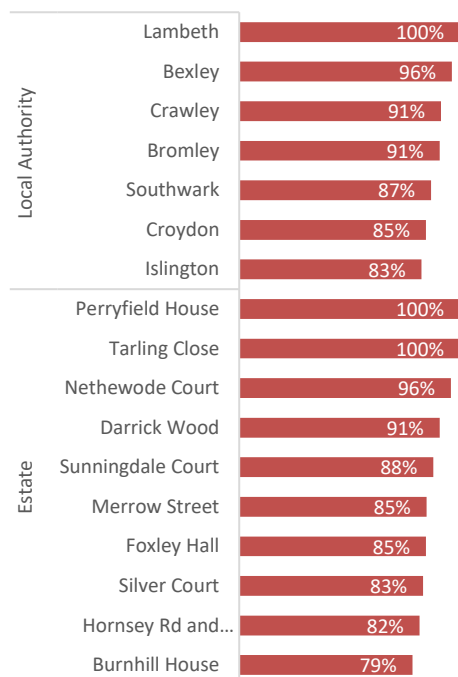
#### Satisfaction by estate and local authority

Tenants in Lambeth (100%) and Bexley (96%) awarded the highest ratings for the quality of the home, far higher than in Croydon (85%) and Islington (83%).

Satisfaction with the home was very high on four estates (91% to 100% - Derrick Wood, Nethewode Court, Tarling Close and Perryfield House); with tenants in Sliver Court, Hornsey Road & Tollington Park and Burnhill House awarding much lower ratings (79% to 83%).



Figure 3.4: Satisfaction by estate and local authority

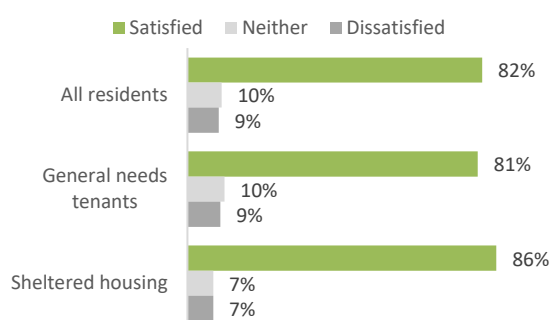


### 3.2 Neighbourhood

Around four-fifths of tenants are satisfied with their neighbourhood (82%).

One in ten tenants are dissatisfied with their neighbourhood (9%) and a further 10% are neither satisfied nor dissatisfied. Tenants in sheltered housing awarded a slightly higher rating for the neighbourhood (86%) compared with those in general needs housing (81%).

Figure 3.5: Satisfaction with the neighbourhood by type



Evidence from the latest survey suggests that satisfaction with the neighbourhood as a place to live has fallen by 8% since three years ago.

Figure 3.6: Satisfaction with the neighbourhood over time

	2012	2015	2018
Satisfied	89%	90%	82%
Dissatisfied	7%	7%	9%

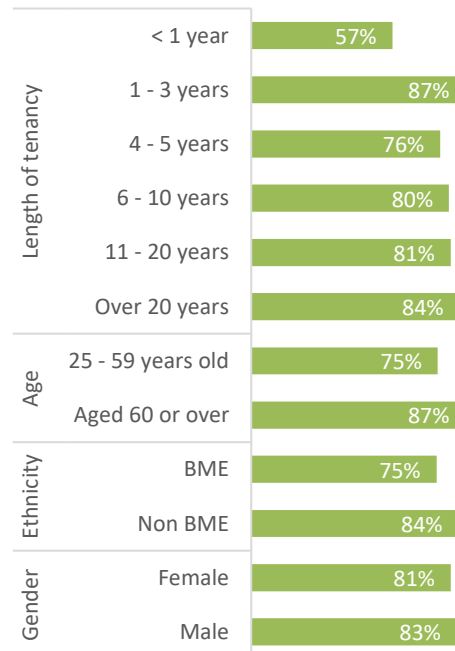
#### Diversity analysis

With only one exception it would appear that satisfaction with the neighbourhood generally increases with length of tenancy. The only exception being the high rating from tenants who have been with Keniston for between 1 and 3 years (87%).

Analysis by age found that older tenants are far more satisfied with the neighbourhood compared with younger tenants (12% higher).

The survey found that gender has little influence on satisfaction with the neighbourhood; while BME tenants are less satisfied (75%) compared with Non-BME tenants (84%).

Figure 3.7: Neighbourhood by tenant diversity



#### Satisfaction by estate and local authority

Bromley, Bexley, Croydon and Lambeth appear to be far more popular neighbourhoods (83% to 86%) than Islington (76%), Southwark (73%) and especially Crawley (64%).



All residents at Tarling Close are satisfied with their neighbourhood (100%), while the neighbourhood is rated much lower at Merrow Court, Nethewode Court, Hornsey Road & Tollington Park and Sunningdale Court (56% to 68%).

Figure 3.8: Satisfaction by estate and local authority

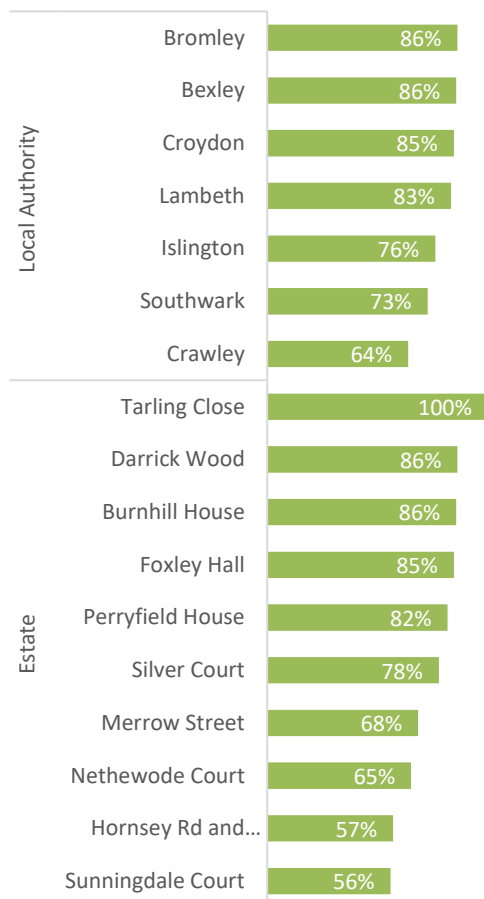
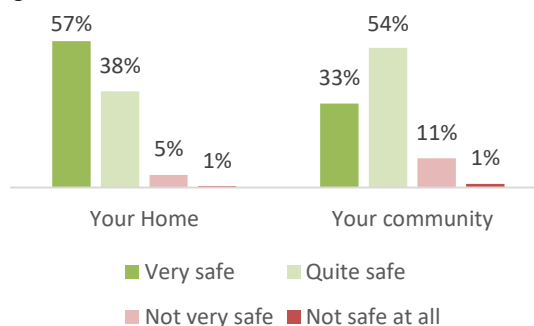


Figure 3.9: How safe tenants feel in their home and neighbourhood



### 3.3 Feeling safe and secure

The majority of Keniston’s tenants feel safe and secure in their home (95%) – although 57% stated that they felt “very safe” and 38% felt “quite safe”. Some 5% of tenants said they felt “not very safe” in their home and 1% of tenants did not feel safe at all.

Fewer tenants said they felt safe and secure in their community (87%); and more felt “quite safe” (54%) rather than “very safe” (33%). Of the remaining tenants 11% felt not very safe and 1% felt not safe at all. The survey found little difference between tenants in general needs properties or sheltered housing.



## 4. Value for money

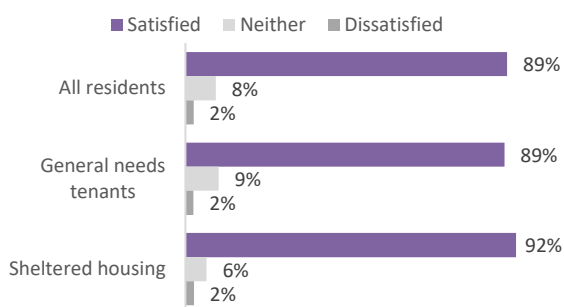
Landlords have always put considerable effort into achieving value for money in meeting their objectives, and much more emphasis is being placed on this regulatory standard. Rent reduction has required landlords to manage their resources even more economically and efficiently while providing quality services and homes.

### 4.1 Rent

Nine out of seven tenants were satisfied with the value for money (VFM) of their rent (89%), with 56% of tenants stating they were 'very' satisfied.

Only 2% of tenants were dissatisfied and a further 8% of tenants stated remained neutral by stating they were 'neither satisfied nor dissatisfied'. General needs tenants were slightly less satisfied than those in sheltered housing.

Figure 4.1: Satisfaction with value for money of the rent



Satisfaction with the rent has remained very high and constant in the last three surveys (all 89% satisfied), while the small percentage of dissatisfied tenants continues to fall.

Figure 4.2: Satisfaction with value for money of the rent over time

	2012	2015	2018
Satisfied	89%	89%	89%
Dissatisfied	4%	3%	2%

#### Diversity analysis

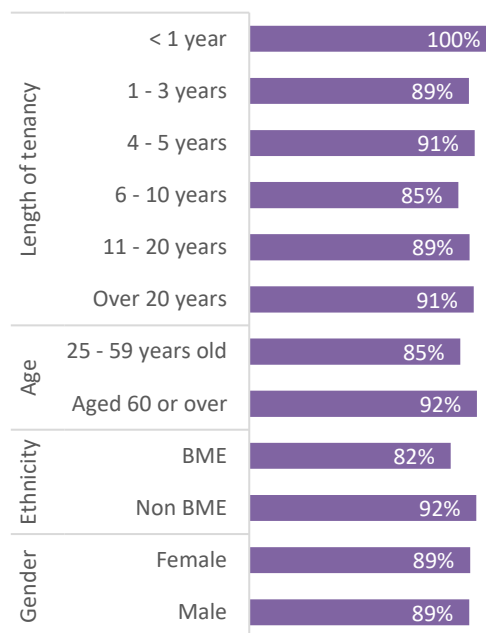
The latest survey found that satisfaction with the value for money is higher for new tenants (100%), and lower for those with tenancies between 6 and 10 years (85%).

Gender has no influence on value for money of the rent.

Younger tenants are noticeably less satisfied with their rent (85%) compared with older residents (92%).

The survey found that BME tenants are far less satisfied with the value for money of the rent (82%) compared with Non-BME tenants (92%).

Figure 4.3: Value for money of the rent by tenant diversity



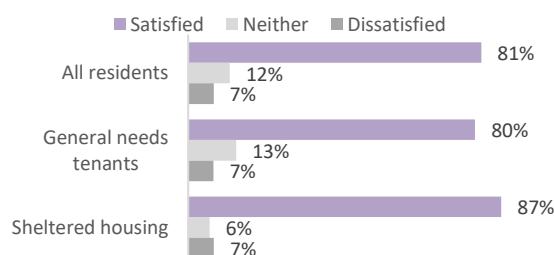
### 4.2 Service charge

Four out of five tenants were satisfied with the value for money of their service charge (81%), with 51% of tenants stating they were 'very' satisfied.

Some 7% of tenants were dissatisfied and a further 12% of tenants stated remained neutral by stating they were 'neither satisfied nor dissatisfied'.

General needs tenants are less satisfied with the service charge (80%) compared with tenants in sheltered housing (87%).

Figure 4.4: Satisfaction with value for money of the service charge





Satisfaction with the value for money of the service charge is 3% lower than in 2015, but remains higher than the 2012 rating.

Figure 4.5: Satisfaction with value for money of the service charge over time

	2012	2015	2018
Satisfied	79%	84%	81%
Dissatisfied	9%	6%	7%

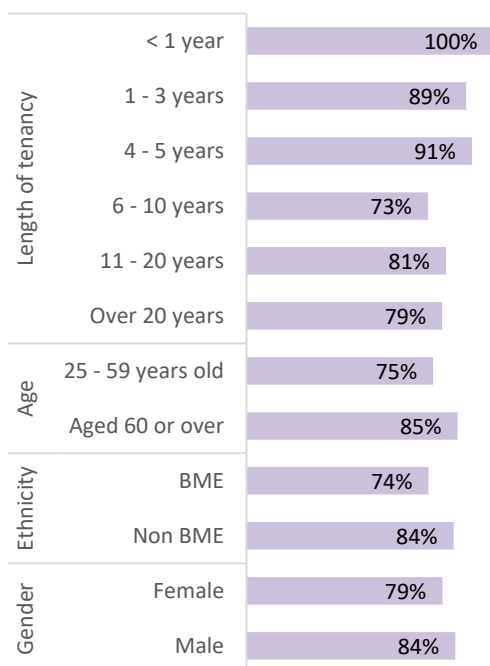
### Diversity analysis

The latest survey suggests that satisfaction with the value for money of the service charge decreases over time for tenants – with newer tenants more satisfied (89% to 100% under 6 years) than longer standing tenants (73% to 81% over 6 years).

Once again younger tenants are noticeably less satisfied with the service charge (75%) compared with older residents (85%).

The survey found that male tenants are more satisfied with the value for money of the service charge (84%) compared with female tenants (79%); and that Non-BME tenants awarded a higher rating (84%) compared with BME tenants (74%).

Figure 4.6: Value for money of the service charge by tenant diversity





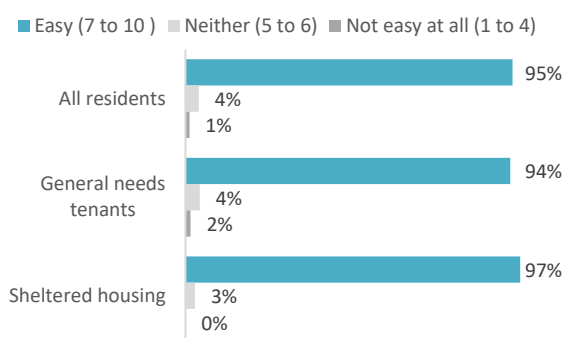
## 5. Customer service

Providing excellent customer service is a fundamental part of landlord services to ensure a positive relationship with its tenants. How staff dealt with enquiries raised by tenants is examined in this section for tenants who have been in contact in the last 12 months.

### 5.1 Easy to deal with

Overall 95% of tenants said that they find Keniston easy to deal with. Very few tenants were neutral (4%) and only 1% of tenants said that Keniston were not easy at all to deal with. The survey found little difference in opinion between general needs tenants and those living in sheltered housing.

Figure 5.1: How easy tenants find Keniston to deal with



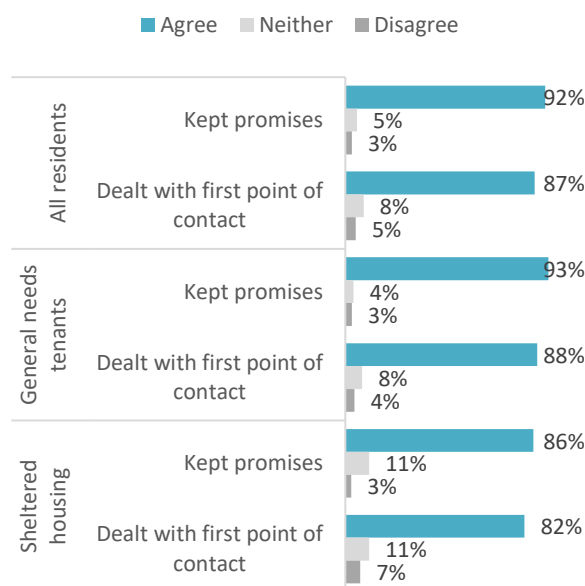
### 5.2 Last contact

An impressive 92% of tenants said that the last time they contacted Keniston staff kept their promises (92%) and 87% of tenants said that their query was dealt with at the first point of contact.

Very few tenants were neutral (5% to 8%) and even fewer disagreed (3% to 5%).

Interestingly a higher percentage of general needs tenants felt that staff kept their promises (93%) and dealt with the query at first point of contact (88%) compared with those in sheltered housing (88% and 82% respectively).

Figure 5.2: Satisfaction with keeping promises and being dealt with at first point of contact

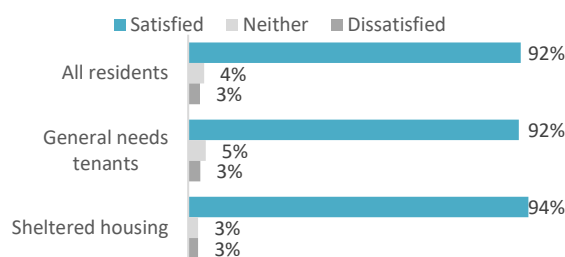


### 5.3 Customer experience

Overall 92% of tenants were satisfied with the overall experience the last time they contacted Keniston, the rating is 1% higher than the previous survey (91% in 2015).

Very few tenants were neutral (4%) or dissatisfied (3%) with customer experience. The survey found little difference in opinion between general needs tenants and those living in sheltered housing.

Figure 5.3: Satisfaction with the customer experience



### 5.4 How could Keniston improve its customer service?

When asked to explain how Keniston could improve its customer service some 79 tenants provided an explanation, 97 separate comments were made – including 32 positive comments. Only a third of the comments actually touched on issues relating to customer service).





Few comments were made by more than one tenant, those that were included the need to improve customer care / customer service, keeping tenants informed, calling residents back, difficulties contacting named members of staff and responding to queries quicker. The table below summaries the various comments by themes.

Figure 5.4: Why tenants are dissatisfied with the way Keniston deals with the repairs service

Tenant services and management	
Need weekend coverage	1
Better tenant mix, vet tenants	1
Poor condition of property at letting	1
Positive comments	
General, happy, no problems	32
Other	
Other	4

Customer contact	
Better customer care, customer service	5
Do not keep us informed of progress	5
Did not call	3
Hard to contact named person	3
Respond to queries quickly	2
Complaints handling	1
Don't keep promises	1
Problem not resolved	1
Issues not followed up or dealt with	1
Be more understanding from tenants perspective	1
Confirm when query has been resolved	1
Direct communications with on-site staff	1
Problems with text messages	1
Communications and information	
Improve communication	2
Should listen more carefully/do not seem interested	2
More events, meetings	1
Visit us	1
Neighbours, neighbourhood or local problems	
Improved security, lighting needed	5
Problems with neighbours, noise	4
ASB	3
Litter, graffiti, vandalism	1
Estate and grounds maintenance	
Grounds maintenance - grass cutting/ gardeners	4
Fences and gates	1
Maintenance/decoration of communal areas	1
Communal cleaning	1
Day-to-day repairs and maintenance service	
Provide appointments, at the right times, tell us when, be on time	2
Improve contractors	2
Quicker repairs	1
Planned works such as replacement kitchens and bathrooms	
Improvement works (Kitchens, bathrooms)	1



## 6. Repairs and maintenance service

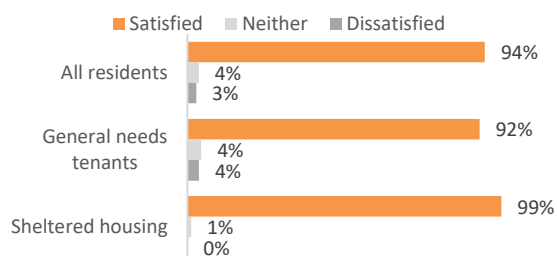
Tenant surveys often find that satisfaction with the repairs and maintenance service is one of the most important factors in determining overall satisfaction with their landlord. This section looks at satisfaction with this key service at Keniston and reports any differences in satisfaction between the schemes in the survey.

### 6.1 Repairs & maintenance

A total of 94% of tenants were satisfied with the repairs and maintenance service. Of this, 60% described themselves as 'very' satisfied, whilst a further 34% described themselves as 'fairly' satisfied.

Very few tenants stated that they were dissatisfied (3%) and a further 4% were neutral, stating they were 'neither satisfied nor dissatisfied'. Virtually all of the tenants in sheltered housing (99%) are satisfied with the repairs and maintenance service.

Figure 6.1: Satisfaction with the repairs and maintenance service



Satisfaction with the repairs service is 1% higher than three years ago, with the percentage of dissatisfied tenants falling by 1%.

Figure 6.2: Satisfaction with the repairs and maintenance service over time

	2012	2015	2018
Satisfied	91%	93%	94%
Dissatisfied	6%	4%	3%

### Diversity analysis

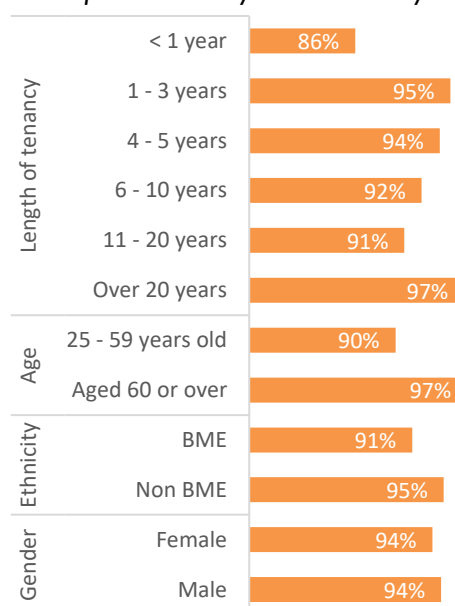
The latest survey suggests that satisfaction with the repairs service is lower among newer tenants

(86% - 1 to 3 years), with long-standing tenants (97% over 20 years) the most satisfied.

Analysis by age found that younger tenants under 60 (90%) are less satisfied than older tenants (97%).

The survey found that gender did not influence satisfaction with the repairs service. BME tenants are slightly less satisfied with the repairs service compared with Non-BME tenants (4% lower).

Figure 6.3: Repairs service by tenant diversity



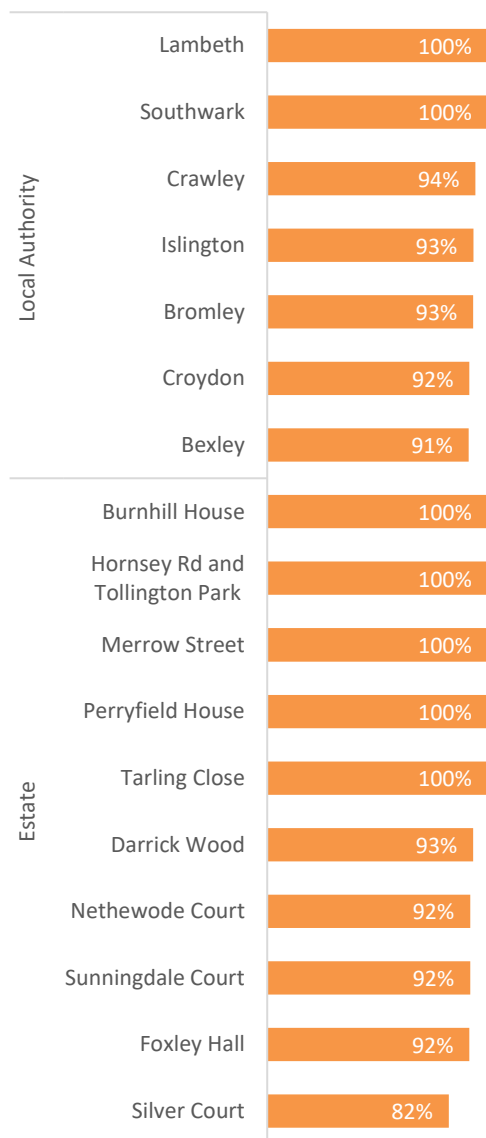
### Satisfaction at estate and local authority level

100% of tenants living in Lambeth and Southwark are satisfied with the repairs service, with ratings very high in each local authority.

Tenants living on five estates are all satisfied with the repairs service (Burnhill House, Hornsey Rd & Tollington Park, Merrow Street, Perryfield House and Tarling Close – all 100%), much higher than tenants at Silver Court (82%).



Figure 6.4: Satisfaction with the repairs service by estate and local authority

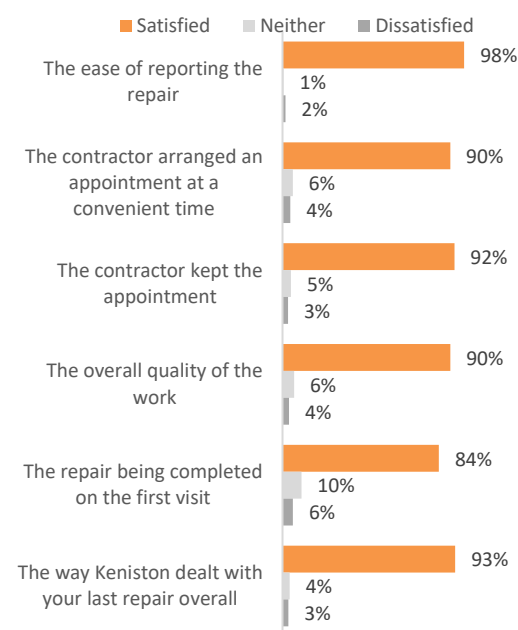


keeping the appointment (92%) and the quality of the work (90%).

Satisfaction with the repair being completed on the first visit was slightly lower at 84%. Few tenants were dissatisfied with any aspects of the repairs service (2% to 6%).

Sheltered housing tenants were marginally more satisfied with the aspects of the repairs service compared with general needs tenants (3% to 8% higher).

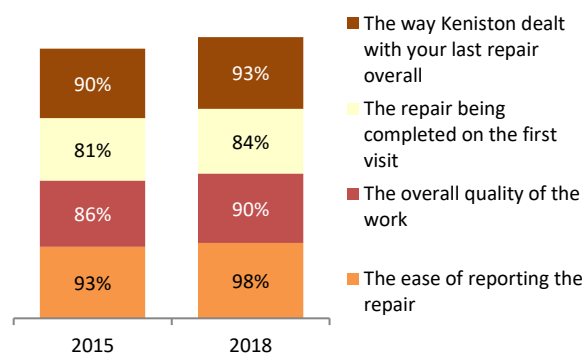
Figure 6.4: Satisfaction with the different aspects of the repairs service



### Comparison over time

Compared with the ratings awarded in 2015, all aspects of the service are now higher than three years ago (3% to 5% higher).

Figure 6.5: Satisfaction with aspects of the repairs service over time



## 6.2 Aspects of the repairs service

Tenants who had repair work carried out in their home in the last 12 months were asked to rate the service.

The overall rating for the last repair was 93%, with few tenants neutral (4%) and just 3% dissatisfied.

Tenants awarded the highest rating for the ease of reporting the repair (98%), with around nine out of ten tenants satisfied with the contractor arranged appointment time (90%), the contractor



## 7. Estate Services

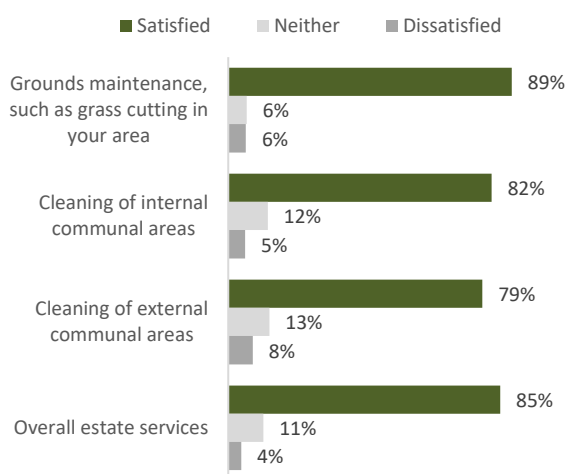
The following analysis of results looks at tenant satisfaction with estate services and grounds maintenance which ultimately have an impact on the overall quality and feel of the neighbourhoods.

Tenants awarded an overall rating of 85% for estate services, with just 4% dissatisfied. A number of tenants are neutral (11%).

Around nine out of ten tenants are satisfied with grounds maintenance (89%), with slightly lower ratings for the cleaning of internal (82%) and external (79%) communal areas.

Few tenants are dissatisfied with any of the measures (4% to 8%), with more neutral (6% to 13%).

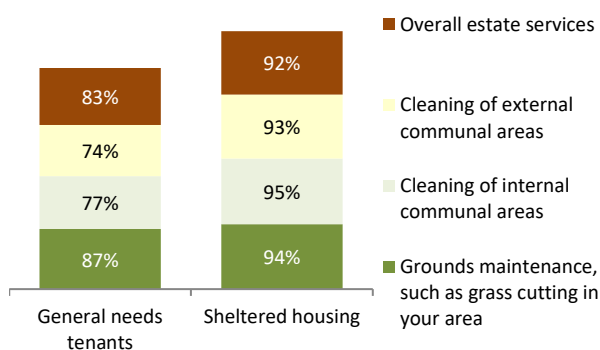
Figure 7.1: Satisfaction with estate services



Note: Tenants who did not receive the services were given a not applicable option to tick.

As the next chart shows, tenants in sheltered housing are far more satisfied with estate services than general needs tenants (7% to 19% higher).

Figure 7.2: Satisfaction with estate services by tenure

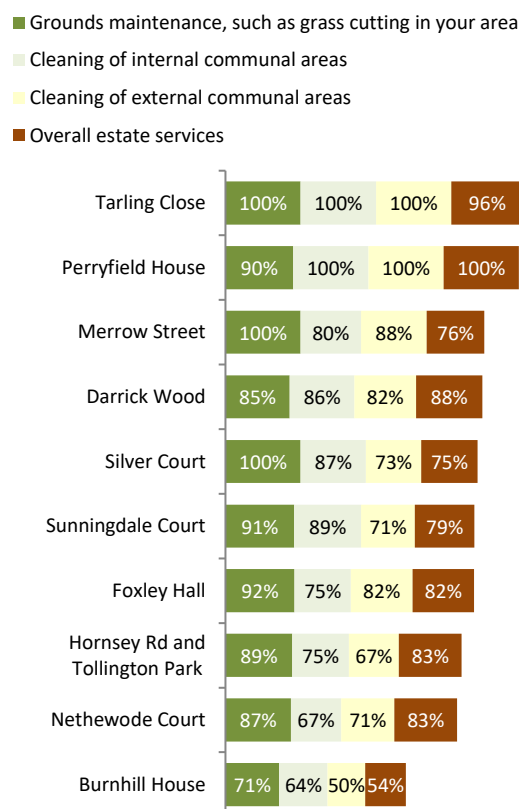


### Satisfaction at estate and local authority level

Satisfaction with estate services is at its highest in Tarling Close and Perryfield House where nearly all tenants are satisfied with all aspects of the service (90% to 100%). At the other end of the spectrum residents at Burnhill House consistently awarded the lowest ratings for all four measures (50% to 71%).

Elsewhere overall estate services was rated noticeably lower at Silver Court (75%) and Merrow Street (76%). Satisfaction with the cleaning of internal communal areas was lower at Foxley Hall, Hornsey Road & Tollington Park and Nethewode Court (67% to 75%); while the cleaning of external areas were rated lower at Silver Court, Sunningdale Court, Hornsey Road & Tollington Park and Nethewode Court (67% to 73%).

Figure 7.3: Satisfaction with estate services by estate and local authority



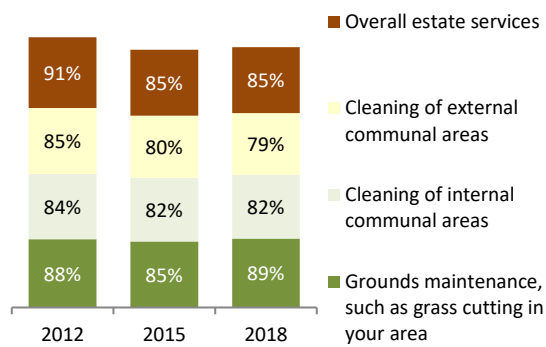
### Comparison with previous survey

Comparing the results with the last two surveys, satisfaction with grounds maintenance has never been higher and is up 4% on 2015.



Elsewhere there has been little change with satisfaction overall estate services and the cleaning of communal areas rated at the same levels as 2015, while satisfaction with the cleaning of external communal areas has fallen by 1%. With all three ratings lower than six years ago (2% to 6% lower).

Figure 7.4: Satisfaction with estate services over time





## 8. Communications

For most tenants having effective and clear communication channels in place; that provide information to tenants in a clear and easy to manner, provides reassurance.

### 8.1 Communications

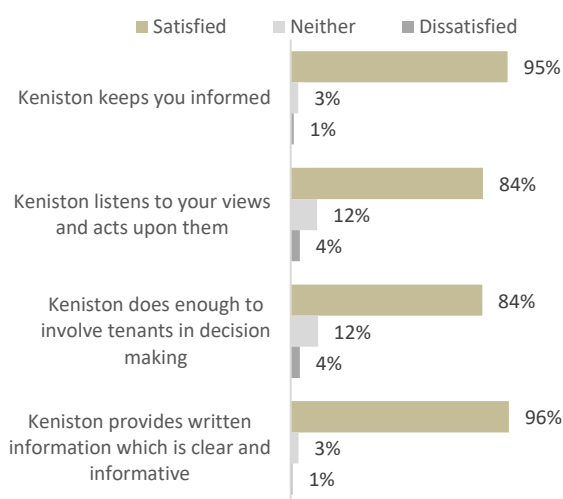
A very high percentage of tenants were satisfied that Keniston keeps them informed about things that might affect them as a tenant (95%). Very few tenants are dissatisfied with this area (1%) and just 3% of tenants are neutral.

Nearly all of the tenants also felt that Keniston provides clear and informative written information (96%).

A total of 84% of tenants feel that Keniston listens to their views and acts upon them and feel that Keniston does enough to involve tenants in decision making.

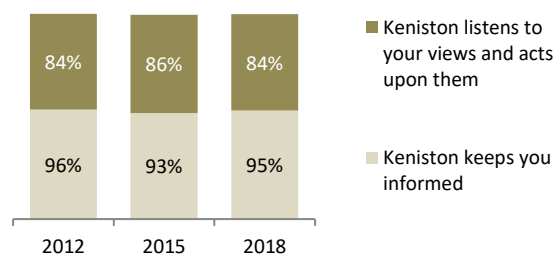
Sheltered housing tenants awarded a slightly higher rating for listening to views (88%) compared with general needs tenants (83%); elsewhere the survey found that sheltered tenants were marginally more satisfied (1% to 2% higher).

Figure 8.1: Satisfaction with communications



The latest survey revealed that slightly more tenants felt that Keniston keeps them informed compared with three years ago (2% higher); while the percentage of tenants who felt that Keniston listens to their views and acts on them has fallen by 2%.

Figure 8.2: Taking views into account



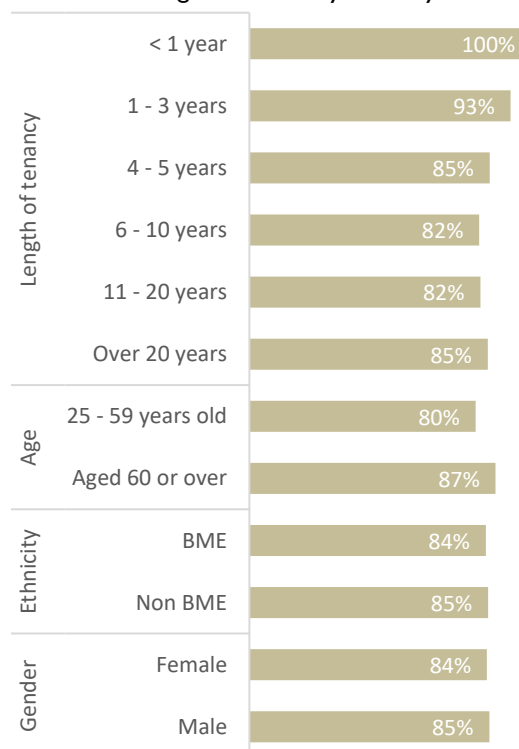
### Diversity analysis

Further analysis reveals that satisfaction with listen to views generally decreases with the length of the tenancy.

Analysis by age found that younger tenants under 60 are slightly less satisfied (80%) than older tenants (87%) in terms of being listened too.

The survey found that gender and ethnicity had no influence on satisfaction with listening to views.

Figure 8.3: Listening to tenants by diversity



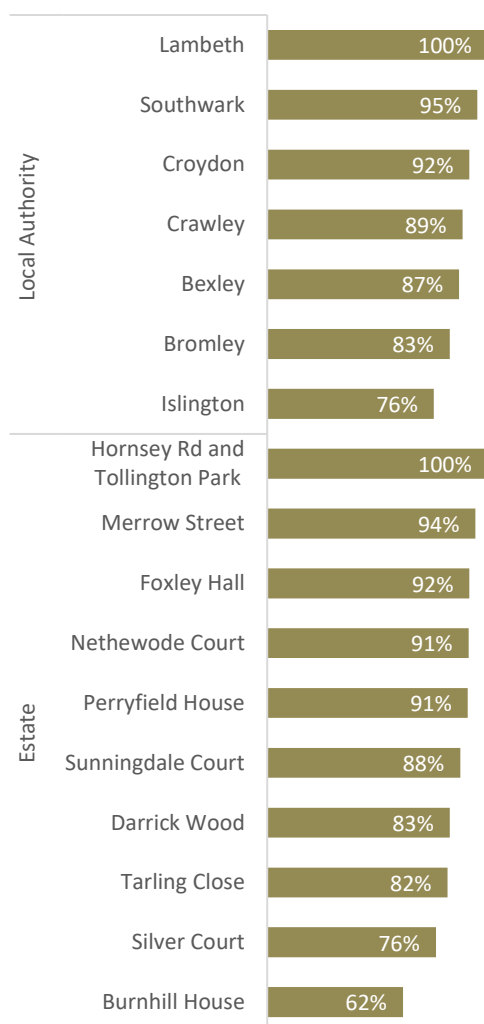


### Satisfaction at estate and local authority level

As the chart below reveals tenants living in Lambeth, Southwark and Croydon are more likely to feel that Keniston listens to them (92% to 100%) compared to those living in Bromley (83%) and especially Islington (76%).

Over ninety percent of residents living on five estates felt that Keniston listens to their views (Hornsey Road & Tollington Park, Merrow Street, Foxley Hall, Nethewode Court and Perryfield House); while only three quarters felt that Keniston listens at Silver Court (76%) and even fewer at Burnhill House (62%).

Figure 8.4: Satisfaction with listening to views by estate and local authority



Keniston is run and would be interested in the engaged residents panel (28 tenants), the scrutiny panel (22 tenants), becoming a resident board member (22 tenants) or another activity (22 tenants). The other activities mentioned by tenants were residents meetings, neighbourhood watch, and a sounding board.

## 8.2 Finding out more about how Keniston is run

A number of tenants said that they are interested in finding out more about getting involved in how



## 9. Sheltered housing services

Tenants living in sheltered housing were asked to rate their scheme and the services provided.

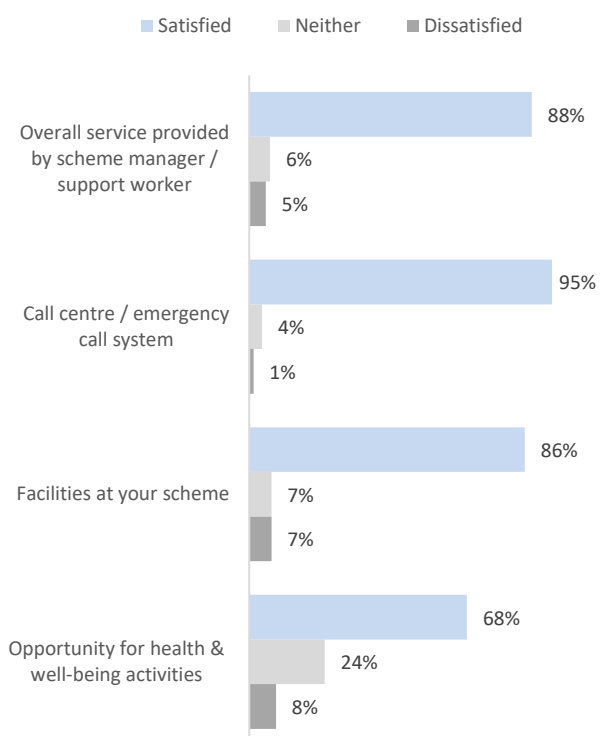
### 9.1 Scheme services

A high percentage of tenants are satisfied with the call centre or emergency call system (95%), with slightly lower ratings for the overall service provided by the scheme manager or support worker (88%) and the facilities at the scheme (86%).

Only a few tenants were dissatisfied in these areas (1% to 7%), while more were neutral (4% to 7%).

Only two-thirds of tenants are satisfied with the opportunity for health & well-being activities (68%), with 24% of tenant's neutral and 8% actually dissatisfied.

Figure 9.1: Satisfaction with sheltered housing services



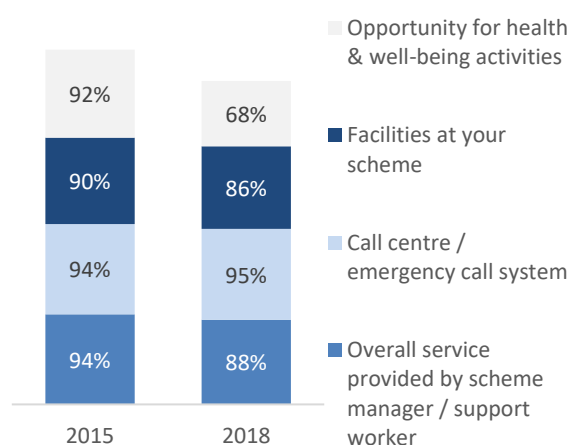
### Change over time

Satisfaction with sheltered housing services are lower than three years ago in a few areas.

Satisfaction the facilities at the scheme and the overall scheme manager are slightly lower (4% and 6% respectively).

Far fewer tenants are now satisfied with the opportunities for health & well-being activities (24%).

Figure 9.2: Satisfaction with sheltered housing services over time







# 10. Internet use

With increasing use of digital communications across all walks of life it is important for landlords to measure how many of their tenants have access to the internet. In Great Britain 90% of households that have internet access (Office for National Statistics – August 2018).

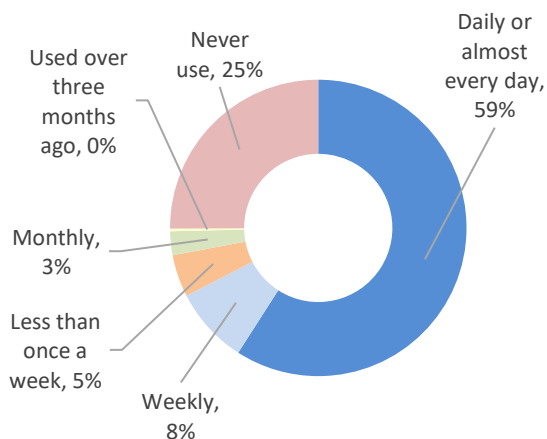
## 10.1 Internet use

Over half of tenants use the internet either daily or almost daily (59%), while a further 8% use it at least once a week. A number of tenants use the internet less frequently (8%). Some 25% of Keniston tenants stated that they never use the internet.

Far more general needs tenants use the internet almost daily (67%) compared with sheltered housing tenants (34%), who have a much higher percentage of tenants who never use the internet (52% compared with 16% for general needs tenants).

In Great Britain around 86% of the adults are said to use the internet daily (Office for National Statistics – August 2018).

Figure 10.1: How often tenants use the internet

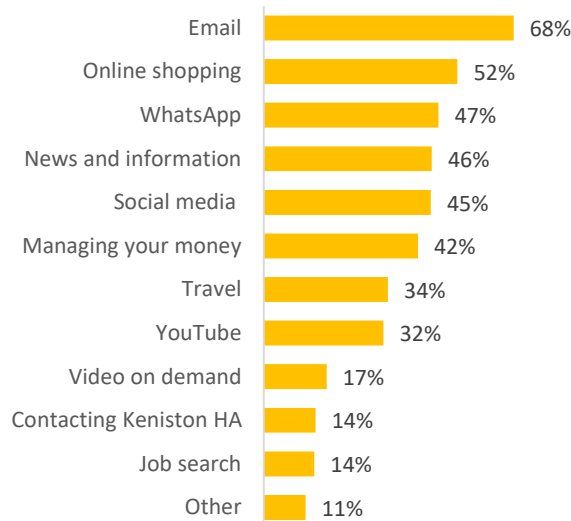


Two-thirds of tenants who have internet access use it to send and retrieve emails (68%), while around half shop online (52%), use WhatsApp (47%), look at news or information (46%) or access social media (45%).

Two-fifths of tenants use the internet for

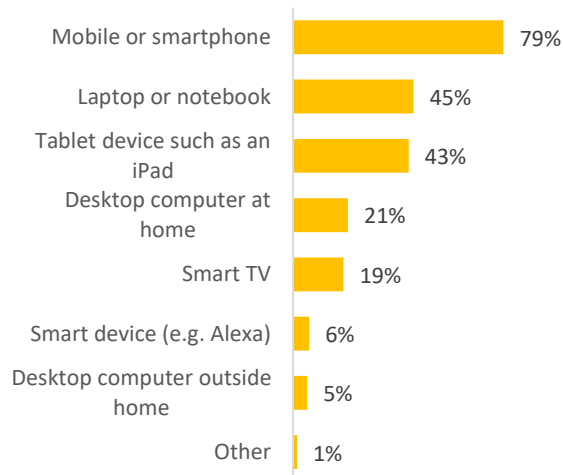
managing their money (42%) and a third use it for travel (34%) or YouTube (32%). A number of tenants watch video on demand (17%) or carry out job searches online (14%). With just 14% of tenants using the internet to contact Keniston it would appear that much more use of this could be made.

Figure 10.2: Use of the internet



Far more tenants use a mobile or smartphone to access the internet (79%) compared with a laptop or notebook (45%). Using a tablet device is becoming more popular with just over two-fifths using one (43%). A fifth of tenants use a desktop computers at home to access the internet (21%), similar to the number using Smart TVs (19%).

Figure 10.3: How tenants access the internet

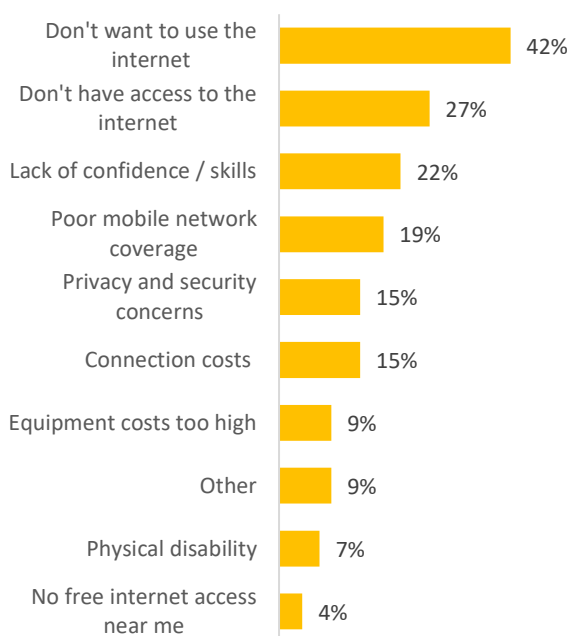




## 10.2 Reasons for not using the internet

Tenants who did not use the internet were asked their reasons for this. Two-fifths of Keniston's tenants said they did not want to use the internet (42%). Just over a quarter of tenants mentioned they simply did not have access to the internet (27%). Around a fifth of tenants said mentioned a lack of confidence or skills (22%) or poor mobile network coverage (19%). A number of tenants had concerns about privacy or security (15%) or had a physical disability (7%) which was preventing them accessing the internet. Cost was a factor for some tenants (either equipment (9%) or connection costs (15%)).

Figure 10.4: Reasons why tenants do not use the internet





## 11. Advice & Support

The survey provided the perfect opportunity to consult tenants to see if they would like any information on a range of different topics.

### 11.1 Requests for further information

Some 70 tenants would like information about how to check they are receiving the benefits they are entitled to, while 48 tenants would like help moving or swapping home. Also of interest to more than 10 tenants is information on managing household / utility bills (24 tenants), insurance (17 tenants) and help getting back to work or training (14 tenants).

*Figure 11.1: Areas where tenants would like further information*

Further information	No. of tenants
Making sure you receive the benefits you may be entitled to	70
Help moving or swapping home	48
Meeting the costs of household / utility bills	24
Managing household expenses/help with budgeting	19
Ensuring personal possessions are insured	17
Help getting back to work or training	14
Meeting the costs of loan/debt payments	10
Moving to a smaller home	10
Setting up a savings account	4
Setting up direct debits	2
Setting up a bank or building society account	0

### 11.2 Managing household finances

Around one in ten tenants are struggling to meet the costs of utility bills (12%), household bills (11%), and the cost of loan or debt repayments (10%). A slightly lower percentage are struggling to pay their rent or service charge (7%). The majority of tenants are not struggling in these areas (69% to 74%) and around a fifth of tenants preferred not to say (19% to 20%).



## 12. Tenant aspirations

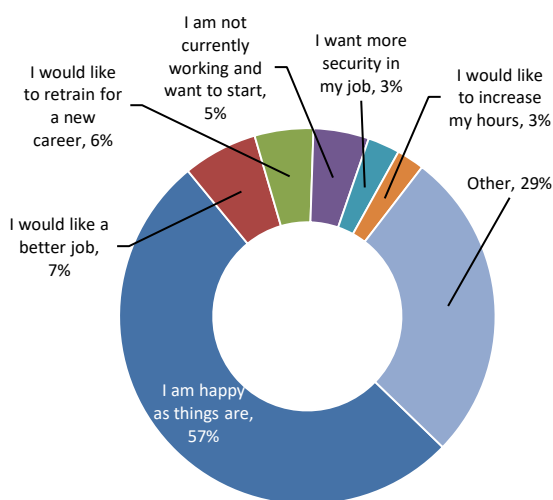
Keniston was keen to understanding tenants' aspirations with regards to employment and career development and also where they wanted to live in order to potentially offer some residents some support and advice in these areas.

### 12.1 Employment and career

Tenants were asked what their employment or career aspirations were. Overall over half of tenants said that they are happy as things are (57%).

Some 5% of tenants said that they are currently not working and would like to start, while others want a better job (7%), to retrain for a new career (6%), to increase their hours (3%) or have more job security (3%). Over a quarter of tenants gave other reasons (29%).

**Figure 12.1: Employment and career aspiration**



Of the 29% of tenants who ticked "Other", 80 went on to explain why, with the majority mentioning that they were retired and therefore did not have any employment or career aspirations.

Reason given for ticking Other	No. of tenants
Retired	61
Disabled/Health reasons	6
Old age	3
Retired (ill-health)	2
Student	2

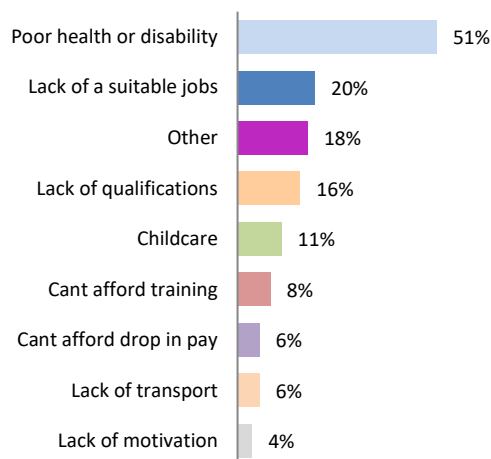
Thinking about retraining in the future	1
Voluntary worker	1

### 12.2 Obstacles to achieving aspirations

The biggest obstacles stopping tenants achieving their aspirations are poor health or a disability (51%) and lack of suitable jobs (20%).

Lack of qualifications (16%) and childcare (11%) were issues for some tenants; while others could not afford the training (8%) or to take a pay drop (6%). Some 6% of tenants said lack of transport was an issue and 4% said they suffered from lack of motivation. Around a fifth of tenants had other obstacles (16%).

**Figure 12.2: Obstacles faced by tenants home**



The reasons given by the 14 tenants who ticked "other" are shown in the table below.

Obstacles faced by tenants	No. of tenants
Retired	5
Health / Disability	3
Age	4
Employers want younger people	1
Looking after disabled child	1

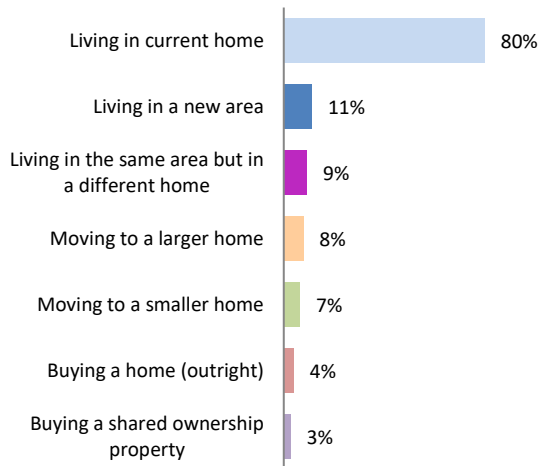
### 12.3 Where do you see yourself living in 5 years' time

Encouragingly four out of five the tenants see themselves living in their current home in five-year's time (80%). Around one in ten would like to move to a different area (11%) or live in the same area but in a different home (9%).



A number of tenants would like to move to a large (8%) or smaller (7%) home, while 4% would like to buy their home outright. A small number of tenants are interested in becoming shared owners (3%).

**Figure 10.3: Where tenants want to be in five years-time**





# 13.Perceptions

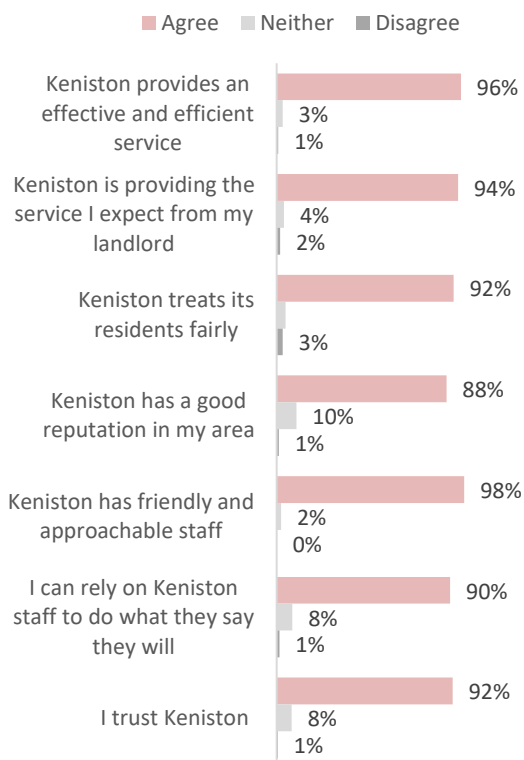
The quality of a landlord’s customer service is largely determined by how it meets tenants’ expectations. If tenants perceive their needs are not being met, the landlord’s service reputation suffers. As expectations are an ever-evolving process it is important to keep in touch with tenants to find out if expectations are being met and, if not, what can be done to improve services.

Tenants were asked whether they agreed or disagreed with eight statements about how Keniston performs its duties as a landlord.

Tenants were most likely to agree that staff were friendly and approachable (98%), Keniston provides an efficient and effective service (96%), the service is that expected of landlord (94%), tenants are treated fairly (92%) and tenants trust Keniston (92%). Only a slightly lower ratings was awarded for having a good reputation (88%).

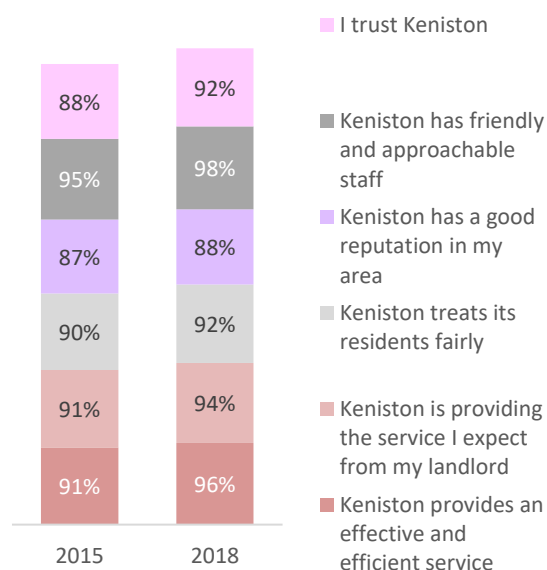
Very few tenants were neutral (3% to 10%) or disagreed (0% to 3%) with any of the statements.

Figure 13.1: Views on Keniston



Not only were all of the ratings very high, even more tenants agreed with the statements compared to three years ago (1% to 5% higher).

Figure 13.2: Views on Keniston over time





# 14.Recommending Keniston

Keniston included in the current survey the ‘net promoter’ question which looks at the likelihood of the tenant to recommend Keniston 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®, is based on the fundamental perspective that every company’s customers can be divided into three categories: Promoters, Passives and Detractors.

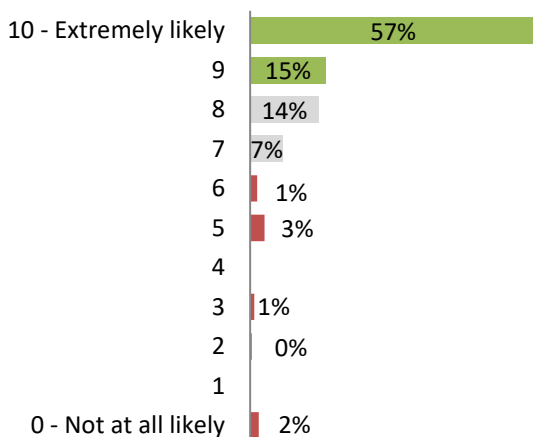
By asking one simple question, ‘How likely is it that you would recommend your landlord to a friend or colleague?’ it is possible to then track these groups and get a clear measure of your organisation’s performance through your tenants’ eyes. Tenants respond on a 0-to-10 point rating scale and are categorised 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.

Figure 11.1: Net Promoter question breakdown



Almost three quarters of tenants are very loyal and happy to promote Keniston to friends and family and are promoters (72%). A fifth of tenants are passive (20%) and could be persuaded one way or the other, while just 7% are detractors and are likely to be negative about Keniston.

## Net Promoter Score

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 – it is **not** a percentage. The Net Promoter Score for Keniston is 65 (67 for general needs tenants and 60 for sheltered housing tenants). The score is higher than the majority of other social housing landlords and similar to the ratings for the highest achieving commercial organisations.

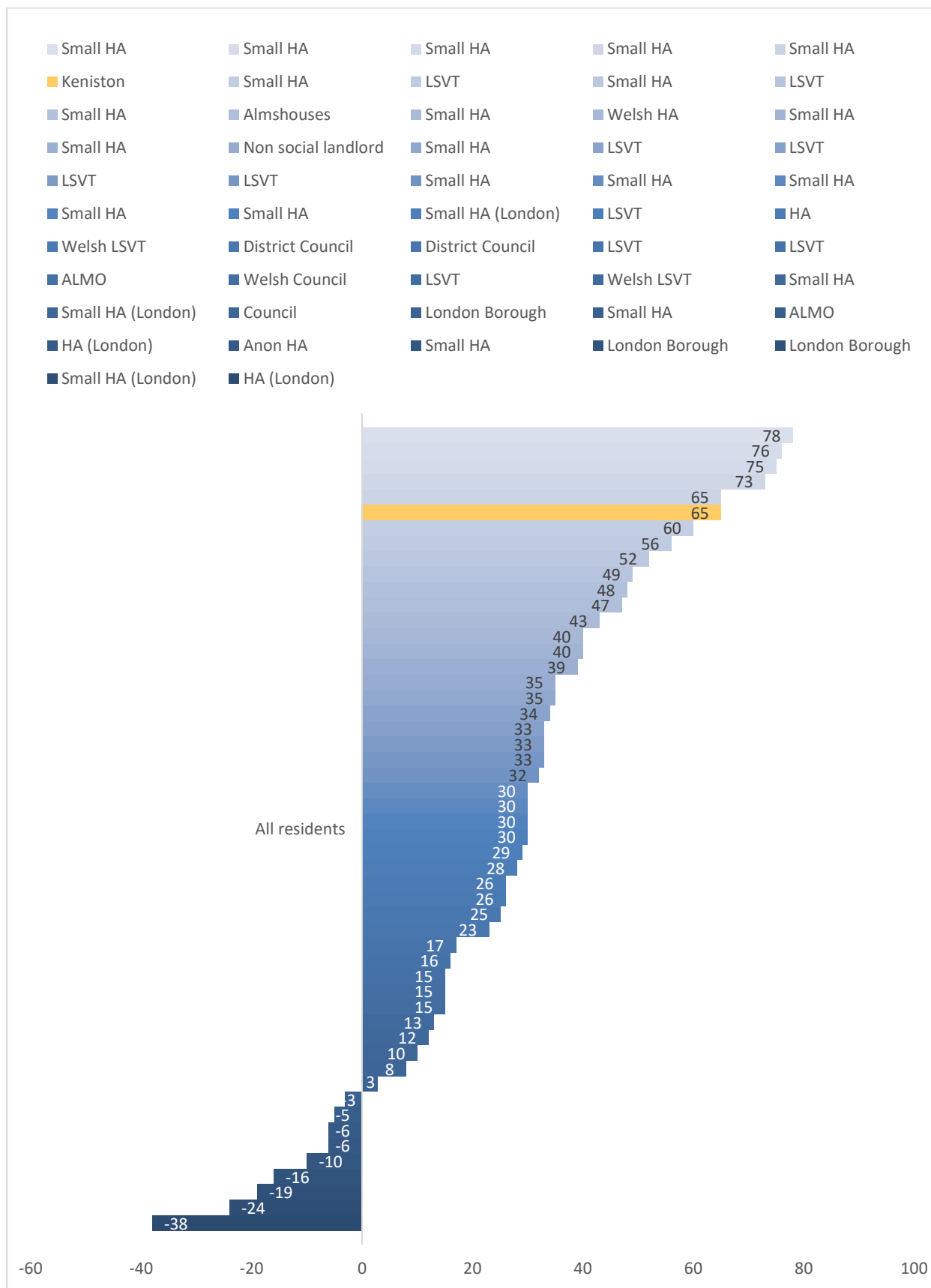
In order to be of use to the organisation, the Net Promoter Score needs to be put into context. In the commercial sector it is reported that companies with the most efficient growth operate with an NPS® of 50 to 80. The average company stutters along at an NPS® of only 5 to 10 – in other words their Promoters barely outnumber their Detractors. Many companies have negative NPS® scores – which means that they are creating more Detractors than Promoters and this may be a reason for low profitability and growth, no matter how much is spent to acquire new business.

When Keniston’s rating (65) is compared out of sector the performance is similar to companies which are highly regarded by their customers such as John Lewis (42), First Direct (62) and Apple (69).

The chart below gives a comparison with landlords who have used Acuity in the last three years. Keniston has a strong performance when compared with other social housing providers



Figure 11.2: Net Promoter Score comparison with other landlords







## 15. Improving services

Tenants were asked, if there was anything Keniston could do to improve its services. A total of 142 comments were received from 119 tenants which were thematically coded. On a positive note, 38 tenants (27% of the responses) were complimentary about Keniston.

The areas where tenants would like to see improved services were linked to neighbourhood issues and problems with estate services and grounds maintenance.

A number of comments were linked to improving security on the estates or problems with noise and anti-social behaviour. The theme continued with comments about new tenants who were not keeping to their tenancy agreement and were causing problems with litter and the appearance of the estates.

Problems with grounds maintenance, communal cleaning and estate maintenance were mentioned by a number of tenants.

Figure 12.1: Summary of improvements to services

Neighbours, neighbourhood or local problems (23%)	
Improved security, CCTV	7
Problems with neighbours, noise	7
ASB	5
Car parking	4
Standard of tenant gardens	4
Drugs related problems	3
Litter on estate	2
Estate and grounds maintenance (11%)	
Grounds maintenance - grass cutting/ gardeners	6
Communal cleaning	3
Estate/services - estate untidy	2
Fences and gates	2
Maintenance/decoration of communal areas	2
Trees and hedges	1
Tenant services and management (11%)	
Want to move, transfer	5
Enforce tenancy agreement	4
Want to buy property	2

Ensure new residents have all the information they need (rubbish, recycling)	2
Provide a decorating service/handyman service	1
Lower rents	1
Day-to-day repairs and maintenance service (6%)	
Outstanding repairs	3
Improve contractors	2
Repairs service generally	1
Problems with contractor appointments	1
Quality of repair work	1
Keep residents informed	1
Customer contact (5%)	
Better customer care, customer service	2
Did not call /email / text back	2
Hard to contact named person	1
Not efficient with problems	1
Open on a weekend	1
Communications and information (4%)	
Improve communication	3
Visit us	1
Provide a noticeboard in the hall	1
Planned works such as replacement kitchens and bathrooms (4%)	
New windows	2
Improvement works (Kitchens, bathrooms)	1
Doors - internal or external, porch	1
Quality of new windows is poor	1
Poor condition of property (1%)	
Sound proofing	1
Problems with pests	1
Positive comments (27%)	
General, happy, no problems	38
Other (9%)	
Problems with rubbish collection areas	3
Need a lift	2
Need air conditioning	2
More energy efficient, environmental	1
Problems with fly-tipping	1
Build more houses	1
Do not offer "affordable rents"	1
Help with internet	1
Reward staff	1



# 16. Understanding overall satisfaction

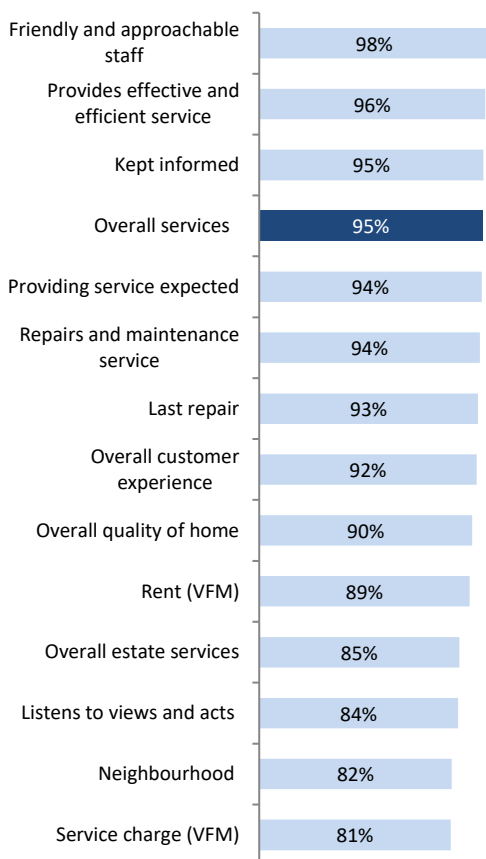
The overall rating for Keniston’s services was examined in section 2 in this report: this rating is often seen as the headline figure in the survey. This section explores the differences in the relationship between the overall rating and individual ratings in an attempt to understand what is driving overall satisfaction at Keniston.

## 16.1 Key services

The vast majority of Keniston’s tenants are satisfied, with the overall rating for the association’s being 95%. The overall rating sits in a group of very high ratings which includes friendly and approachable staff, being kept informed and the repairs service.

The fact that the overall rating is one of the top measures assessed in the survey suggests a very strong endorsement for Keniston and high levels of customer loyalty.

Figure 16.1: Satisfaction with key services for all tenants



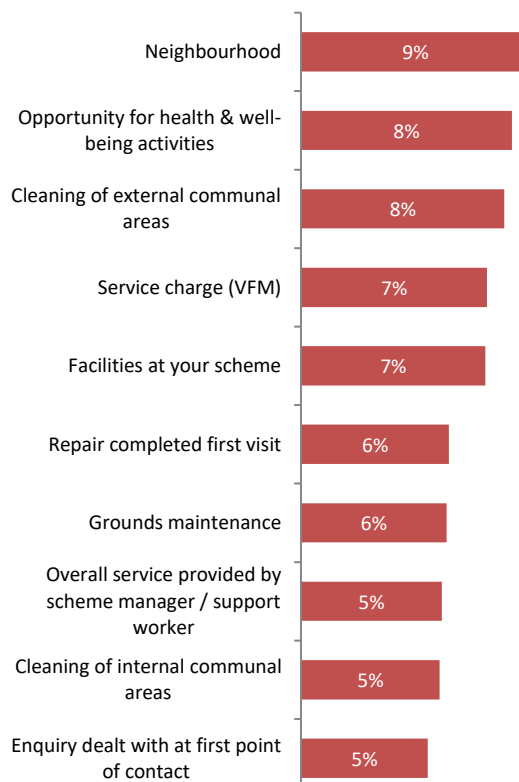
The chart also highlights the slightly lower ratings for overall estate services, listening to views, the neighbourhood and the value for money of the service charge.

## 16.2 Dissatisfaction levels

Inevitably the survey found some areas with lower satisfaction. 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 no area where more than one in ten tenants were dissatisfied. The highest levels of dissatisfaction were with the neighbourhood (9%) and the cleaning of external communal areas (8%); while 8% of sheltered housing tenants were dissatisfied with the opportunity for health & well-being activities.

Figure 16.2: Dissatisfaction with key services for all tenants





### 16.3 Change over time

When the results from the 2018 survey are compared with those from three years ago a mixed picture emerges.

Satisfaction with overall services has remained the same and reflects the fact that satisfaction in some key service areas has remained at almost identical levels (value for money of the rent, customer service, overall repairs service, cleaning of internal and external communal areas, overall estate services, being kept informed, listening to views, treating residents fairly and good reputation - all 2% lower to 2% higher).

Satisfaction in other areas has increased including aspects of the repairs service (3% to 5% higher), grounds maintenance (4% higher) and many of the residents perceptions about Keniston (3% to 5% higher).

The 2018 survey did find areas with lower ratings – quality of the home (3% lower), value for money of the service charge (3% lower), neighbourhood (8% lower) and aspects of sheltered housing - (4% to 24% lower).

It is important to note that only a few of the changes are statistically significant (needing a change of  $\pm 6.5\%$ ).

Figure 16.3: Change in satisfaction between 2018 and 2015

	2018	2015	Difference
Overall services	95%	95%	0%
Overall quality of home	90%	93%	-3%
The value for money of your rent	89%	89%	0%
The value for money of your service charge	81%	84%	-3%
Neighbourhood as a place to live	82%	90%	-8%
Overall experience	92%	91%	+1%
<b>Repairs service</b>			
Repairs and maintenance service	94%	93%	+1%
The ease of reporting the repair	98%	93%	+5%
The overall quality of the work	90%	86%	+4%
The repair being completed on the first visit	84%	81%	+3%
The way Keniston dealt with your last repair overall	93%	90%	+3%

<b>Estate services</b>			
Grounds maintenance, such as grass cutting in your area	89%	85%	+4%
Cleaning of internal communal areas	82%	82%	0%
Cleaning of external communal areas	79%	80%	-1%
Overall estate services	85%	85%	0%
<b>Communications</b>			
Keniston keeps you informed	95%	93%	+2%
Keniston listens to your views and acts upon them	84%	86%	-2%
<b>Sheltered housing</b>			
The overall service provided by your scheme manager / support worker	88%	94%	-6%
The call centre / emergency call system	95%	94%	+1%
The facilities at your scheme	86%	90%	-4%
The opportunity for health & well-being activities	68%	92%	-24%
<b>Perceptions</b>			
Keniston provides an effective and efficient service	96%	91%	+5%
Keniston is providing the service I expect from my landlord	94%	91%	+3%
Keniston treats its residents fairly	92%	90%	+2%
Keniston has a good reputation in my area	88%	87%	+1%
Keniston has friendly and approachable staff	98%	95%	+3%
I trust Keniston	92%	88%	+4%

### 16.4 Correlations

Correlation is commonly used in customer satisfaction research to carry out key-driver analysis. The higher the correlation the stronger the relationship is between the responses to two questions. Correlation should be treated with some caution, however, because it does not demonstrate that one factor is the cause of another. The correlation coefficient is calculated using a standard statistical formula to quantify the degree to which two variables (the ratings) are associated, and will always be a value between -1 and +1. A large positive correlation means that two ratings 'move together' -- when one goes up, the other tends to go up. Negative correlation means the ratings move in opposite directions --



when one goes up, the other goes down. A correlation of 0 usually means the variables are not associated. It is generally accepted that a coefficient of 0.6 or more suggests a strong association.

The strongest correlation for Keniston are between overall satisfaction and providing the service expected, customer service, providing an effective service, having a good reputation, repairs service, being able to rely on staff and trust.

There are also moderate associations between overall satisfaction and many other ratings – including being treated fairly, having friendly and approachable staff, the quality of the home and listening to views.

Figure 16.4: Correlation with overall satisfaction

Service	Correlation
Providing the service expected	0.57
Overall customer experience	0.56
Provides an effective and efficient service	0.55
Good reputation in my area	0.54
Repairs service	0.54
Can rely on staff to do what they say they will	0.53
Recommend Keniston (NPS)	0.51
Trust Keniston	0.51
Keniston treats its residents fairly	0.49
Friendly and approachable staff	0.49
Quality of home	0.48
Listens to views and acts	0.45
Last repair	0.42
Kept informed	0.41
Rent (VFM)	0.39
Service charge (VFM)	0.38
Easy to deal with	0.38
Neighbourhood	0.36
Overall estate services	0.30
Grounds maintenance, such as grass cutting in your area	0.14

Key: orange = strong correlation, yellow = moderate correlation and white = weak correlation

## 16.5 Key driver analysis

Key driver analysis is used to examine the relationship between the different variables (the questions asked in the survey) and to determine which elements of the service are the key drivers for customers' overall satisfaction. Multiple regression is used to analyse the relationship between several key satisfaction questions and determine which ones have the most influence.

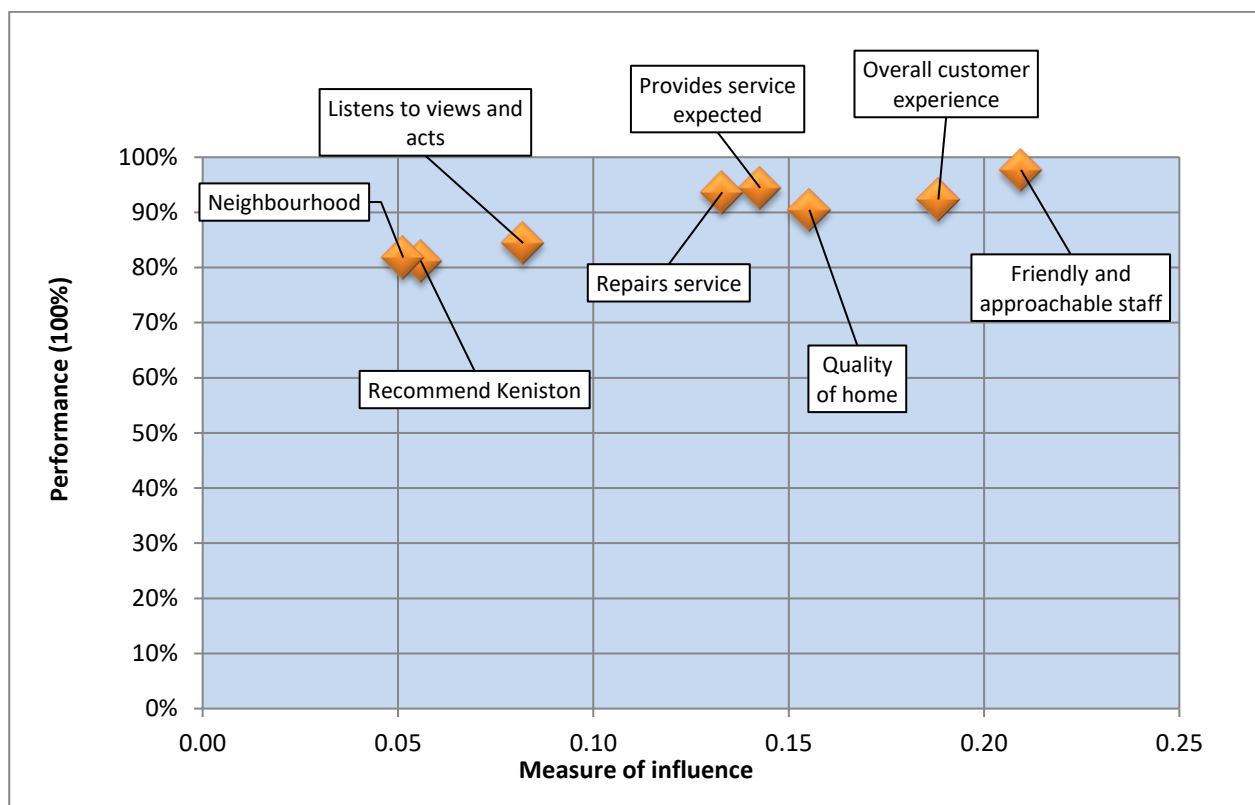
Key driver analysis is useful to identify service areas in which increases in satisfaction could potentially lead to an increase in the overall satisfaction rating.

As Figure 16.5 shows, the most important drivers for tenants is the level of service provided by staff (being friendly and approachable and delivering a high level of customer service); followed closely by the quality of the home, providing the service expected and the repairs service. Satisfaction with listening to views was slightly more influential than the neighbourhood and recommending Keniston.

The analysis clearly shows the importance of providing an excellent customer service to tenants.



Figure 16.5: Key driver analysis – overall satisfaction and key services





## 17. Leaseholders

The following section is based on the analysis of results from Keniston's leaseholders, who have not been included in the report so far. A questionnaire worded appropriately was sent to all leaseholders, reflecting the differences between the tenures in the services provided. At the time of the survey Keniston had 38 leaseholders. All leaseholders received a survey and 15 (40%) responded. This section reports on the views of those leaseholders.

### Overall services

Five out of six leaseholders are satisfied with the overall services provided by Keniston (87%); with few neutral (7%) or dissatisfied (7%) with the services provided.

### Quality of the home and neighbourhood

100% of leaseholders are satisfied with the quality of their home and the neighbourhood as a place to live.

### Satisfaction with value for money

Four out of five leaseholders are satisfied with the value for money of the service charge (80%) with 7% dissatisfied and 13% neutral on the subject.

### Leaseholder contact

Five out of six leaseholders said that they found Keniston easy to deal with (83%), while 17% disagreed. Three quarters of leaseholders said that staff kept their promises (75%) and 83% said that their enquiry was dealt with at the first point of contact. Overall three-quarters of leaseholders were satisfied with the overall experience the last time they made contact (75%).

### Estate services

Two-thirds of leaseholders are satisfied with grounds maintenance (69%) and the cleaning of external communal areas (67%). Ratings were higher for the cleaning of internal areas (77%), external building maintenance (79%) and repairs to communal areas (79%). Overall some 87% of leaseholders said that they are satisfied with the overall estate services and just 7% are dissatisfied and 7% neutral.

### Communications

Around three-quarters of leaseholders feel Keniston is good at keeping them informed (73%), involves them in decision making (73%) and that Keniston listens to their views and acts upon them (73%). Slightly more leaseholders were satisfied that Keniston provides clear and informative written information (80%).

### Perception

When asked to agree with various statements the survey found that:

- 87% felt that Keniston provides an effective and efficient service and that it is one that is expected
- 87% agreed that Keniston have friendly and approachable staff
- 80% agreed that they could trust Keniston
- 80% of leaseholders are satisfied that Keniston treats them fairly
- 80% felt that they can rely on staff to do what they say they will do
- 67% agreed that Keniston has a good reputation in their area.

### Recommending Keniston

When asked whether they would recommend Keniston to family and friends, two-fifths of leaseholders are promoters of Keniston (43% - scoring 9 or 10 out of 10). With two-fifths also classed as passive (43%), just 14% of leaseholders are detractors and are unlikely to recommend the company. The NPS score for leaseholders is 29, which is higher than most social landlords.

### Improving services

When asked, what could Keniston do to improve its services, only three leaseholders responded and one was a positive comment. One of the other two leaseholders mentioned the need to keep leaseholders informed of proposed plans. The other leaseholder commented on ensuring leaseholders comply with the terms of the lease (keeping dogs and car parking restrictions), being treated fairly and ensure cleaning and gardening services are carried out to the agreed standards.



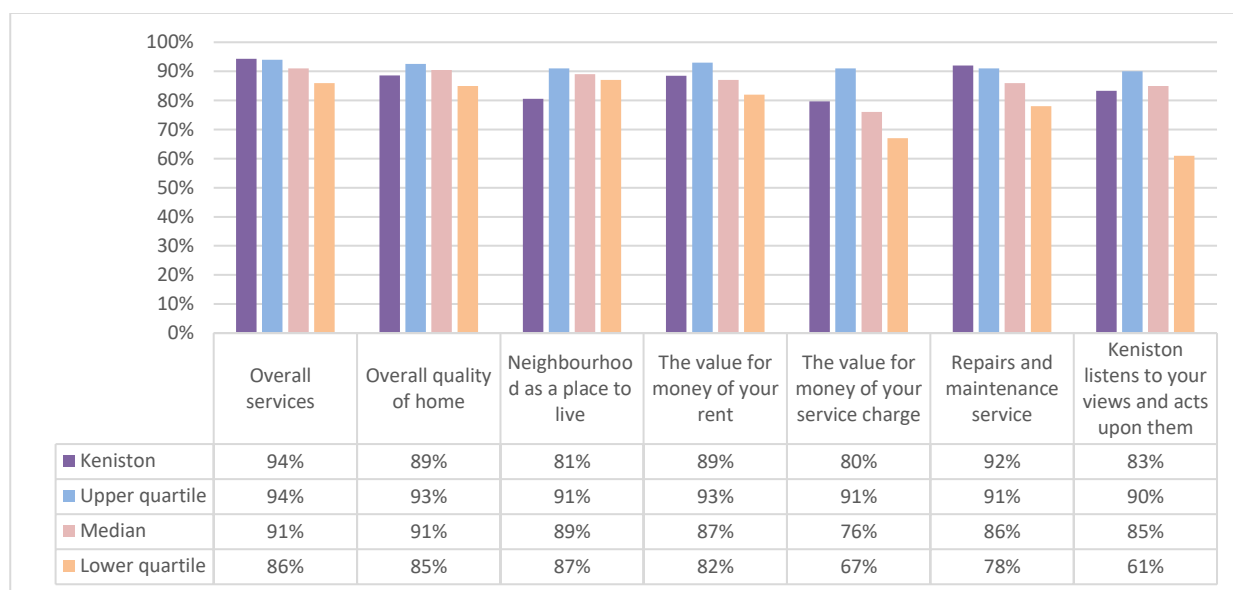
## 18. Comparison with other landlords

Undertaking a satisfaction survey, based on a widely used standard question set, helps landlords to benchmark the satisfaction of their tenants against other landlords with similar characteristics, such as size, type and location. It provides a broader dimension than internal targets may offer, assisting both the landlord and any tenant scrutiny panel in assessing performance levels and areas of improvement.

### 18.1 General needs tenants

The results from the Keniston survey have been compared against general needs tenants from SPBM data for the BM320 Group, SPBM members, and HouseMark data tables for registered providers with over 1,000 units. The comparison with the BM320 group reveals that satisfaction with overall services and the repairs and maintenance service are both top quartile performances, being 3% and 6% above the average ratings respectively. Satisfaction with the value for money of the rent and the service charge both fall into the second quartile. Two other ratings were just below average for the BM320 Group (quality of the home and listening to views – both 2% below average); while satisfaction with the neighbourhood was 8% below average and fell into the bottom quartile. Comparisons with all SPBM members and HouseMark averages for landlords with other 1,000 units are also shown in the tables below.

Figure 18.1: Comparison with other landlords in BM320 Group (General needs tenants)



#### SPBM 2017/18 - GENERAL NEEDS TENANTS

	Keniston	Upper quartile	Median	Lower quartile	Quartile position
Overall services	94%	95%	92%	83%	Q2
Overall quality of home	89%	94%	90%	84%	Q3
Neighbourhood as a place to live	81%	94%	89%	83%	Q4
The value for money of your rent	89%	93%	88%	81%	Q2
The value for money of your service charge	80%	88%	78%	68%	Q2
Repairs and maintenance service	92%	91%	86%	77%	Q1
Keniston listens to your views and acts upon them	83%	87%	80%	67%	Q2





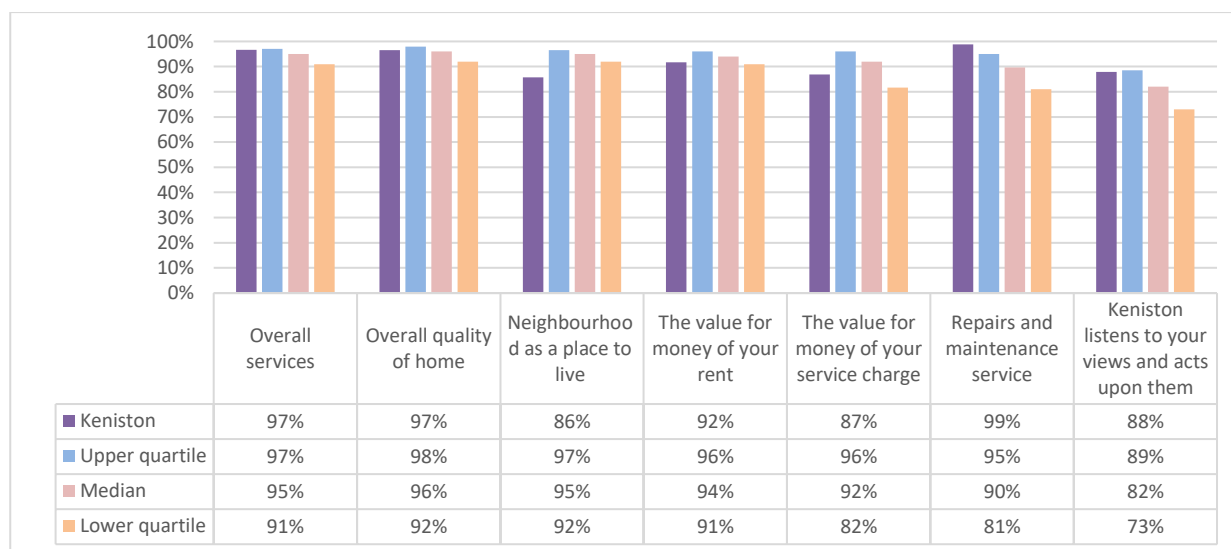
### HOUSEMARK – GENERAL NEEDS TENANTS

	Keniston	Upper quartile	Median	Lower quartile	Quartile position
Overall services	94%	89%	86%	83%	Q1
Overall quality of home	89%	87%	85%	82%	Q1
Neighbourhood as a place to live	81%	87%	85%	82%	Q4
The value for money of your rent	89%	88%	85%	82%	Q1
The value for money of your service charge	80%	74%	70%	62%	Q1
Repairs and maintenance service	92%	84%	79%	74%	Q1
Keniston listens to your views and acts upon them	83%	77%	73%	68%	Q1

### 18.2 Sheltered housing tenants

The results for sheltered housing tenants have been compared against tenants in Housing for Older People from SPBM and HouseMark benchmarking data. The comparison reveals that satisfaction with overall services, the quality of the home, the repairs and maintenance service and listening to views are above average when compared to SPBM members (1% to 9% higher); with the repairs service falling comfortably within the top quartile. Satisfaction with the value for money of the rent is 2% below average, while the service charge is 5% below average – with both ratings falling into the third quartile. The neighbourhood was rated 9% below average and fell into the bottom quartile when compared with all SPBM members. When compared with larger landlords, all but one rating (the neighbourhood) are top quartile.

Figure 18.2: Comparison with other SPBM landlords (Housing for Older People)



### HOUSEMARK – HOUSING FOR OLDER PEOPLE

	Keniston	Upper quartile	Median	Lower quartile	Quartile position
Overall services	97%	94%	90%	86%	Q1
Overall quality of home	97%	95%	94%	91%	Q1
Neighbourhood as a place to live	86%	95%	92%	91%	Q4
The value for money of your rent	92%	91%	90%	86%	Q1
The value for money of your service charge	87%	87%	82%	75%	Q1
Repairs and maintenance service	99%	91%	87%	83%	Q1
Keniston listens to your views and acts upon them	88%	83%	78%	73%	Q1

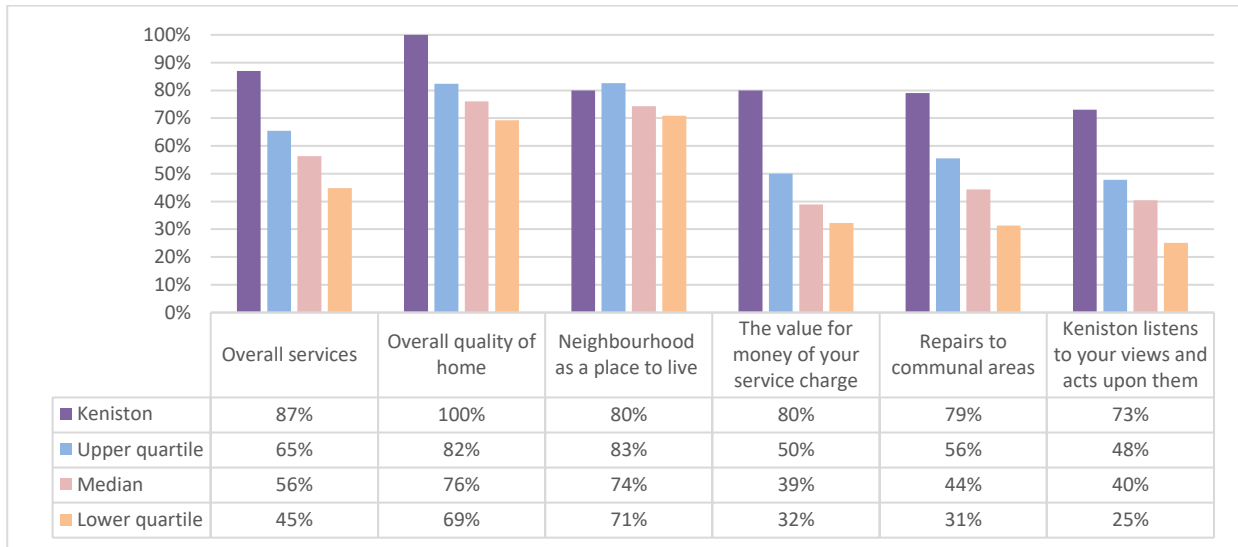




### 18.3 Leaseholders

The results for leaseholders have been compared against HouseMark benchmarking data. The comparison reveals that satisfaction with overall services, the quality of the home, the value for money of the service charge, repairs to communal areas and listening to views are well above average when compared to HouseMark members (24% to 41%) and easily fall in the top quartiles. Satisfaction with the neighbourhood is 6% above average, but misses out on a top quartile place by 3%.

Figure 18.3: Comparison with other landlords (HouseMark – landlords over 1,000 units)





## 19. Conclusion

The report on the 2015 survey raised the question whether the very high levels of satisfaction can be improved further at Keniston, and the clearly the answer is “yes” given the higher ratings for NPS, trust, repairs service and friendly staff in 2018.

The results from the 2018 STAR survey are very encouraging, revealing very high levels of tenant satisfaction with Keniston.

The high overall rating for services (95%) is backed by ratings in the 90s for friendly and approachable staff, being kept informed, repairs and maintenance service, customer contact and the quality of the home.

Tenants clearly hold Keniston in high regard with over 90% agreeing that Keniston provides an efficient and effective service, one that is expected, treats tenants fairly, can be trusted and staff can be relied upon to do what they say they will do.

Satisfaction with the repairs service and tenants perceptions of Keniston have improved over the last three years. However while ratings remain very high, some have fallen slightly over the last three years including the quality of the home and the value for money of the service charge (both 3% lower) – however none are statistically reliable.

Satisfaction with the neighbourhood has seen a greater fall (8% lower) and some sheltered housing services are now rated lower than in 2015 (4% to 24% lower), which are areas Keniston may wish to investigate further assuming there has been no change in the level of services provided in the schemes.

Sheltered housing tenants were generally more satisfied than general needs tenants, which is a common finding in satisfaction surveys; it is therefore noteworthy that fewer sheltered residents felt that staff keep their promises or were able to deal with their enquiry at the first point of contact.

Very few tenants are actually dissatisfied with any service, with the cleaning of the external communal areas and the neighbourhood the areas with a highest level of dissatisfaction (8% and 9% respectively). Many of the open comments in the survey were linked to issues with neighbours and anti-social behaviour.

The survey found that younger tenants are often noticeably less satisfied than older tenants, which is a very typical finding, Keniston may wish to explore further. BME tenants on occasions awarded a lower rating than non-BME tenants.

Satisfaction also varied at estate level and these differences are also reflected in the local authority ratings.

Ratings were generally above average when compared to other social landlords – including the BM320 Group, SPBM members and especially larger landlords; satisfaction with the neighbourhood being the only exception.

The small number of leaseholders are highly satisfied with Keniston – including the quality of the home and neighbourhood. The majority of leaseholders are satisfied with customer contact, however lower ratings were awarded for estate services (grounds maintenance and cleaning of external areas).

Overall, the findings of the survey highlight a high degree of tenant loyalty and satisfaction. Keniston should be congratulated on maintaining the very high ratings found three years ago – which is an achievement given the challenges faced by housing associations and their residents today. The tenant feedback provided in the open comments provide insight into how services can be improved will help inform managerial decision making and service improvements for the future benefit of the organisation and tenants.





## 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 20 years. We work in partnership with HouseMark to support the benchmarking activities of smaller and specialist housing providers.