Everything you need to know about Tenant Satisfactions Measures

1st February 2024

Michael Guest

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Covers

- **Why** the TSMs have been introduced and **their purpose** – the background and the context
- What the TSMs are – **the 22 measures**
- The **key priorities that landlords should be working on now** – including
  - Culture
  - Data management
  - TSM dashboards and
  - Strategies to engage with all tenants, including 'the silent majority'

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What you will learn

- The **background** to the introduction of TSMs
- The **specific measures** required
- The importance of creating and maintaining a **positive listening culture** and how to achieve this
- Approaches to **sharing data with tenants** and enabling it to **influence the business**
- Approaches to **effective resident engagement**

	Programme
9.30	Welcome and introductions
9.40	Background and context
10.00	Why have the TSMs been introduced and their purpose?
10.20	Overall satisfaction
10.40	TSMs – Keeping properties in good repair
11.00	TSMs – Maintaining building safety
11.15	Break
11.35	TSMs – Respectful and helpful engagement
11.55	TSMs – Effective handling of complaints
12.15	TSMs – Responsible Neighbourhood Management
12.35	Break
1.15	Collecting the data – perception measures
1.35	Achieving a positive culture
1.55	Effectively sharing data and feedback - approaches
2.30	Integrating with wider Resident Engagement
2.50	Conclusion
3.00	Close

Background and context

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Background and context

- June 2017: **Grenfell Tower tragedy** - led to changes to government programmes of work and approach to social housing
- 2017-2018 – wide ranging **consultation where Ministers** engaged with over 1,000 people across the country and 7,000 more online, asking residents about what really mattered to them
- August 2018: **Social Housing Green Paper** and a **Call for Evidence on Social Housing Regulation**
- November 2020: **Social Housing White Paper**
- December 2021- March 2022: **consultation on draft TSMs**
- January 2022: **Professionalisation Review** commenced
- June 2022: **Social Housing (Regulation) Bill** published
- 21 September 2022: **Final TSMs published**
- October 2022: Government announces a **new Regulatory Standard on Competency and Conduct** of social housing staff
- **Social Housing (Regulation) Act** 2023
- Consultation of changes to **Regulatory Standards**

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Issues

- **Lack of trust** in the relationship between landlords and tenants
- Residents **not having a voice** or being listened to
- **Safety and quality** of existing stock
- **Accountability and transparency** about performance and decision making
- **Swift and effective** resolution of **complaints**
- **Attitudes and behaviour** of staff towards residents

As a result, have

- Introduction of a **new building safety regime**
- A return to **proactive consumer regulation** (existing standards remain for now)
- Strengthening of the Regulator **consumer regulation** objectives to **explicitly include safety**
- **Increased powers** for the Housing **Ombudsman** service
- Introduction of new **Consumer Standard on Professionalism**
- **Introduction of a TSM standard** which require registered providers to **collect and provide information** to support effective scrutiny by tenants of their landlord's performance in managing their **homes and neighbourhoods**
- **Introduction of a suite of Tenant Satisfaction Measures** (TSMs) as part of this standard

Why have the TSMs been introduced and their purpose?

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The Charter for Social Housing Residents: **Social Housing White Paper** sets out what residents should expect and how government will implement change:

1. To be **safe** in your home.
2. To know how your landlord is **performing.**
3. To have your **complaints** dealt with promptly and fairly.
4. To be treated with **respect.**
5. To have your **voice** heard by your landlord.
6. To have a **good quality** home and neighbourhood to live in.
7. To be supported to take your first step to **ownership.**

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Tenant Satisfaction Measures introduced in chapter 2

- "If tenants are to be able to hold their landlords to account, they need information on how their landlord is performing, what decisions it is making and who is responsible"
- Aims to recreate **strong connections between landlords and tenants** to ensure **transparency and accountability**
- Ensures all landlords **consider their purpose and their tenants**, at all times
- Gives tenants access to a set of clear, comparable **tenant satisfaction measures on the things they care about** to ensure they can understand **their landlord's performance**
- **Informs the regulator** about how the landlord is complying with the consumer standards under a **proactive consumer regulation regime**

Purpose of TSMs

- Make a **meaningful difference** to **tenants**
- Be **possible** for landlords **to carry out**
- Be something **we can regulate**

RSH

Principles underlying the TSMs

1. **Relevant:** the measures should provide relevant information. This means:
   - letting tenants see how their landlord is performing
   - telling us about how well landlords are meeting relevant standards.
2. **Accurate:** the measures should be well defined and it should be possible to double-check the results. They should make it possible to compare different landlords, and should make it difficult for landlords to make themselves look better than they really are.
3. **Responsive:** the measures should only measure things the landlord is actually responsible for. They should not accidentally encourage landlords to do anything that makes things worse for their tenants.
4. **Deliverable:** the measures should not be too expensive or complicated to put into practice, either for us or for landlords.
5. **Linked to the overall objectives of the RSH:** the measures must link with the objectives the regulator is trying to achieve. The data should help meet those objectives

RSH

The Tenant Satisfaction Measures

- There are **22 TSMs** which reflect the **themes** and issues set out in the Social Housing White Paper
- 12 are being collected through **tenant perception surveys**
- 10 are being collected from **management information**
- Applicable to ALL registered providers including local authorities
- Landlords **started** to collect data from April 2023 and will send the first year of data to RSH in Summer 2024

Timelines

- TSMs came into force **1 April 2023**
- Data collation to be completed by **31 March 2024**
- Submission to the Regulator by **"Summer" 2024**
- Results published **September 2024**

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Overall Satisfaction

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Overall satisfaction		
TP01	Overall satisfaction	Measured by doing tenant perception survey

- Measures the proportion of respondents who report that they are **satisfied with the overall service** from their landlord
- This **must** always be the **first question**
- There is no change from draft TSMs

Keeping properties in good repair

Keeping properties in good repair – related commitments in the Social Housing White Paper

- Removal of the Serious Detriment test
- Introduce **Performance Improvement Plans** for landlords failing to comply
- Reduce the notice period for **surveys on the condition of properties** from 28 days to **2 days**
- Introduce a **new power to arrange emergency repairs** if needed where a survey uncovers evidence of systemic landlord failures
- **Review** the **Decent Homes Standard** and consider whether it needs to be updated to ensure it is delivering what is needed for safety and decency now

Keeping properties in good repair

Keeping properties in good repair		
RP01	Homes that do not meet the Decent Homes Standard	Measured by landlords directly
RP02	Repairs completed within target timescale	Measured by landlords directly
TP02	Satisfaction with repairs	Measured by doing tenant perception survey
TP03	Satisfaction with time taken to complete most recent repair	Measured by doing tenant perception survey
TP04	Satisfaction that the home is well-maintained	Measured by doing tenant perception survey

Things to note:

- These measures will **not apply** to **shared ownership** properties
- It is **accepted** that landlords will **have different timescales for repairs** so the measure will not be helpful for direct comparison of performance between landlords
- It is also acknowledged that **some landlords** have **moved away from setting timescales** for repairs and base performance on the arrangement of **mutually agreed appointment times** – the TSM isn't designed to stop this happening but expects all providers to have established and published timescales

Keeping properties in good repair ...(cont'd)

Changes from original proposals:

- RP02: Change to definition to include emergency as well as non-emergency repairs, and clarification of definition of responsive repairs
- The perception measure **TP04: Satisfaction that the home is well-maintained** is now standalone – previously it was combined into one TSM: **Satisfaction that the home is well maintained and safe to live in**

Maintaining Building Safety

Maintaining Building Safety

Related commitments in the Social Housing White Paper:

- Legislate to strengthen the Regulator of Social Housing's **consumer regulation** objective so that it **explicitly includes safety**
- Legislate to require social landlords to identify a **nominated person** responsible for **complying** with their **health and safety requirements**
- Expect the **Regulator** of Social Housing to prepare a **Memorandum of Understanding with the Health and Safety Executive**, once the national **Building Safety Regulator** is created, to ensure effective sharing of information

Maintaining building safety

Maintaining building safety		
BS01	Gas safety checks	Measured by landlords directly
BS02	Fire safety checks	Measured by landlords directly
BS03	Asbestos safety checks	Measured by landlords directly
BS04	Water safety checks	Measured by landlords directly
BS05	Lift safety checks	Measured by landlords directly
TP05	Satisfaction that the home is safe	Measured by doing tenant perception survey

Things to note:

- The TSM **will not incorporate remedial actions** as obligations relating to remedial actions can be complex and the reporting approach. Example on prioritisation of actions, varies widely across providers
- However, **landlords must comply with all health and safety obligations** and to inform the regulator of any significant health and safety compliance issues (including any relating to outstanding remedial actions) in real time
- The is currently no TSM on Electrical Safety Checks as government are awaiting the finalisation of government policy following the consultation earlier this year

Maintaining building safety...(cont'd)

Changes from original proposals:

- TSMs BS01-BS05 remain unchanged – clarity on definition
- The perception measure **TP05: Satisfaction that the home is safe** is now standalone – previously it was incorporated into **TP04: Satisfaction that the home is well maintained and safe to live in**

Respectful and helpful engagement

Respectful and helpful engagement

Related commitments in the Social Housing White Paper

- Expect the **Regulator** of Social Housing to require landlords to **seek out best practice** and consider how they can continually improve the way they engage with social housing tenants
- Deliver a **new opportunities and empowerment programme for social housing residents**, to support more effective engagement between landlords and residents, and to give residents tools to influence their landlords and hold them to account
- Review **professional training and development** to ensure residents receive a high standard of customer service. Improving landlord engagement. (Concluded Oct 2022)

Respectful and helpful engagement ...(cont'd)

Respectful and helpful engagement		
TP06	Satisfaction that the landlord listens to tenant views & acts upon them	Measured by tenant perception survey
TP07	Satisfaction that the landlord keeps tenants informed about things that matter to them	Measured by tenant perception survey
TP08	Agreement that the landlord treats tenants fairly and with respect	Measured by tenant perception survey

Things to note:

- This TSM is entirely measured by the perception survey
- It will be important to **drill down to understand responses** as they are likely to be very subjective
- There may be a **new measure on competency and conduct** as a result of the review of professionalisation (not announced)

Respectful and helpful engagement ...(cont'd)

Changes from original proposal:

- TP06 and TP07: minor changes to survey wording

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Effective handling of complaints

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Effective Handling of Complaints

Related commitments in the Social Housing White Paper:

- Introduction of the Housing Ombudsman's **Complaints Handling Code** (introduced July 2020/updated April 2022)
- Support improved complaint handling by landlords and hold them to account through **stronger action by the Housing Ombudsman**.
- Run **awareness campaigns** so social housing residents know their rights, are confident in navigating their routes to complain, and are aware of how to escalate to get redress where needed
- **Formalise and strengthen the relationship between the Regulator of Social Housing and the Housing Ombudsman** by introducing a statutory requirement for both bodies to co-operate with each other in undertaking their responsibilities in holding landlords to account.
- Make the **Housing Ombudsman a statutory consultee** for any proposal concerning changes to the Regulator of Social Housing's economic and consumer standards.
- Make the **Regulator of Social Housing a statutory consultee** for any changes to the Housing Ombudsman Scheme

Effective Handling of Complaints ...(cont'd)

Effective handling of complaints		
CH01	Complaints relative to the size of the landlord	Measured by landlords directly
CH02	Complaints responded to within Complaint Handling Code timescales	Measured by landlords directly
TP09	Satisfaction with the landlord's approach to handling complaints	Measured by tenant perception survey

Things to note:

- The regulator recognises that the number of complaints received by a landlord is **not necessarily an indicator of poor performance**
- Measures will be looked at in the round including the tenant perception measure

Effective Handling of Complaints ...(cont'd)

Changes from original proposal:

- The perception measure relating to tenants' knowledge of how to make a complaint has been removed
- CH01 and CH02: clarity of definition
- A filter question has been added to TP09: Satisfaction with the landlord's approach to handling complaints enable responses only from those who have made a complaint in the previous 12 months

Responsible neighbourhood management

Responsible Neighbourhood Management

Related commitments in the Social Housing White Paper

- **Review the Decent Homes Standard** to consider if it should be updated, including how it can better support the decarbonisation and energy efficiency of social homes, and improve communal and green spaces
- **Clarify the roles of agencies** involved in tackling anti-social behaviour and signpost tenants to those agencies who can give them the most appropriate support and assistance when faced with antisocial behaviour
- Consider the results of the allocations evidence collection exercise findings to ensure that **housing is allocated in the fairest way possible** and achieves the best outcomes for **local places and communities**

Responsible Neighbourhood Management ...(cont'd)

Responsible neighbourhood management		
NM01	Anti-social behaviour cases relative to the size of the landlord	Measured by landlords directly
TP10	Satisfaction that the landlord keeps communal areas clean and well-maintained	Measured by tenant perception survey
TP11	Satisfaction that the landlord makes a positive contribution to neighbourhoods	Measured by tenant perception survey
TP12	Satisfaction with the landlord's approach to handling anti-social behaviour	Measured by tenant perception survey

Things to note:

- There is no filter question that asks if tenants have reported ASB in last 12 months (like there is for repairs and complaints).
- Be mindful that you **may therefore receive responses from residents who haven't either experienced or reported ASB included**
- An additional question **could be helpful to understand the level of residents** who have experienced ASB in last 12 months

Responsible Neighbourhood Management ...(cont'd)

Changes from original proposal:

- NM01: Domestic abuse cases have now been excluded from this; hate incidents are still included

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Collecting data and Reporting the TSMs

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Collecting the data – perception measures

- The survey can be carried out through **any channel** (e.g., telephone/online/face to face, post) – there are **pros and cons** to each to be aware of
- Best efforts must be made to ensure the **sample is representative of the customer population**
- Can be **done once a year or periodically over the year** (e.g., monthly, quarterly, bi-annual or annual) – more frequently helps with representative sampling
- Landlords can only **survey each household once per year for the perception measures**
- Providers with a stock size of **less than 1,000 social housing properties** will only be required to collect the perception measures **once every two years**
- The perception measures must be collected via a perception survey, **not a transactional survey**
- The question wording and response scales must be set out like-for-like with the **requirements set out by the RSH**
- Some questions will set out whether a **"don't know" or "not applicable" can or can't be used"**
- You can, however, **include other questions in the perception survey**, subject to some constraints – for example, the overall satisfaction question (TP01) **must** be the first question in the survey
- The **introduction** to the survey **should provide a clear explanation** to residents as to the purpose of the survey and what will happen with the results

Reporting and publishing the TSMs

Providers with over 1,000 homes

- **Submit** their results to the **Regulator annually** – their annual year will run from **1st April to 31st March**
- The information must be **transparent, reliable, accurate** and a valid reflection of their performance against the TSMs **and include the methodology used** to collect data
- You must also **share the results with your tenants**
- If you own more than 1,000 low-cost home ownership properties (e.g., shared ownership), these results must be **reported separately** to the results from tenants in low-cost rental accommodation (e.g., social rent).
- Registered **group parents** must report **consolidated TSMs for the group**, calculated based on all relevant social housing stock owned by themselves and all subsidiary registered providers
- In cases where properties have a managed agent or Arms Length Management Organisation (ALMO), it is the **responsibility of the organisation that owns the properties** to ensure the TSMs are carried out and reported on

Reporting and publishing the TSMs ...(cont'd)

Providers with a stock size of less than 1,000:

- **Don't need to submit** results to the Regulator but **must still publish results every two years**
- Should make **'best efforts'** to achieve a **representative sample**. In practice this is likely to mean **applying a census-style approach**, where all residents have the opportunity to take part

Representative population

For large providers this includes:

- Stock type (e.g., general need, supported housing)
- Age groups
- Ethnicity
- Building type (e.g., house, flat)
- Property or household size
- Geographical area or estate

Note: you need to have a good understanding of your tenant characteristics and robust data on your stock!

Achieving a positive culture

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Organisational Culture?

'The way we do things around here'

Balogun and Johnson

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Organisational Culture? ...(cont'd)

The pattern of shared basic assumption - invented, discovered or developed by a given group as it learns to cope with its problems of external adaptation and internal integration - that has worked well enough to be considered valid and therefore to be taught to new members as the correct way to perceive, think and feel in relationship to those problems

Schein

The culture of a local authority is determined by its shared values and beliefs, how decisions are made, as well as how elected members and officers behave, interact and carry out their roles

Addressing cultural and governance failings in local authorities: lessons from recent interventions

Updated 16 June 2020 – Ministry of Housing, Communities and Local Government

How can Organisational Culture be measured?

Denison Culture Index – Source CIPD

Denison defines four different traits of organisational culture which can be measured:

1. **Mission**. Has the organisation a clearly articulated strategic direction and goal, as well as measures of success/key performance indicators?
2. **Employee involvement**. Does the organisation rely on employees to make decisions by empowering them and developing them, as well as enabling team working?
3. **Internal consistency**. Has the organisation got a set of values that are consistent and to which they visibly adhere?
4. **Adaptability**. Does the organisation focus on learning from competitors and customers, and how open is it to change?

How to change an organisational culture – Dos and Don'ts

- Do come with a **clear vision of your direction** for the organisation and promote this throughout the workforce through storytelling.
- Do **identify key stakeholders** of the new vision and encourage the wider organisation to be continually responsive to the needs and desires of those stakeholders.
- Do **define the role of managers** as enabling their team and drawing on the full capabilities of talented staff.
- **Don't begin by immediately reorganising**. Instead, clarify the vision and ensure there are management roles and systems that support this vision.
- **Don't parachute** in a new team of managers. Working with the existing managers, and those who share your vision, will be much more conducive to creating shared values among the organisation

Denning – Source CIPD

Organisational Culture related to TSMs

Effective and meaningful resident engagement can only happen if there is a **positive culture that puts outcomes for residents at its heart**

A positive culture is **built around**:

- True **transparency** and open information sharing
- A commitment to **build trust** and **develop two-way relationships**
- **Actively listening and responding** to the feedback and views of residents
- Having the **right values, attitudes and behaviours**
- Treating residents with **respect, empathy, honesty and courtesy**
- **Removing barriers** to engagement and providing information in plain language
- Providing a **range of opportunities** and ways to engage

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Effectively sharing data and feedback TSM approaches

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What you need to publish

- Summary of approach
- Number of responses achieved
- Timing of survey
- Collection method
- Sampling method
- Weighting (if used)
- The role and name of external agencies (if used)
- Number of households excluded and justification
- Reasons for failing to meet minimum requirements (if relevant)
- Incentives used
- Any other methodological issues

Sharing with your tenants

- The role and name of external agencies (if used)
- Number of households excluded and justification
- Reasons for failing to meet minimum requirements (if relevant)
- Incentives used
- Any other methodological issues

Sharing with your Board/Members

- Boards need more than a high-level summary
- Provide full information on findings and the actions you plan to take as a result
- Start to prepare boards now to be able to scrutinise the information/data from the TSMs

Integrating with wider resident engagement

Integrating with wider Resident Engagement

- Remember, the TSMs **are just one part** of the **new regulatory picture**
- They provide **useful information** to **you** as well as the regulator
- Remember, you can use the tenant perception surveys you undertake to **ask additional questions** to the prescribed TSMs – think about what additional information you might want to gain but **don't go too mad!**
- Use the information the data gives you to **drill down** into issues and understand where you **need to make improvements**
- As well as other measures, the TSMs will be a useful tool to understand **what matters to tenant as part of broader engagement strategy**

Integrating with wider Resident Engagement ...(cont'd)

- At **over-arching arrangements**, e.g., Tenant Councils, Forums, Assemblies
- Through to **focussed involvement**, e.g., Tenant Scrutiny
- And **specialist**, e.g., Policy Review, Literature Read Over
- To **local**, e.g., Tenant and Resident Associations
- Shared understanding, concluding and agreed actions

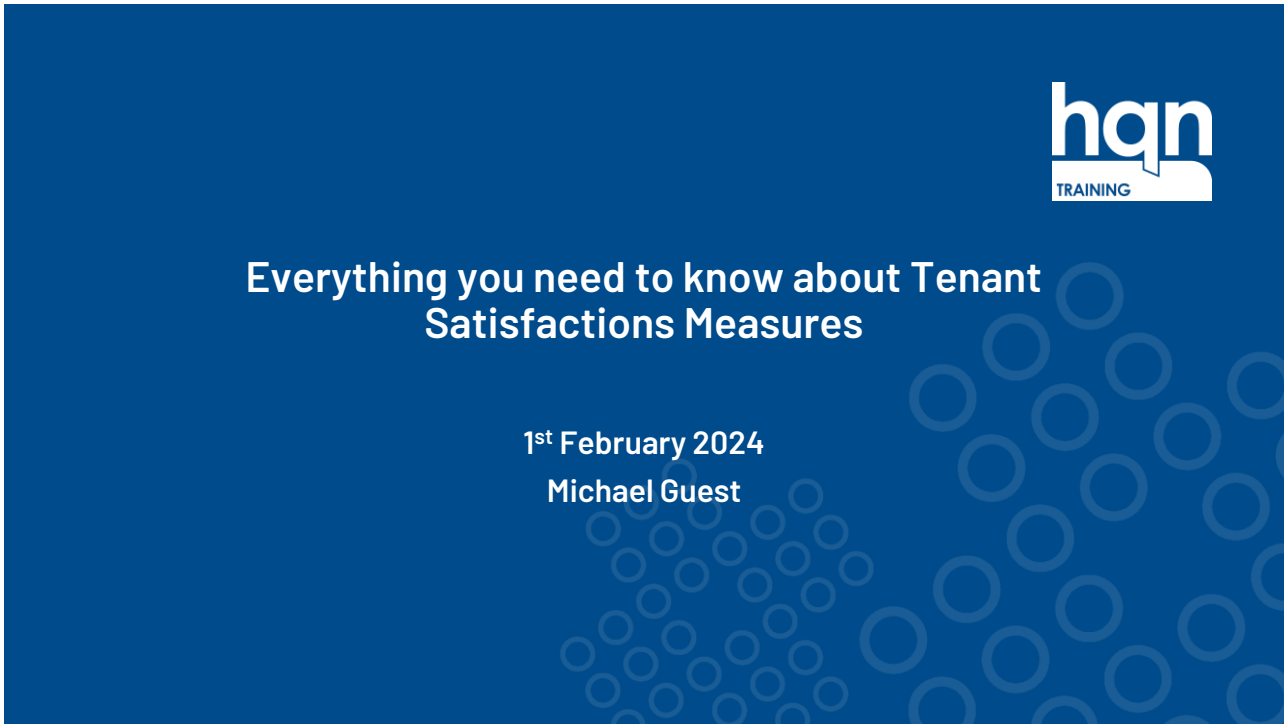
Conclusion

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Conclusion

- This is a new approach that is heavily prescribed by the regulator – make sure you are clear of the specific requirements about the order and wording of questions and the response scales
- Think about the introduction to your survey and talking to your tenants about the new measures to gear them up
- Think carefully about what additional questions you might want to add to the TSM survey – but **keep additional questions to a minimum**
- **Consider reducing the number of other surveys** you may do over the course of a year to **avoid survey fatigue**
- **Think carefully** about your **methodology** – you want to use the best and most appropriate for your customer base

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