

# Croydon Council Housing Services

2016 STAR Tenant Satisfaction  
Survey Report

November 2016



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## 2016 Customer Satisfaction Survey Report

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## Summary

Croydon Council's Housing Services commissioned Acuity to carry out a customer satisfaction survey using HouseMark's STAR questions. General needs and sheltered housing tenants were included in the postal survey, which took place between September and October 2016. The survey was also available online. Just over 4,000 tenants were invited to take part in the survey and 1,593 responded (39%). This report looks at the views of the tenants who responded to the survey.

The 2016 STAR survey found that the majority of tenants believe that the Council is providing a good housing service. Carrying out the survey every two years gives the opportunity of recognising any trends in satisfaction levels and taking action accordingly. Croydon will be encouraged that overall satisfaction remains at the same level found in 2014, with some upward trends, while also noting that in certain areas there are some indications of a small downward trend in satisfaction.

It is important to note that all of the changes in satisfaction between the 2014 and 2016 survey fall within the statistical margin of error when comparing two surveys ( $\pm 4.4\%$ ).

### Headline rating

The survey found that over 72% of tenants are satisfied with the landlord services provided by the Council.

### The home

The rating of 77% for home is one of the highest in the survey, however this is 2% lower than it was in 2014.

### Value for money

Over three-quarters of tenants considered the rent they pay is good value for money (78%), one of the highest ratings in the survey and 3% higher than in 2014.

### Repairs & Maintenance

Just over two-thirds of tenants are satisfied with the repairs & maintenance service (69%), which is 1% higher than two years ago.

### Neighbourhood

The majority of tenants are satisfied with their neighbourhood as a place to live (74%),

however satisfaction has fallen 3% in the last two years. Not as many tenants are satisfied with the overall appearance of their neighbourhood (63%). Equal numbers of tenants felt that the neighbourhood had improved (29%) or declined (29%) in the last three years.

### Local problems

In terms of local problems, rubbish/litter (68%), fly tipping (61%), car parking (59%) and dog fouling/dog mess (51%) were the issues identified by over half of the tenants (major or minor problems). Around a third or more tenants are also affected by noisy neighbours (43%) and disruptive young people (42%) and drug use or dealing (33%).

### Estate services

Not all tenants are satisfied with litter picking in their estate (63%) or grass cutting (68%), while tenants awarded slightly higher ratings for bin collection (72%) and recycling (75%).

Two-thirds of tenants are satisfied with cleaning of the internal communal areas (65%), with satisfaction lower for the external areas (58%).

### Tenant contact

Two-thirds of tenants made contact with the Council with a query in the last year (65%) and the telephone remains the most popular method for making contact (82%). Slightly fewer tenants found it easy to get hold of the right person (59%) than in 2014 (62%) or found staff as helpful (69%) as they did in 2014 (73%). Three out of five tenants were satisfied with the ability of staff to deal with the query quickly and efficiently (60%) and the final outcome of their contact (60%).



### Internet usage

Less than half of Croydon's tenants use the internet (47%) which is considerably below the national average of 89% households that have internet access and at the same level as two years ago. It is important to note that evidence from other research has confirmed the correlation between lack of internet access among social housing tenants.

Tenants, who have access to the internet, use a range of devices to access the internet with the mobile phone or smartphone (70%), a laptop or PC (66%) or a tablet (37%) the most popular.

The vast majority of tenants who have access to the internet are confident with sending and receiving emails (88%), using a search engine (85%), ordering goods and services online (75%) and completing online application forms (72%). Fewer tenants use the online help facility to solve problems (56%).

For many tenants who do not use the internet there is nothing the Council can do to encourage them as they have no reason to go online (63%). Around one in seven tenants felt that the Council could provide help with digital skills, providing access to equipment and a range of other measures (13% to 15%).

### Communication and information

Around three-quarters of tenants feel that Croydon is good at keeping them informed about things that affect them as a tenant (72%); however, fewer feel that the Council listens to their views and acts upon them (49%). Both ratings are 2% lower than in 2014.

### Advice and support

Around three-quarters of tenants are satisfied with the advice and support from the Council in terms of helping them to claim benefits (73%), two-thirds with help to manage their finances (66%) and around three-fifths with the help given in dealing with rent arrears problems (58%).

Tenants were able to indicate areas where they

would like more information in the future and 5% of tenants would like help setting up a bank account and 7% would like help with emails and the internet.

### Support for cost-saving measures

Tenants were asked to indicate their support for 23 potential cost-saving measures. Three measures stood out as gaining more backing than other proposals – charging ASB perpetrators, incentivising tenants to leave their properties in good repair when they leave and reducing void times by carrying out repairs before tenants move out and after when new tenants have moved in.

There was far less support for other measures, such as the introduction of a charge for evening and weekend appointments, providing less play equipment and play days on estates, providing less welfare and debt advice to tenants, reducing the amount of youth activities on estates and providing less access to work opportunities.

Tenants are interested in attending consultation events on the measures, with surveys, local meetings and local information events popular; and one in ten tenants would be interested in an online forum.

### Tenants' comments

A total of 614 comments were made by tenants about their home and the services they received. Encouragingly, 16% of tenants advise that they are happy with their home and services provided. A number of tenants would like to see improvements in upgrading their properties, the repairs & maintenance service, customer service, the neighbourhood and dealing with local problems.

### Recommending the Council

Tenants were asked to assess the likelihood of them recommending the Council to family or friends. A third of tenants are very loyal and happy to promote the Council to friends and family and are promoters (35%), however this is 8% lower than in 2014. The survey found that two-fifths of tenants are detractors and are



likely to be negative about the Council (40%), an increase of 12% over the last two years.

#### Further analysis

Key driver analysis reveals the strong influence of listening and acting on views and keeping tenants informed, followed by the repairs and maintenance service on overall satisfaction with the Council.

#### Areas of dissatisfaction

The survey found a number of areas where one in five or more tenants are dissatisfied and these perhaps suggest the areas that Croydon Council should prioritise for review in order to increase satisfaction:

- Final outcome of contact (30% dissatisfied)
- Ease of contact (30% dissatisfied)
- Query dealt with quickly and efficiently (27% dissatisfied)
- External communal areas (26% dissatisfied)
- Repairs & maintenance services (23% dissatisfied)
- Listening to views and acting upon them (22% dissatisfied)
- Appearance of neighbourhood (21% dissatisfied)
- Internal communal areas (20% dissatisfied)
- Helpfulness of staff (20% dissatisfied).

#### Satisfaction at area level

The results from tenants were analysed at area level (Central South, East and North areas). The survey generally found only small differences between the three areas, some of which may require further analysis.

#### Sheltered housing tenants

Sheltered housing tenants are generally far more satisfied than their general needs counterparts, with some key ratings in the high 80s (quality of home, value for money and neighbourhood). It is therefore telling that the only area where sheltered tenants awarded ratings close to or matching general needs tenants was with customer contact.

#### Comparison with other Landlords

Using HouseMark's data tables for London Boroughs for all tenants, Croydon's performance was mixed with results slightly higher than average (quality of the home), close to average (value for money of the rent and repairs service) and slightly below average (overall rating, neighbourhood and listening to views).

#### Analysis by key strands of diversity

Throughout the report, satisfaction with different services is analysed by the key strands of diversity. Younger tenants consistently awarded lower ratings across all services measured in the survey compared with other tenants, a pattern found at many social landlords.

Considerable differences were also found within other measures of diversity, with a number of less satisfied groups identified which may require further investigation.

#### Recommendations

The survey found a number of areas which Croydon Council may wish to investigate further.

**Contacting the Council** – Satisfaction with customer service has fallen in the last two years in three out of the four measures and high numbers of tenants are dissatisfied. A review of customer services is likely to mean working with colleagues in other departments in order to investigate the barriers that are preventing successful contact and conclusion.

**Repairs and maintenance service** – Given the strong relationship between the repairs service and overall satisfaction this is an area which needs constant monitoring and review. Satisfaction with the service has been maintained over the last two years, which is encouraging given falls elsewhere. Tenants' comments provide useful insight into potential improvements for the repairs service.



**Planned improvements works** - The largest number of comments regarding what the Council could do to improve its housing services were in respect of planned improvement works, which is the likely factor in the fall in satisfaction with the quality of the home. Tenants are frustrated with the lack of information and many feel left out as work is carried out around them in their neighbourhood.

**Tenant communications** – Key driver analysis continues to highlight the importance of keeping tenants informed, and listening to their views and acting upon them, and it underpins many of the recommendation issues.



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Appendix 1 - Data tables

Appendix 2 - Letter to tenants

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# 1. Introduction

Acuity (a research agency specialising in the housing sector) was commissioned to undertake an independent survey of Croydon Council's tenants to collect data on their opinions of and attitudes towards their landlord and the services provided. The survey was designed using HouseMark's STAR questions for tenant satisfaction surveys.

## 1.1 About STAR

STAR surveys have now been in use by landlords for five years, having been launched in July 2011 by HouseMark, providing a bank of questions designed to measure resident satisfaction in the housing sector.

Using STAR question sets allows social housing providers to compare key satisfaction results with other landlords and also provides a framework for trend analysis.

The current regulatory framework remains focused on a co-regulatory approach which is supported by customer satisfaction surveys and other customer engagement strategies – ensuring resources are focused on the right things and that the services they provide are what residents want.

## 1.2 Aim of the survey

The aim of this survey is to provide data on tenant satisfaction, which will allow Croydon Council to:

- provide a comprehensive overview of tenants' perceptions of current services provided by Croydon Council Housing Services
- identify any gaps between service levels and tenants' expectations to inform business decisions and service design
- compare the results with previous surveys
- gain additional demographic information to target services
- capture residents' views on a range of cost-cutting measures
- collect key performance information for

self-regulation and to enable benchmarking of service standards and value for money.

## 1.3 Sampling frame and fieldwork

### Sampling

The sampling frame was based upon the desire to achieve a sampling error of +/-3%, which for a landlord with over 14,800 tenants requires 996 completed questionnaires. The sample size for the mailout was calculated on a minimum response rate of 30% tenants. A random sample of 4,080 tenants was drawn from the total population.

### Fieldwork

The survey was planned to take place during a six-week period, with two full mailings and a postcard reminder in-between.

Acuity carried out the administration of the first mailout, which was sent out on 19 September 2016. This consisted of a copy of the questionnaire, a covering letter written by the Council and a reply-paid envelope. The survey was also available online for tenants to complete.

A postcard reminder was sent out on 3 October and a second full mailout was sent out to all non-responders on 17 October 2016.

The survey finally closed on 7 November when the final questionnaires were sent for data entry.

### Incentives

Incentives were used to boost the response rate. Three questionnaires were drawn at random from those returned and lucky winners won £100 each.



## 1.4 Questionnaire design

One STAR questionnaire was designed for the survey comprising 34 questions on eight pages. A copy of the questionnaire can be found in Appendix 3.

## 1.5 Response rates

The overall response from tenants was 39%, returning 1,593 of the 4,080 questionnaires sent out. The total figure includes 32 questionnaires which were completed online. See Figure 1.1 for the full figures and response rates.

Some 61% of tenants gave permission for the Council to see the individual answers and comments with names attributed, and of those, 92% would be happy for their landlord to contact them about any information provided in the survey.

## 1.6 Accuracy

For the overall results, Acuity and HouseMark recommend that surveys of over 10,000 population achieve a sampling error of at least  $\pm 3\%$  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 32% and 38%.

For Croydon Council, when the data is analysed for all tenants, 1,593 responses were achieved. This response was high enough to conclude that any figures quoted at this level are accurate to within  $\pm 2.3\%$ . The raw data has been checked to take into account any differences between the responding tenants and the total tenant population, based on the area populations. As the response was not representative, weightings have been applied at area and tenure level; and the results for all tenants are weighted to represent the proportion of general needs and sheltered tenants in the total tenant population.

## 1.7 Presenting the findings

This report presents the findings of the survey for general needs and sheltered tenants and focuses on the key findings of the survey and the results are analysed by:

- tenure group
- area, ward
- age, gender, health, economic status, ethnic origin
- property type and number of bedrooms
- comparison with previous surveys, and
- comparison with the results from other landlords.

**Note:** Analysis by some key diversity demographics has not been possible where there are fewer than 20 tenants in size in a particular diversity grouping.

The report includes topline findings for quick reference in the appendices (Appendix 1) and accompanying this report is a full set of data tables.

## 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 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 tenants of Croydon Council who took part in the survey. We would also like to thank the staff of Croydon Council for their assistance with the project, and our particular thanks go to Chris Stock for his help throughout the project.

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

	General needs	Sheltered	Total
Number of tenants	11,561	1,280	12,841
Number sampled	3,280	800	4,080
Number returned	1,171	422	1,593
Response rate	36%	53%	39%
Sampling error (%)	±2.7%	±4.5%	±2.3%

## 2. Overall satisfaction with services

The following sections look at the results from the survey based on the views of Croydon Council’s general needs and sheltered tenants. Commentary is also given in this section where there is a noticeable difference in satisfaction between the different areas (Central South, East and North) identified as subgroups in the survey and by the diversity of tenants. The ratings for tenants have also been compared with the previous survey undertaken in 2014. This section examines the overall rating for Croydon Council’s services and is often seen as the headline figure in the survey, as well as indicating how likely tenants are to recommend Croydon Council as a landlord. Later on in the report section 16 explores the differences in the relationship between the overall rating and individual ratings in an attempt to understand what is driving overall satisfaction at Croydon Council.

### 2.1 Landlord services

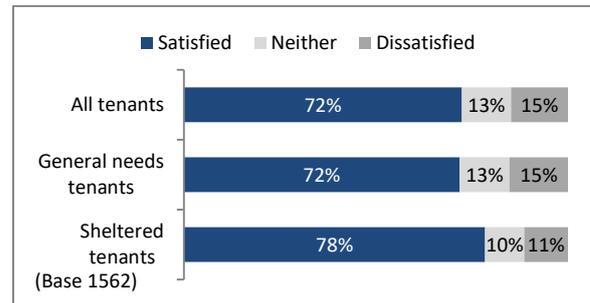
**72%**

The majority of Croydon Council’s tenants (general needs and sheltered combined) are satisfied with the housing services provided, (72%).

Tenants were asked, “Taking everything into account, how satisfied or dissatisfied are you with the services provided by Croydon Council’s housing services?” A quarter of the tenants said they are “very satisfied” (24%), and half are “fairly satisfied” (48%). One in seven tenants are dissatisfied with the services provided (15%), and almost as many are neutral (13% neither satisfied nor dissatisfied).

Sheltered tenants gave a higher rating for overall services (78%) compared with general needs tenants (72%).

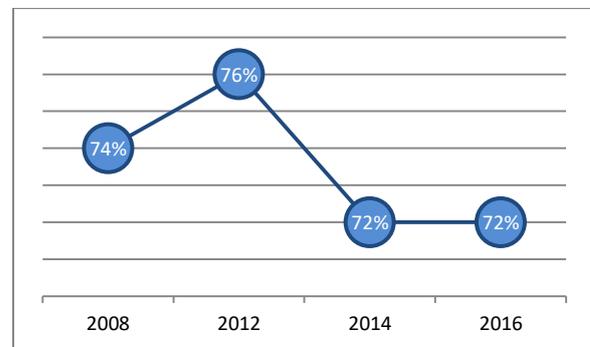
**Figure 2.1: Satisfaction with services provided by Croydon Council**



The overall rating for housing services (72%) in 2016 matched the score found in 2014 (72%), however both are lower than the ratings in the two earlier surveys.

At tenure level, satisfaction with overall services remained the same for general needs tenants as in the 2014 survey (both 72%), while sheltered housing tenants are now slightly less satisfied (2% lower).

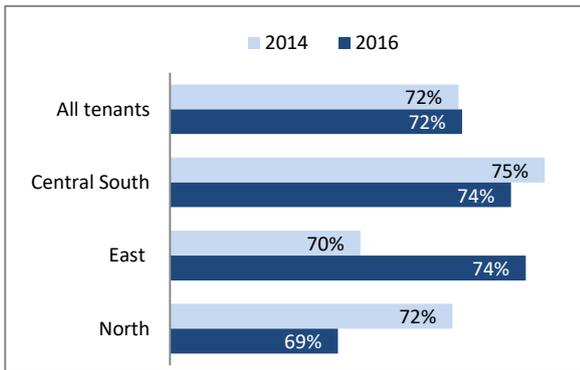
**Figure 2.2: Change in satisfaction with services over time**



#### Satisfaction by area (all tenants)

Overall satisfaction with landlord services is slightly higher for tenants living in Central South and the East (both 74%), compared with those in the North (69%). In the last two years satisfaction in the East has increased by 4%, while falling by 3% in the North. The survey found an identical percentage of tenants responding in each area (all 15%).

**Figure 2.3: Satisfaction with overall services provided by area**



### Demographic analysis (all tenants)

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 and property type. It is important to note however that the differences do not necessarily mean that there is a causal link. For example, surveys often find that tenants with disabilities are frequently more satisfied than those who are not; however it is invariably the case that tenants with disabilities have an older age profile than those without and further analysis also reveals that it is the age of the tenant that is the reason for the higher satisfaction ratings rather than any disability.

Please note that the views of groups with fewer than 20 tenants are excluded from this analysis.

**Age** - Analysis by age found that younger tenants (under 35 years old) are less satisfied (56%) than middle-aged tenants (66% - 35 to 59 years old) and especially older tenants (82% - 60+ years or over).

**Gender** - The survey found that male tenants were more satisfied with overall services (77%) compared with female tenants (68%).

**Health problems** - Tenants who had a health problem which limits their day-to-day activities a little (76%) are slightly more satisfied with overall services compared with tenants with no health issues or more limiting health problems

(69% to 71%).

**Ethnic origin** – White Irish tenants (96%) are far more satisfied with the services provided by Croydon than other tenants, especially Any Other White Background (62%) and Black or Black British Caribbean tenants (66%). Ratings from Asian/Asian British households matched the average rating for all tenants (both 72%).

**Property type** – Satisfaction with landlord services was rated higher among those in bungalows (78%) and houses (77%) than with tenants in flats (69%) or maisonettes (65%).

**Number of bedrooms** - The survey found that tenants with three bedrooms (77%) are the most satisfied with overall services compared with lower ratings from those living in bedsits (69%), two-bedroom (68%) or four-bedroom (66%) properties.



### 3. The home

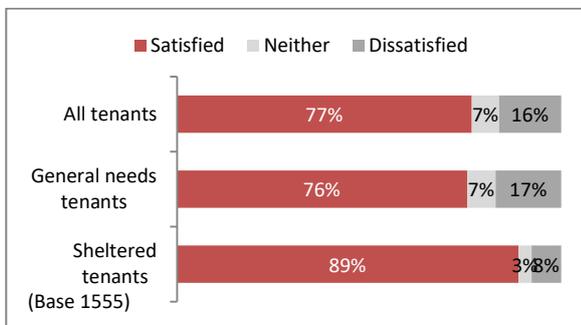
This section looks at the results from the survey based on the views of Croydon Council’s tenants with their home.

#### 3.1 Overall quality of the home

**77%** Just over three-quarters of Croydon Council’s tenants are satisfied with the overall quality of the home (77%). A third of tenants are “very” satisfied (35%), while two-fifths are “fairly” satisfied (42%). One in six tenants are dissatisfied (16%). The majority of tenants gave either a positive or negative rating, with few falling into the middle ground of being neither satisfied nor dissatisfied with the quality of their home (7%).

Sheltered housing tenants were substantially more satisfied with the quality of their home (89%) than general needs tenants (76%).

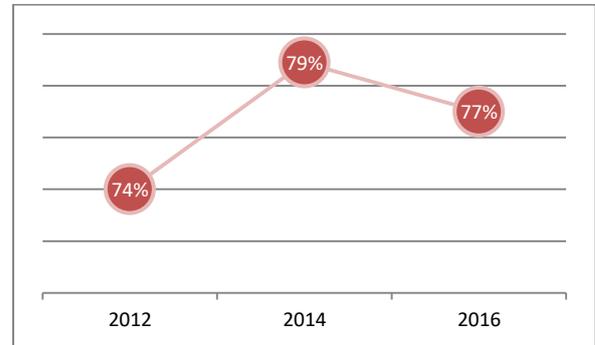
**Figure 3.1: Satisfaction with the home**



The latest survey found that tenants rated the quality of the home 2% lower than the level recorded in 2012 (79%).

Both general needs tenants (2% lower) and sheltered housing tenants (3% lower) awarded lower ratings in 2016 compared with two years ago.

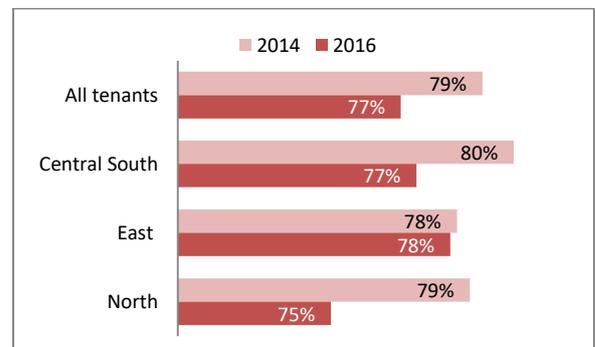
**Figure 3.2: Change in satisfaction with quality of the home over time**



#### Satisfaction by area (all tenants)

Satisfaction with the quality of the home was rated relatively similarly in all three areas (78% to 80%), with more of a downward trend over the last two years in Central South (3% lower) and the North (4% lower).

**Figure 3.3: Satisfaction with the home by area**



#### Demographic analysis (all tenants)

**Age** - Analysis by age found that around three-fifths of younger tenants (under 35 years old) are satisfied with the quality of the home (59%), a lower rating than that given by middle-aged tenants (69% - 35 to 59 years old) and especially older tenants – where the vast majority are satisfied (55% - 60+ years old).

**Gender** - Male tenants are slightly more satisfied with the quality of the home (78%) compared with female tenants (74%).



**Health problems** – The survey found that health had little impact on satisfaction with the quality of the home.

**Ethnic origin** - The survey found that White British (81%), Asian tenants (81%) and White Irish (92%) tenants are more satisfied with their home compared with Caribbean tenants (54% to 65%) and African tenants (68%).

**Property type** – Satisfaction with the quality of the home is highest among tenants living in bungalows (93%) compared with those living in flats (71%) or maisonettes (67%).

**Number of bedrooms** - The survey found that tenants in a bedsit (69%) and tenants in two-bedroom properties (71%) were less satisfied with the quality of their home.



## 4. Value for money

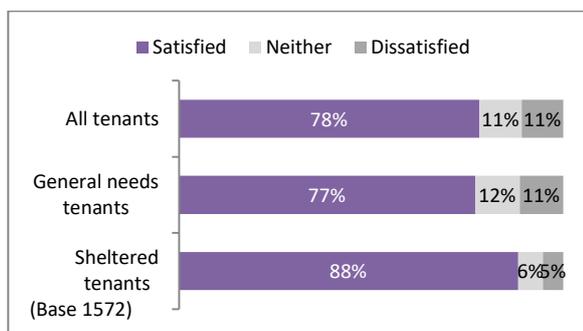
The Welfare Reform and Work Act 2016 required social housing in England to reduce social housing rents by 1% a year for the next four years. This means landlords have to manage their resources more economically, efficiently and effectively than ever before, while continuing to provide quality services and homes, and planning for and delivering year-on-year improvements in value for money.

### 4.1 Value for money

**78%** Just over three-quarters of tenants are satisfied with the value for money of the rent (78%), with a third of tenants “very satisfied” (36%). One in ten tenants are dissatisfied with value for money (11%), with an identical percentage neither satisfied nor dissatisfied (11%).

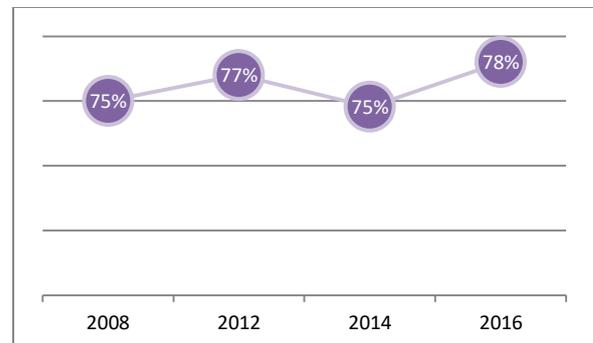
General needs residents are less satisfied with the value for money for rent (77%) than sheltered housing tenants (88%).

**Figure 4.1: Satisfaction with value for money**



Satisfaction with the value for money has increased by 3% since the 2014 (75%) survey. The higher rating is a result of the 4% increase in satisfaction among general needs tenants, while sheltered tenants remained just as satisfied as they were in 2014.

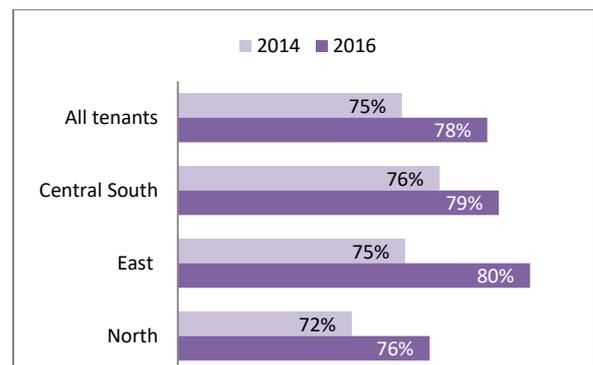
**Figure 4.2: Change in satisfaction with value for money over time**



### Satisfaction by area (all tenants)

As the chart shows below – satisfaction has risen between 3% and 5% in all of the three areas in the last two years.

**Figure 4.3: Satisfaction with value for money by area**



### Demographic analysis (all tenants)

**Age** - Analysis by age found that older tenants (60+ years) were more satisfied with value for money for rent (88%) than younger tenants (70% to 71% under 60 years old).

**Gender** - The survey found that gender had little influence on satisfaction with value for money.

**Health problems** – The survey found that tenants with health issues were slightly more satisfied (76% to 78%) with value for money than tenants with no health issues (74%).



**Ethnic origin** - The survey found that White Irish tenants (92%) are generally more satisfied with the value for money than either Black / Black British Caribbean (72%) African (68%) tenants.

**Property type** – Satisfaction with value for money was rated higher by tenants living in a bungalow (92%) than tenants in a flat (73%) or a maisonette (73%).

**Number of bedrooms** - The survey found that tenants with three-bedrooms (80%) are the most satisfied with value for money, while those in a bedsits (70%) are the least satisfied.



## 5. Repairs and maintenance service

Tenant surveys almost universally find that satisfaction with the repairs and maintenance service is the most important factor in determining overall satisfaction with the landlord. This section looks at satisfaction with this key service at Croydon Council and reports any differences in satisfaction between the subgroups in the survey.

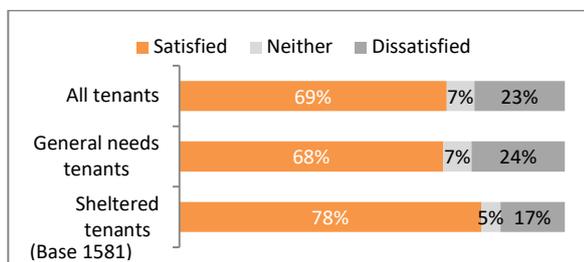
### 5.1 Overall satisfaction

**69%** The latest survey found that just over two-thirds of tenants are satisfied with the repairs and maintenance service (69%).

The survey revealed that over a quarter of tenants are “very” satisfied with the repairs and maintenance service (28%), while two-fifths of tenants are “fairly” satisfied (41%). Over a fifth of tenants are dissatisfied with the repairs and maintenance service (23%), with 7% of tenants neutral when it comes to rating the repairs service.

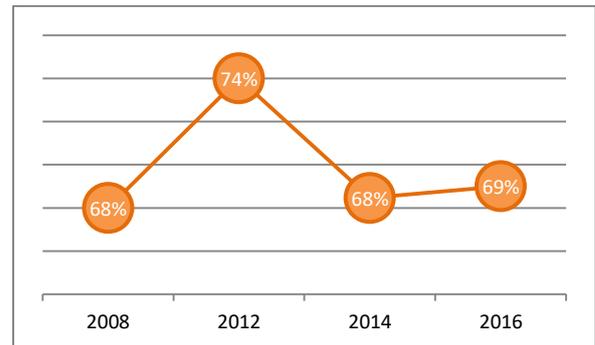
Sheltered housing tenants were much more satisfied with the repairs and maintenance service (78%) than general needs tenants (68%).

**Figure 5.1 Satisfaction with the repairs and maintenance service**



The overall rating for the repairs and maintenance service (69%) in 2016 is 1% higher than the rating recorded in 2014 (68%); which reflects the findings at tenure level.

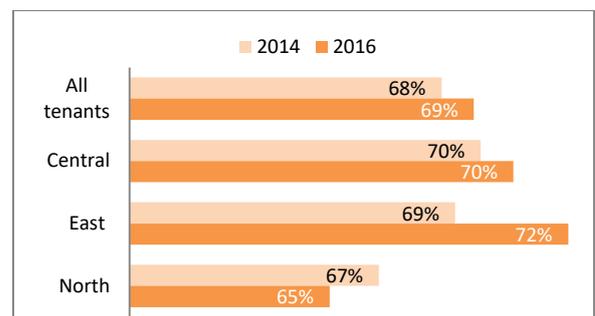
**Figure 5.2: Change in satisfaction with the repairs and maintenance service over time**



### Satisfaction by area (all tenants)

Satisfaction with the repairs and maintenance is rated much lower in the North area (65%) than in the Central South (70%) and East (72%) areas. The satisfaction rating in the North area has dropped by 2% over the last two years, while rising in the East area by 3%.

**Figure 5.3: Satisfaction with the repairs and maintenance service by area**



### Demographic analysis (all tenants)

**Age** - Analysis by age found that middle-aged tenants (62%) and younger tenants (57%) are far less satisfied with the repairs service than older tenants (79%).

**Gender** - The survey found that male tenants are considerably more satisfied with the repairs services (72%) compared with female tenants (66%).



**Health problems** – Tenants who had a health problem which limits their day-to-day activities a lot are more satisfied with the repairs and maintenance service (73%) compared with those without a problem (65%).

**Ethnic origin** – White Irish tenants were the group most satisfied with the repairs service (97%), with Black / Black British Caribbean tenants (59%) the least satisfied.

**Property type** – Satisfaction with the repairs service is rated higher by those living in a bungalow (76%) or a house (72%) than in either a maisonette (63%) or a flat (66%).

**Number of bedrooms** - The survey found that tenants living in bedsits are the most satisfied with the repairs service (76%).

## 6. Neighbourhood

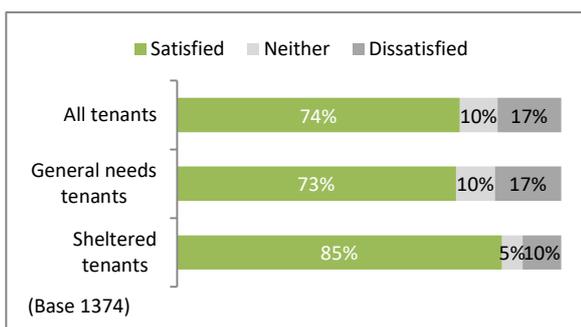
This section examines tenants' views of their neighbourhood, in terms of whether it is a good place to live and the local problems experienced by tenants living in the area. The Council operates a neighbourhood inspection service which covers all housing estates, green spaces and play areas. They act as a point of contact for tenants wanting to report areas of concern. Croydon are currently concentrating efforts on tackling anti-social behaviour, in particular fly-tipping and littering.

### 6.1 A place to live

**74%** Three-quarters of tenants are satisfied with the neighbourhood as a place to live (74%), with just under one in three tenants "very" satisfied (30%). One in six tenants are dissatisfied with their neighbourhood (17%), while 7% are neither satisfied nor dissatisfied.

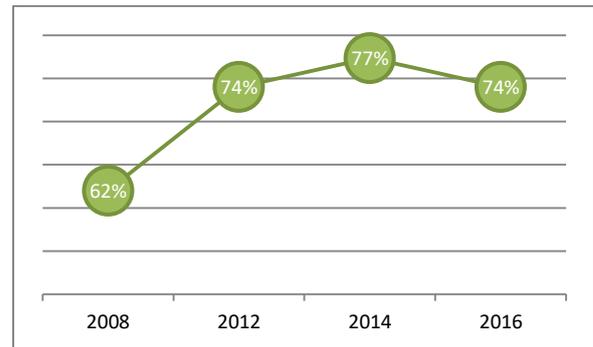
Sheltered housing tenants are much more satisfied with their neighbourhood as a place to live (85%) than general needs tenants (73%).

**Figure 6.1: Satisfaction with the neighbourhood as a place to live**



Satisfaction with the neighbourhood as a place to live has fallen slightly since two years ago (3% lower). The overall rating however hides a higher rating from sheltered tenants (2% higher), which is overshadowed by the lower rating from general needs tenants (4% lower).

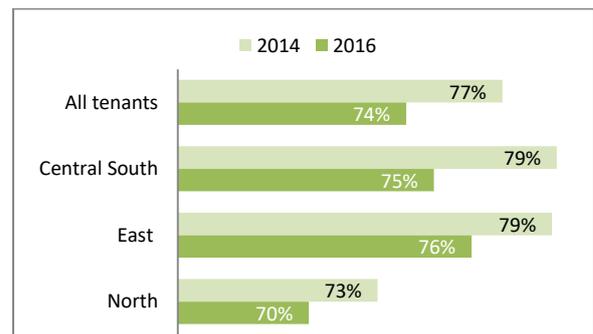
**Figure 6.2: Change in satisfaction with the neighbourhood over time**



### Satisfaction by area (all tenants)

The chart below reveals satisfaction is higher in the Central South and East areas; however, satisfaction has fallen in all areas compared with 2014.

**Figure 6.3: Satisfaction with the neighbourhood by area**



### Demographic analysis (all tenants)

**Age** - Analysis by age found that older tenants (81% - 60 years old or over) are more satisfied with the neighbourhood than younger tenants (68% to 69% under 60 years old).

**Gender** - The survey found that more male tenants are satisfied with their neighbourhood (76%) compared with female tenants (72%).

**Health problems** - Tenants with a health issue which impacts their day-to-day activities a lot (68%) are less satisfied with the neighbourhood compared with other tenants (74% to 76%).

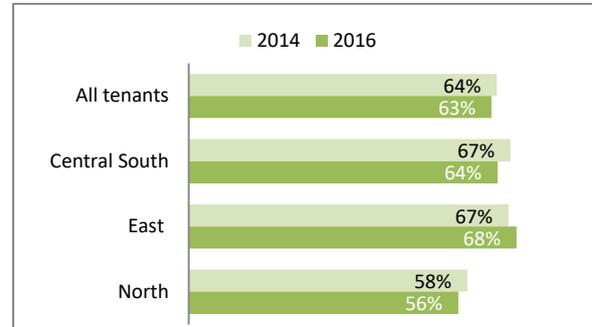
**Ethnic origin** - The survey found that Other White tenants (57%) are the least satisfied with their neighbourhood than other ethnic groups.

**Property type** – Satisfaction with neighbourhood was rated highest by those living in a bungalow (90%) or house (78%) rather than in a flat (67%) or a maisonette (68%).

**Number of bedrooms** - The survey found that tenants living in a three or four-bedroom property (78% to 85%) are the most satisfied with their neighbourhood, especially compared with those living in bedsits (61%).

Satisfaction in the areas is similar to the levels found two years ago.

**Figure 6.5: Satisfaction with the appearance of the neighbourhood by area**



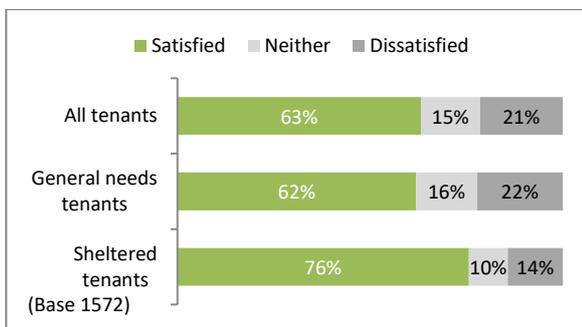
## 6.2 Overall appearance

**63%** Just under two-thirds of Croydon’s tenants are satisfied with the overall appearance of their neighbourhood (63%). Tenants are more likely to be “fairly” satisfied (48%) rather than “very” satisfied (16%) with the appearance of their neighbourhood.

A fifth of tenants are dissatisfied with the appearance of their neighbourhood (21%), while 15% are neither satisfied nor dissatisfied.

Sheltered tenants are far more satisfied with the appearance of their neighbourhood (76%) compared with general needs tenants (62%).

**Figure 6.4: Tenant satisfaction with the appearance of their neighbourhood**



## 6.3 Local problems

As Figure 6.6 on the next page illustrates, a whole range of local problems were reported by over half of tenants - rubbish/litter (68%), fly tipping (61%), car parking (59%) and dog fouling/dog mess (51%).

Around two-fifths of tenants are affected by noisy neighbours (43%) and disruptive young people (42%); while drug use or dealing was affecting around a third of tenants (33%). Over a quarter of tenants said there were local problems with vandalism and graffiti (27%), drunk or rowdy behaviour (28%) and other problems with pets/animals (30%).

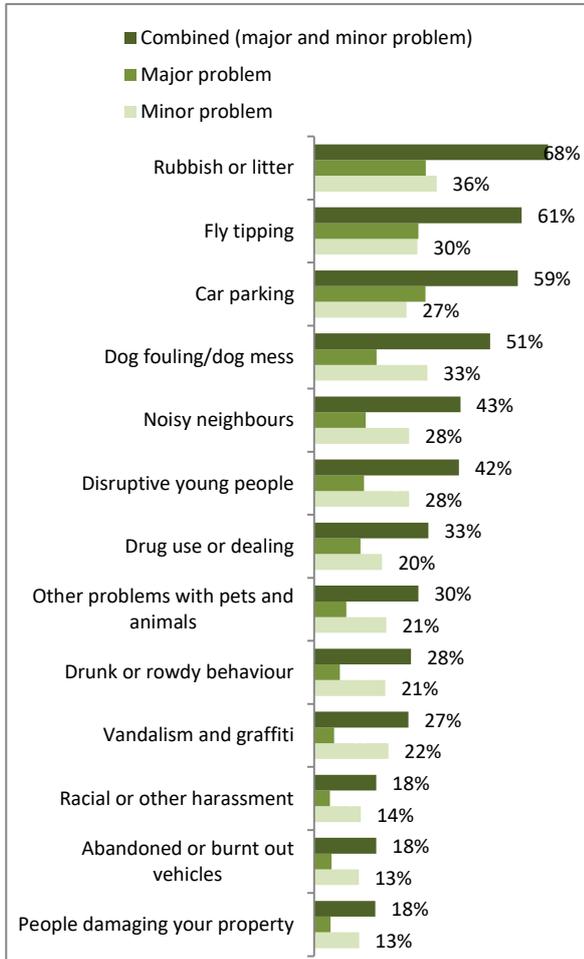
It is important to note that many local problems are minor problems rather than major problems. Only three issues – rubbish or litter (33%), fly tipping (30%) and car parking (32%) – are major problems for more than a fifth of the tenant population.

### Satisfaction by area (all tenants)

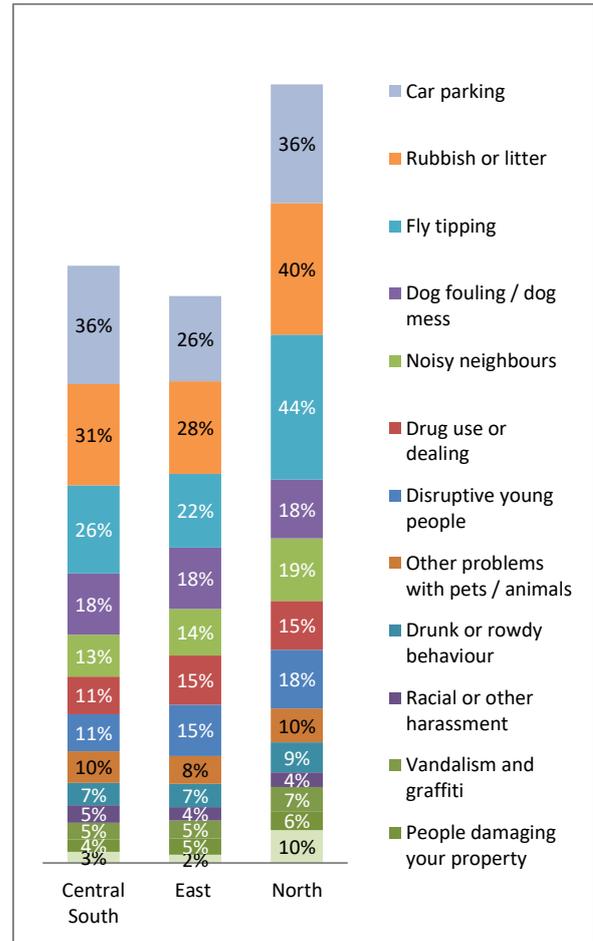
Tenants living in the Central South and East areas are more satisfied with the appearance of their neighbourhood (67%), compared with those living in the North area (58%).



**Figure 6.6: Local problems (minor, major and combined) for all tenants**



**Figure 6.7: Different levels of local problems reported by tenants (major problems only)**



### Local problems in each area

Looking at the levels of local problems reported in each of the three areas reveals that tenants in the North area reported the highest levels of major problems; however a higher percentage of tenants in all three areas reported problems with car parking (26% to 36%), rubbish & litter (28% to 40%) and fly-tipping (22% to 44%).

### Changing problems

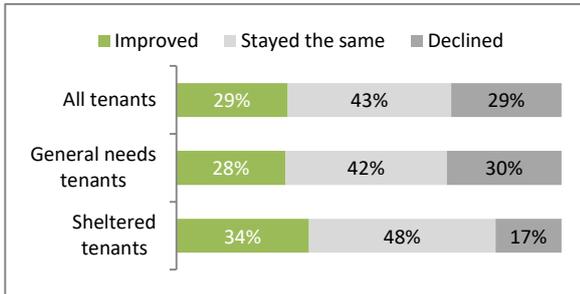
In the last two years the North area saw increases in local problems with fly-tipping and car parking (8% to 10% higher), with the East and South areas also reporting increasing levels of local problems with car parking (5% to 8% higher). On a positive note, all areas reported lower levels of dog fouling or dog mess (7% to 9% lower).

## 6.4 Is the neighbourhood improving or declining?

Encouragingly, 29% of Croydon’s tenants felt that their neighbourhood had improved in the last three years, 10% of whom felt that it had ‘greatly’ improved. While 43% of tenants felt that it had stayed the same, over a quarter of tenants felt that their neighbourhood had declined in the last three years (29%).

Sheltered housing tenants were noticeably more positive than general needs tenants.

**Figure 6.8: Change in the neighbourhood in the last three years**



The percentage of tenants who felt that the neighbourhood had improved in the last three years is lower than the percentage found two years ago (34% in 2014 compared with 29% in 2016); with more tenants in 2016 believing that their neighbourhood had declined (25% in 2014 compared with 29% in 2016).

#### **Satisfaction by area (all tenants)**

There was little difference in the three areas as to whether the neighbourhood had improved (28% to 30%) or declined (27% to 31%).

## 7. Estate services

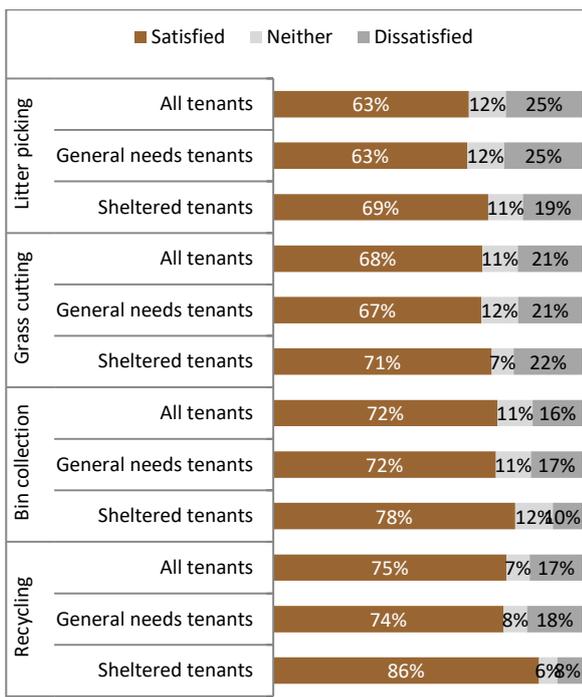
The following analysis of results looks at tenant satisfaction with estate services and communal areas which ultimately have an impact on the overall quality and feel of the neighbourhoods.

### 7.1 Local services

Around three out of five tenants are satisfied with litter picking in the Council (63%), with two-thirds of tenants satisfied with grass cutting (68%). Tenants awarded slightly higher ratings for bin collection (72%) and recycling (75%).

Sheltered housing tenants are once again more satisfied than general needs tenants.

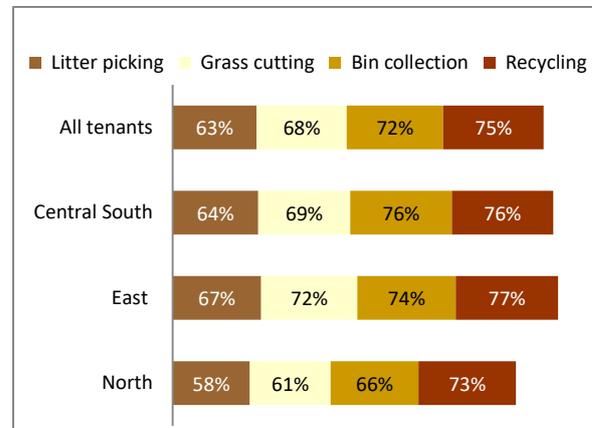
**Figure 7.1: Satisfaction with grounds maintenance and estate services**



#### Satisfaction by area (all tenants)

Slightly fewer tenants living in the North area are satisfied with litter picking, grass cutting, bin collection and recycling.

**Figure 7.2: Satisfaction with grounds maintenance and estate services at area level**

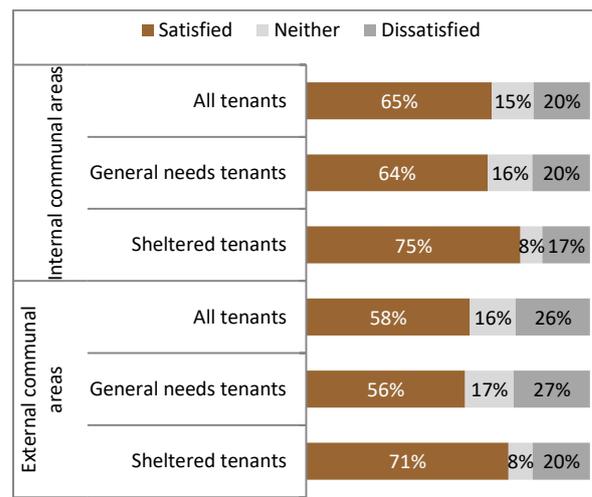


### 7.2 Communal areas

Around two-thirds of tenants are satisfied with the internal (65%) communal areas, while the level of satisfaction with the cleaning of external areas is slightly lower (58%). Over a fifth of tenants are dissatisfied (20% to 26%).

Sheltered housing tenants are much more satisfied with communal cleaning (71% to 75%) than general needs tenants (56% to 64%).

**Figure 7.3: Satisfaction with communal areas**



#### Satisfaction by area (all tenants)

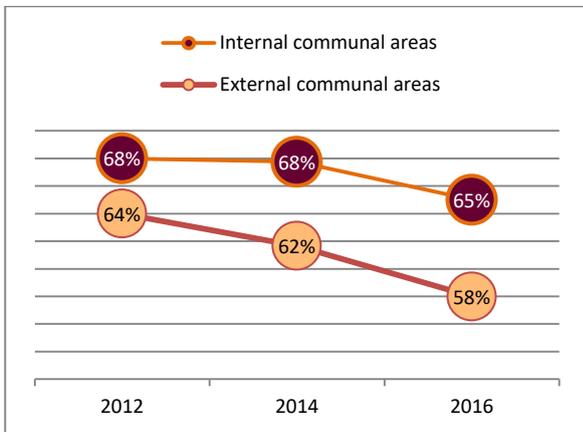
A higher percentage of tenants in Central South and the East are satisfied with the cleaning of internal (69% and 66% respectively) and external (60% and 61% respectively) communal areas

compared to those in the North (60% and 52% respectively). Satisfaction has fallen in the last two years in Central South and the North, while staying the same for external communal areas and even increasing (4% higher) for internal communal areas.

### Satisfaction over time

As the chart below shows, satisfaction with the cleaning of communal areas appears to be falling among Croydon Council's tenants.

**Figure 7.4: Satisfaction with communal areas over time**





## 8. Contact with Housing Services

How staff dealt with the various queries and enquiries raised by tenants is examined in this section. The views of tenants who had not been in contact with Croydon Council in the last 12 months are not included.

### 8.1 Customer contact in the last year

Around two-thirds of tenants had contacted Croydon Council in the last 12 months (other than to pay rent) than in 2015 (65%). More contact was made by general needs tenants (67%) than by sheltered housing tenants (50%).

### 8.2 Method of contact

When communicating with their landlord the vast majority of tenants (82%) telephoned the Council, up 3% on the last survey. Few tenants visited the Council's office (4%), emailed (4%) or used the website (5%) when they wanted to make contact. Even fewer tenants wrote (1%) or made contact in person on the estate (1%). The new app "My Croydon" was used by just 2% of tenants.

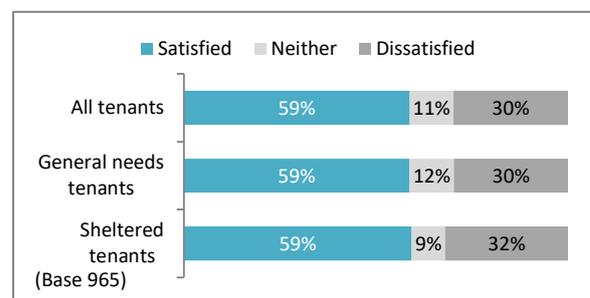
**Figure 8.1: Method of contact**

	All tenants	General needs	Sheltered
By telephone	82%	82%	78%
Through the website	5%	5%	0%
In person at council office	4%	4%	6%
By email	4%	3%	4%
By 'My Croydon' app	2%	2%	1%
By post	1%	1%	2%
In person on estate	1%	0%	7%
Other	1%	1%	1%
Can't remember	1%	1%	2%
<b>Base</b>	<b>1558</b>	<b>1414</b>	<b>144</b>

### 8.3 Getting hold of the right person

**59%** Around three-fifths of tenants found it easy to get hold of the right person when they last contacted the Council (59%), with no difference between general needs or sheltered housing tenants. Just under a third of tenants found it difficult to get hold of the right person (30%) and 11% found it neither easy nor difficult.

**Figure 8.2: Getting hold of the right person**

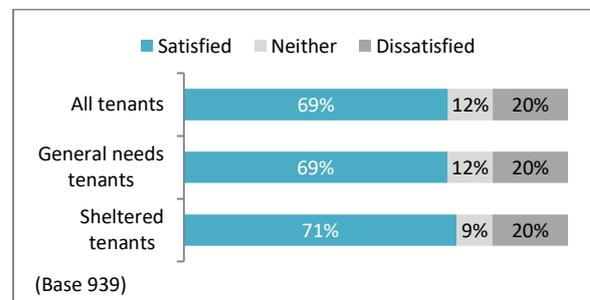


### 8.4 Helpfulness of staff

**69%** Just over two-thirds of tenants are satisfied with the helpfulness of staff (69%). A fifth of tenants found staff unhelpful (20%) and a further 12% of tenants found staff neither helpful nor unhelpful.

The survey found little difference between sheltered housing and general needs tenants.

**Figure 8.3: Helpfulness of staff**

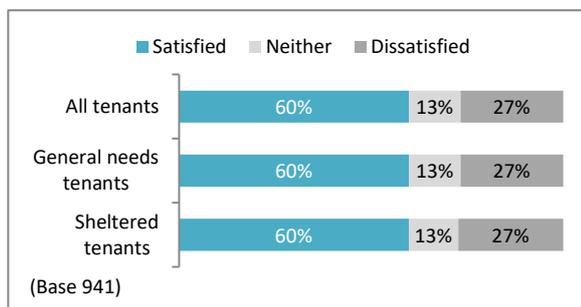


## 8.5 Ability to deal with query quickly and efficiently

60%

Three out of five tenants said that Croydon Council had been able to deal with their query quickly and efficiently (60%), while over a quarter (27%) said they had not. Once again the survey found little difference between sheltered housing and general needs tenants.

**Figure 8.4: Ability to deal with query quickly and efficiently**



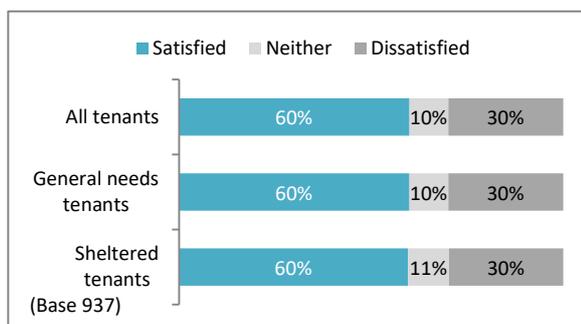
## 8.6 Final outcome of query

60%

Three out of five tenants are satisfied with the final outcome of their contact (60%). Just under a third of tenants were dissatisfied with the final outcome (30%), while one in ten were neutral (11%).

Sheltered tenants were just as satisfied as general needs tenants with the final outcome of contact.

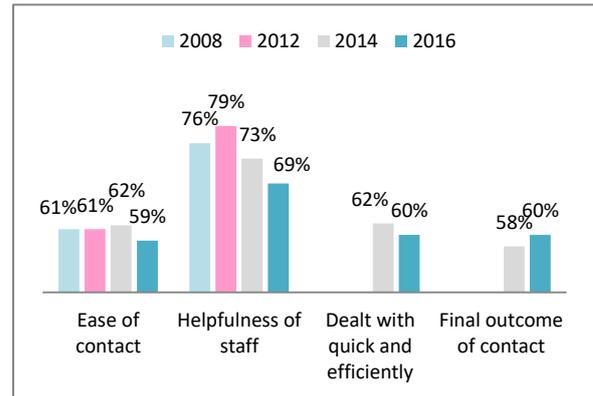
**Figure 8.5: Satisfaction with outcome of query**



## Change over time

As the chart below shows, satisfaction with customer contact has fallen slightly in the last two years (2% to 4% lower); the only exception being the slightly higher rating for satisfaction with the final outcome (2% higher).

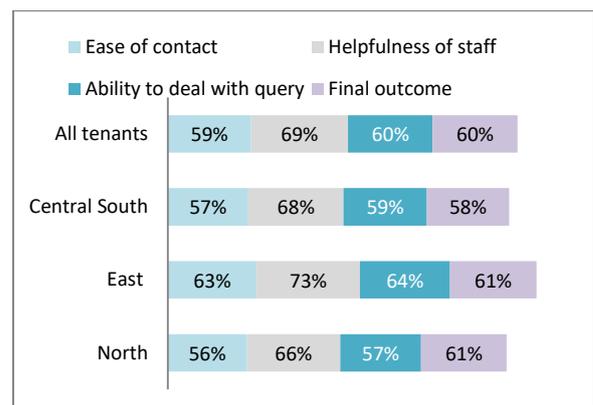
**Figure 8.6: Satisfaction with outcome of query over time**



## Customer contact at area level

Slightly more tenants in East (63%) found it easier to contact the right person, found staff helpful (73%) and able to deal with their enquiry (64%) compared with tenants in the other two regions.

**Figure 8.7: Satisfaction with customer contact at area level**





## 9. Internet access

With more and more emphasis and increasing reliance on communications via digital technology in the wider marketplace, and the expectation from government agencies such as the Department of Work and Pensions that tenants make applications for their services and benefits online, landlords are endeavouring to ensure that their tenants are not excluded or marginalised through lack of access to electronic information and contact.

### 9.1 Internet usage

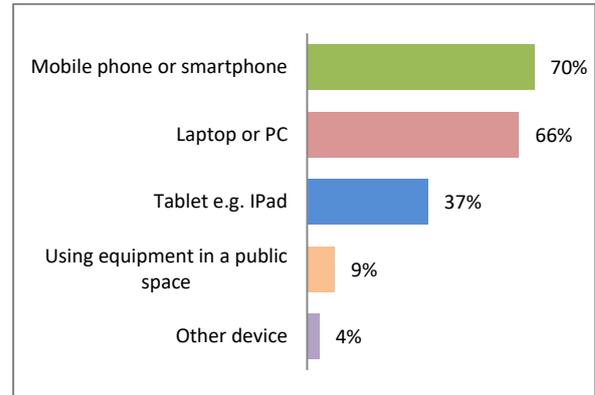
Just under half of Croydon’s tenants use the internet (47%), identical to the percentage found in 2014 and lower than in 2012 (53%).

The ratings are low given the national average of 89% households that have internet access (Office for National Statistics – August 2016).

### 9.2 Ways of accessing the internet

Following the trend found nationally, more tenants now access the internet using a mobile phone or smartphone (70%), followed closely by those who use a laptop or PC (66%). Over a third of tenants access the internet by way of a tablet such as an iPad (37%). Around one in ten tenants rely on using equipment in a public space such as a library (9%). Access by other devices, such as a PDA, MP3, e-book reader or games console is much lower (4%).

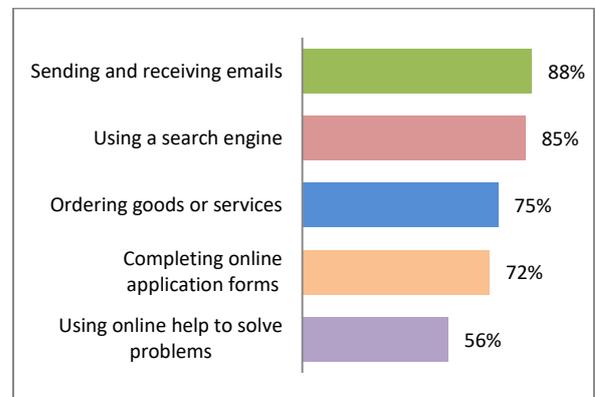
**Figure 9.1 The ways in which tenants access the internet**



### 9.3 Online confidence

The vast majority of tenants are confident sending and receiving emails (88%), using a search engine (85%), and around three-quarters will order goods and services online (75%) and complete online application forms (72%). Only half of tenants however are confident using online help to solve problems.

**Figure 9.2: Confidence using the internet**



### 9.4 Encouraging tenants online

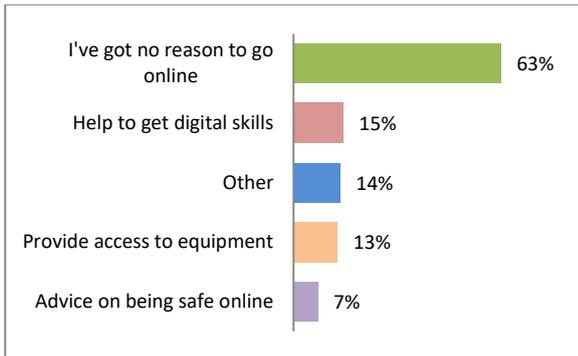
Those tenants who do not use the internet were asked what the Council can do to encourage them to go online. For many there is nothing the Council can do as they said that they have no reason to go online (63%).

Around one in seven tenants felt that the Council could provide help with digital skills,

providing access to equipment and a range of other measures.

The survey found little difference in opinions between general needs and sheltered housing tenants.

**Figure 9.3: Encouraging tenants to use the internet**





# 10. Communication and involvement

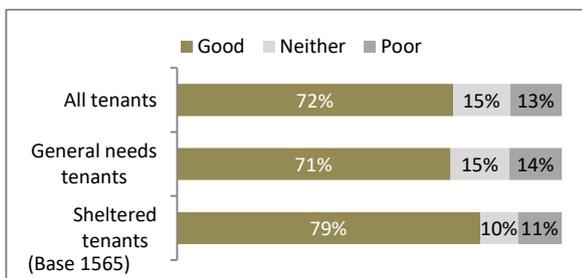
Over recent years social landlords have put a lot of time and resources into ensuring that they have effective and clear communication channels in place, and that information given out to tenants is clear and easy to understand. Croydon Council offers a wide range of information leaflets and channels of communication, using a variety of traditional methods and online. This section examines the views of Croydon Council’s tenants in these three key areas and notes any differences among tenants.

## 10.1 Keeping tenants informed

**72%** Just under three-quarters of tenants felt that Croydon Council was good at keeping them informed about things that might affect them as a tenant (72%), and a quarter of these said that Croydon Council was “very good” at this (25%). One in eight tenants said that Croydon Council was poor in this area (13%), while 15% are neutral (neither good nor poor).

A higher percentage of sheltered tenants felt informed (79%) compared with general needs tenants (71%).

**Figure 10.1: Keeping tenants informed about things that might affect them**



### Satisfaction by area (all tenants)

The survey found that tenants in the East felt more informed (74%) compared to those in the North (69%).

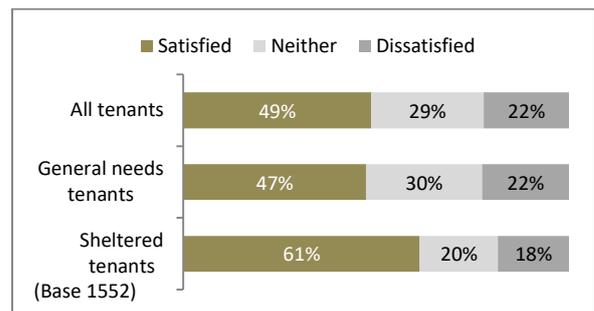
## 10.2 Listens to views and acts on them

**49%** Half of all tenants felt that their landlord listens to their views and acts upon them (49%), with more “fairly” satisfied (33%) than “very” satisfied (15%).

While many tenants are neither satisfied nor dissatisfied (29%), more than a fifth are actually dissatisfied and did not feel that the Council listens to their views and acts upon them (22%).

Sheltered tenants are more likely to feel that Croydon Council listens to their views (61%) compared with general needs tenants (47%).

**Figure 10.2: Listens to views and acts upon them**



### Satisfaction by area (all tenants)

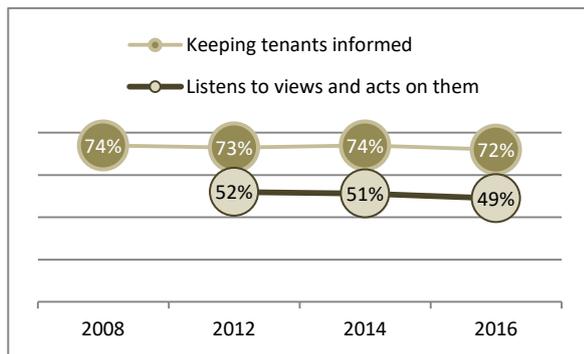
Slightly more tenants in the East felt that their views are listened to (51%) compared to those in the two other areas (47% to 48%).

### Satisfaction over time

The result from the 2016 survey show that tenants are slightly less satisfied compared to two years ago, with satisfaction falling more amongst general needs tenants than sheltered housing tenants.



**Figure 10.3: Change over time**



### Demographic analysis (all tenants)

**Age** – The most satisfied tenants with listening to views and acting upon them are older tenants (56%) by a considerable margin, with younger tenants rating listening to views at below half of the tenant population (39% to 43%).

**Gender** - The survey found that male tenants are considerably more satisfied with listening to views (53%) compared with female tenants (43%).

**Health problems** – The survey found that health had no impact on satisfaction with listening and acting on views.

**Ethnic origin** – Fewer Mixed White & Black Caribbean tenants (34%) and Asian (35%) tenants felt that the council listens to their views.

**Property type** – Tenants living in a bungalow are more satisfied that their views are listened to (57%) compared with those living in maisonettes (37%).

**Number of bedrooms** - The survey found that the number of bedrooms had little impact on satisfaction with listening to views.

## 10.3 Getting involved in the local community

Just over a quarter of all tenants are happy for their names to be passed back to Croydon to receive more information about tenant involvement (27%). Interest was higher in the North area (32%) compared to the East and Central South (24% to 25%), with general needs tenants slightly more interested (28%) than sheltered housing tenants (25%).

## 10.4 Contact information

Tenants were asked to provide contact details to update the Council's information and tenants provided over 400 telephone numbers, over 500 mobile numbers and over 450 email addresses.



# 11. Advice and support

Providing advice and support is a vital service for those tenants who rely on their landlord or support worker. This section examines tenant satisfaction in key areas. Tenants who had not used the services were excluded from the analysis.

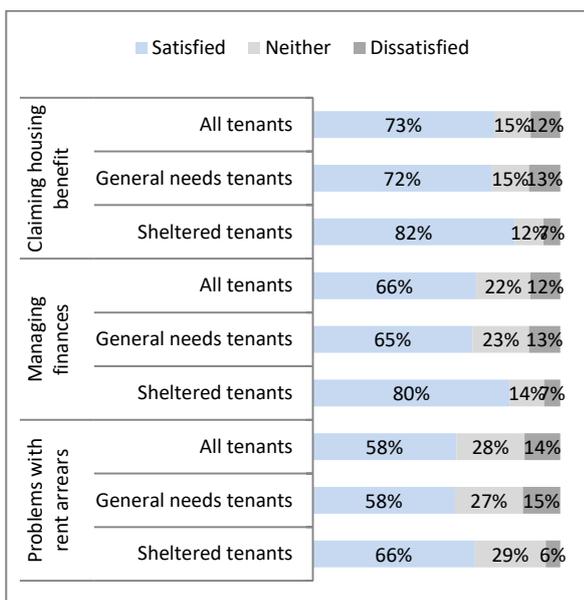
## 11.1 Providing support and advice

The majority of tenants are satisfied with the advice and support given by Croydon Council with regard to claiming housing benefit and other welfare benefits (73%). The rating matched the one found in 2014.

Two-thirds of tenants are satisfied with help in managing their finances and to pay rent and service charges (66%), 2% lower than two years ago. Almost three in five tenants are satisfied with the help given in dealing with a rent arrears problem (58%), up 2% on the last survey.

As the chart in Figure 11.1 shows, sheltered tenants rated all aspects of the advice and support services higher than general needs tenants (8% to 15% higher).

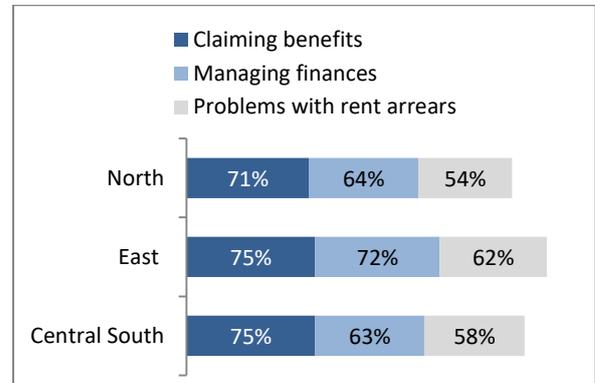
**Figure 11.1: Satisfaction with financial advice and support**



## Satisfaction by area (all tenants)

Tenants in the East area are more satisfied with the advice and support provided by the Council.

**Figure 11.2: Satisfaction with advice and support at area level**



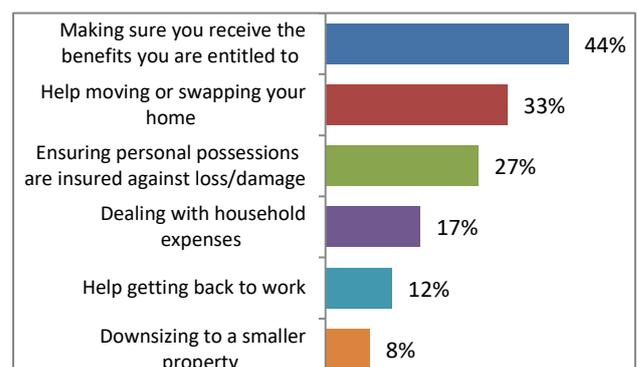
## 11.2 Further information

A number of tenants asked for further information to be sent to them on a range of issues shown in the chart below. A little over two-fifths of the tenants would like more information on receiving benefits (44%), while a third of those who responded to the question want more information on moving home (33%)

and a quarter would like information on ensuring their personal possessions are insured against loss/damage (27%).

The names and addresses of those tenants have been passed on to Croydon Council.

**Figure 11.3: Areas where tenants would like further information**





### 11.3 Assistance with claiming benefits in the future

Overall 5% of tenants would like help setting up a bank account and 7% would like help with emails and the internet. The names and addresses of those tenants have been passed back to the Council.



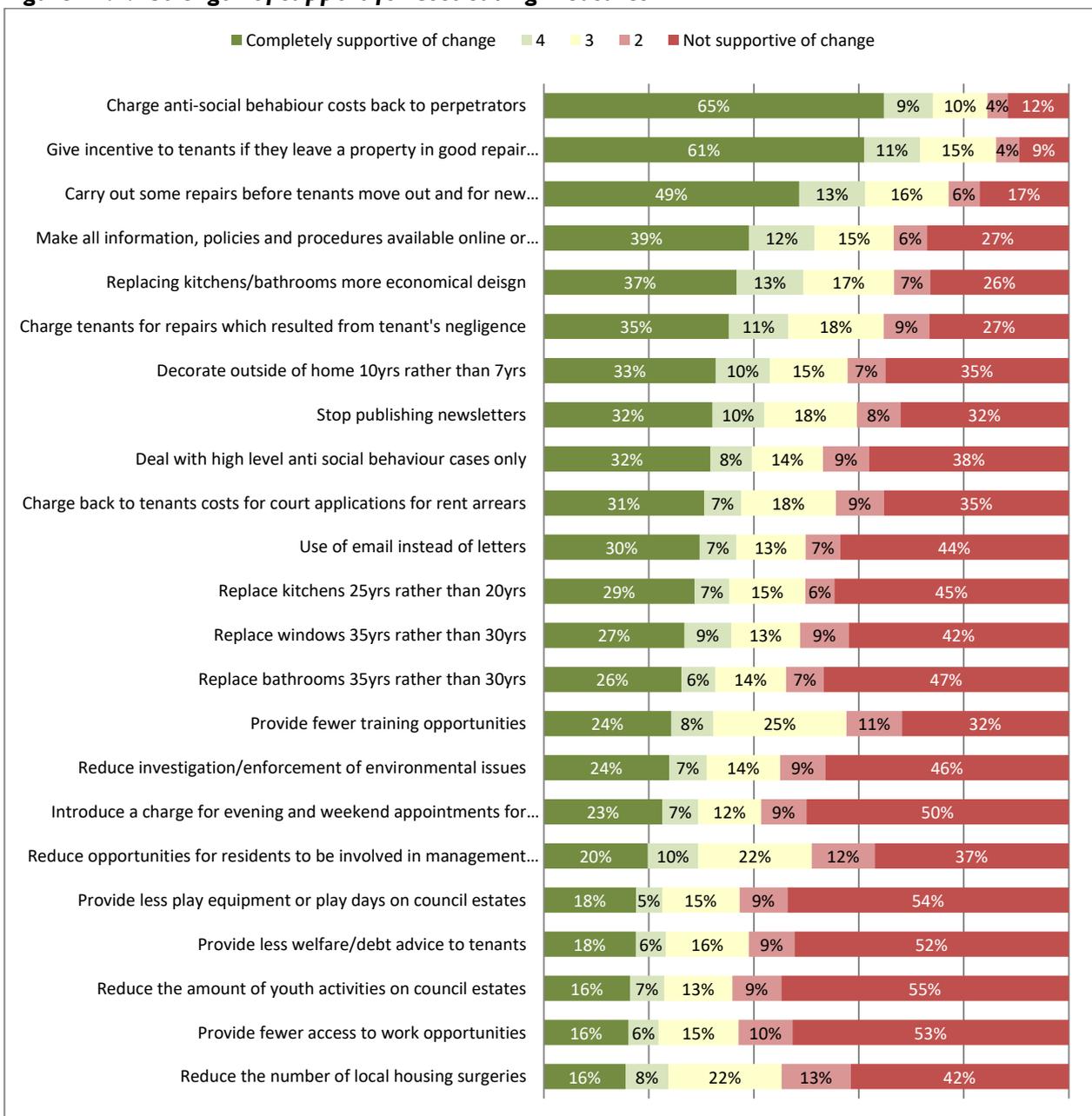
## 12. Support for cost-saving measures

The Government has asked Councils to reduce rents by 1% over the next four years, resulting in reduced income for Croydon Council which will impact on the provision of services. The Council used the survey as an opportunity to consult tenants on potential cost-saving measures and the views of those who had an opinion are reviewed.

### 12.1 Support for changes

Out of a long list of potential measures three stand out as gaining more backing than other proposals – charging ASB perpetrators, incentivising tenants to leave their properties in good repair when they leave and reducing void times by carrying out repairs before tenants move out and after when new tenants have moved in.

**Figure 12.1: Strength of support for cost-saving measures**

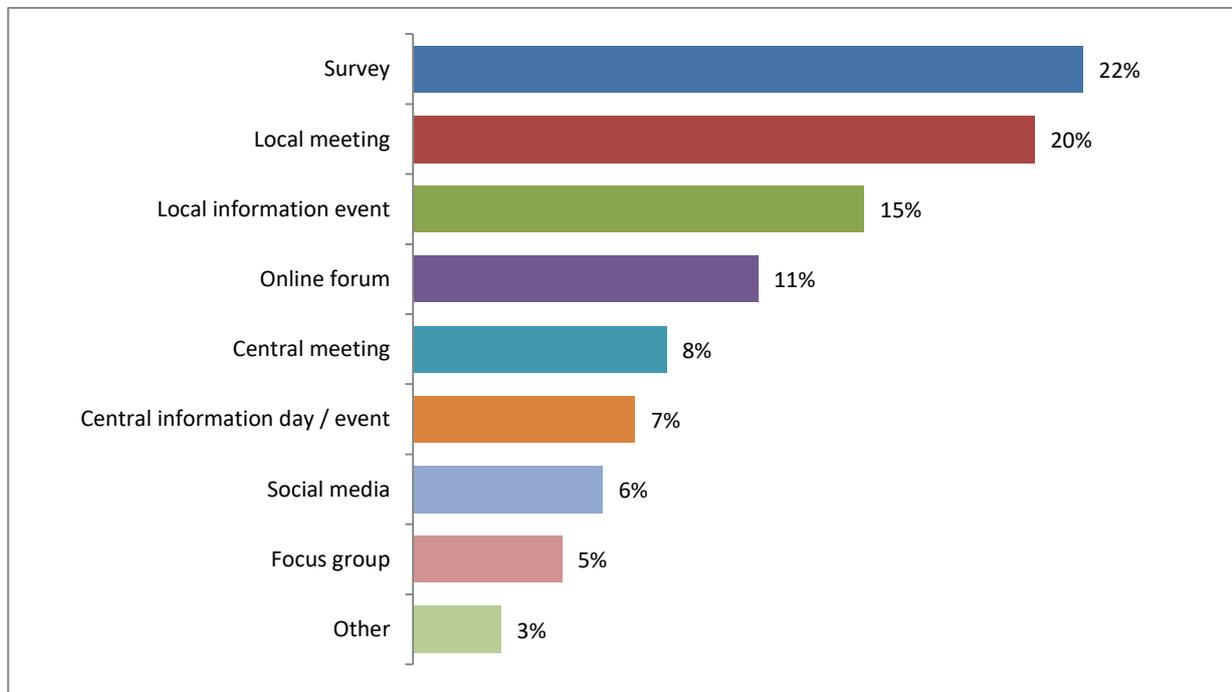


The survey also found that there was far less support for some measures, with around half or more of the tenants responding to say they are not supportive of: an introduction of a charge for evening and weekend appointments, provide less play equipment and play days on estate, providing less welfare and debt advice to tenants, reducing the amount of youth activities on estates and providing less access to work opportunities.

## 12.2 Interest in information events

The Council plans to run information events to consult tenants on what the rent reduction will be for them. Tenants are interested in a number of different kinds of events with surveys (22%) and local meetings (20%) the most popular.

**Figure 12.: Percentage of tenants interested in attending events**





### 13. Tenants' comments

Tenants were given the opportunity to make comment on anything else they wanted to say about their home and the services Croydon Council provides.

Over 527 tenants wrote comments in the survey about their home or the services provided by the Council (614 comments). On a positive note it is encouraging that many tenants said that they are happy with their home and the services provided and that there was nothing that could be improved (16%).

As Figure 13.1 clearly shows, a number of tenants would like to see improvements – such as a new bathroom, kitchen, windows, or doors (16%). Linked to this, many tenants want to see improvements to the repairs service (14%), with outstanding repairs or a quicker repair service mentioned by many.

A range of tenancy management issues are mentioned by 12% of tenants – such as the need to move due to overcrowding and more help for older residents or those with health issues.

Around one in ten tenants mentioned that they would like to see improvements in their neighbourhood, neighbours or local problems tackled (11%); with car parking, problems with noise or neighbours and increased security the top three issues.

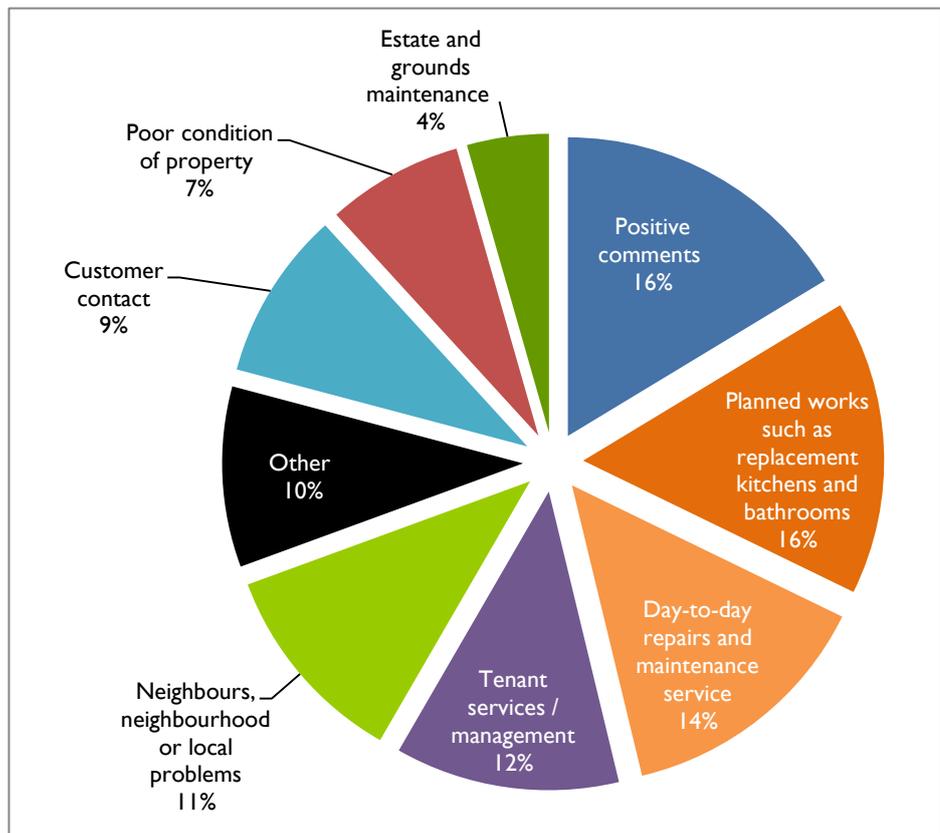
A similar number of tenants mentioned that they would like to see improvements in customer services (9%), often linked to problems getting hold of staff or the telephone call centre.

Less than one in ten tenants mentioned the poor state of repair of their property (7%) including the problems with damp.

Estate services were mentioned by a small number of tenants (4%), with problems often linked to communal areas.

A more detailed breakdown is given in Figure 13.2 on the next page

Figure 13.1: Summary of improvements





**Figure 13.2: Comments about tenants' home or the services Croydon Council provides**

Planned works such as replacement kitchens and bathrooms (16%)		
Improvement works (Kitchens, bathrooms)	64	10%
New windows	17	3%
Central heating, better heating system	9	1%
Doors - internal or external, porch	8	1%
Day-to-day repairs and maintenance service (14%)		
Outstanding repairs	32	5%
Quicker repairs	19	3%
Repairs service generally	15	2%
Improve contractors	10	2%
Quality of repair work	8	1%
Check repairs done, inspect work	2	0%
Tenant services / management (12%)		
Overcrowding - need to move	27	4%
Help for older residents/health issues	16	3%
Want to move, transfer	10	2%
Shower needed	5	1%
Stop increasing rents, lower rents	4	1%
Poor condition of property at letting	4	1%
Decorating service	3	0%
Warden service	2	0%
Want to buy property	2	0%
Lower heating costs	1	0%
Neighbours, neighbourhood or local problems (11%)		
Car parking	14	2%
Problems with neighbours, noise	13	2%
Do not feel safe	11	2%
Litter, graffiti, vandalism	9	1%
Drugs related problems	7	1%
ASB	4	1%
Neighbourhood downhill	4	1%
Standard of tenant gardens	3	0%
People hanging around on streets	3	0%
Customer contact (9%)		
Improve communication	10	2%
Do not like automated system	9	1%
Better customer care, customer service	7	1%
Hard to contact Housing Officer	7	1%

Don't keep promises	5	1%
Did not call /email back	4	1%
Want face to face contact	3	0%
Don't answer phones	2	0%
Complaints handling	2	0%
Staff rudeness	2	0%
Staff don't communicate with each other	2	0%
Poor call handling	1	0%
Inconsistent - some staff good/some bad	1	0%
Should listen more carefully	1	0%
Poor condition of property (7%)		
Damp problems	21	3%
External property maintenance	8	1%
Roof repairs	6	1%
Poor property condition	4	1%
Sound proofing	3	0%
Inspect property	2	0%
Insulation needed	1	0%
Estate and grounds maintenance (4%)		
Communal cleaning	9	1%
Maintenance/decoration of communal areas	6	1%
Grounds maintenance - grass cutting/gardeners	6	1%
Trees and hedges	3	0%
Fences and gates	2	0%
Paths and driveways	1	0%
Positive comments (16%)		
General, happy, no problems	100	16%
Other (10%)		
Problems with rubbish collection, fly-tipping	17	3%
Area for storage	4	1%
Bedroom tax	2	0%
More energy efficient, environmental, group purchase, solar panels etc.	1	0%
Other	39	6%



# 14. Recommending the Council

The Council included in the current survey the ‘net promoter’ question which looks at the likelihood of the tenant to recommend Croydon’s Housing and Building Services 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’.

## 14.1 Recommending the Council

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:

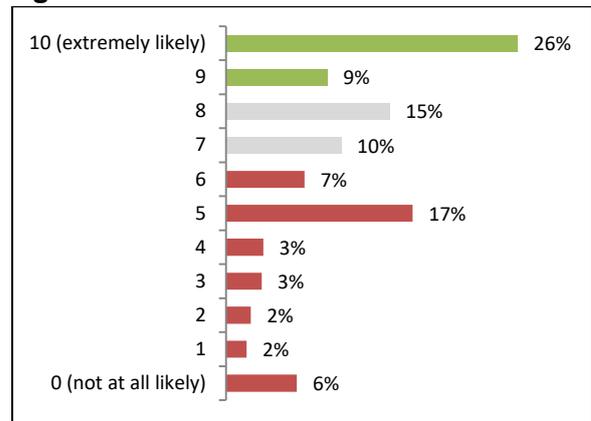
**Promoters** (score 9-10) are loyal enthusiasts who will promote and support the landlord, increasing their reputation.

**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.

The chart shows that a quarter of tenants scored the Council with a 10 (26%) and a further 9% awarded a score of 9. At the other end of the scale, some 6% of tenants awarded the Council a score of 0.

Figure 14.1: Net Promoter Score

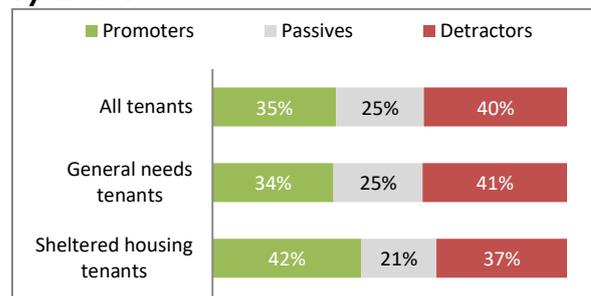


A third of tenants are very loyal and happy to promote the Council to friends and family and are promoters (35%), which is some 8% lower than in 2014. A quarter of tenants could be persuaded one way or the other and are classed as passives (25%).

Two-fifths of tenants are detractors and are likely to be negative about the Council (40%), which is an increase of 12% in just two years.

The survey found that there are more promoters among sheltered housing tenants (42%) compared with general needs tenants (34%).

Figure 14.2: Net Promoter Score breakdown by tenure



### 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 the Council is -5 for tenants (-7 for general needs

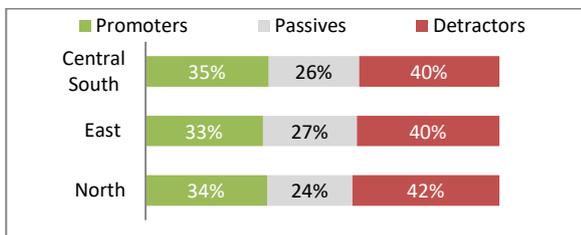
tenants and -5 for sheltered housing tenants).

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.

### Area analysis

The survey found little difference in the areas between the percentage of promoters (33% to 35%) or detractors (40% to 42%).

**Figure 14.3: Percentage of promoters and detractors in each neighbourhood**



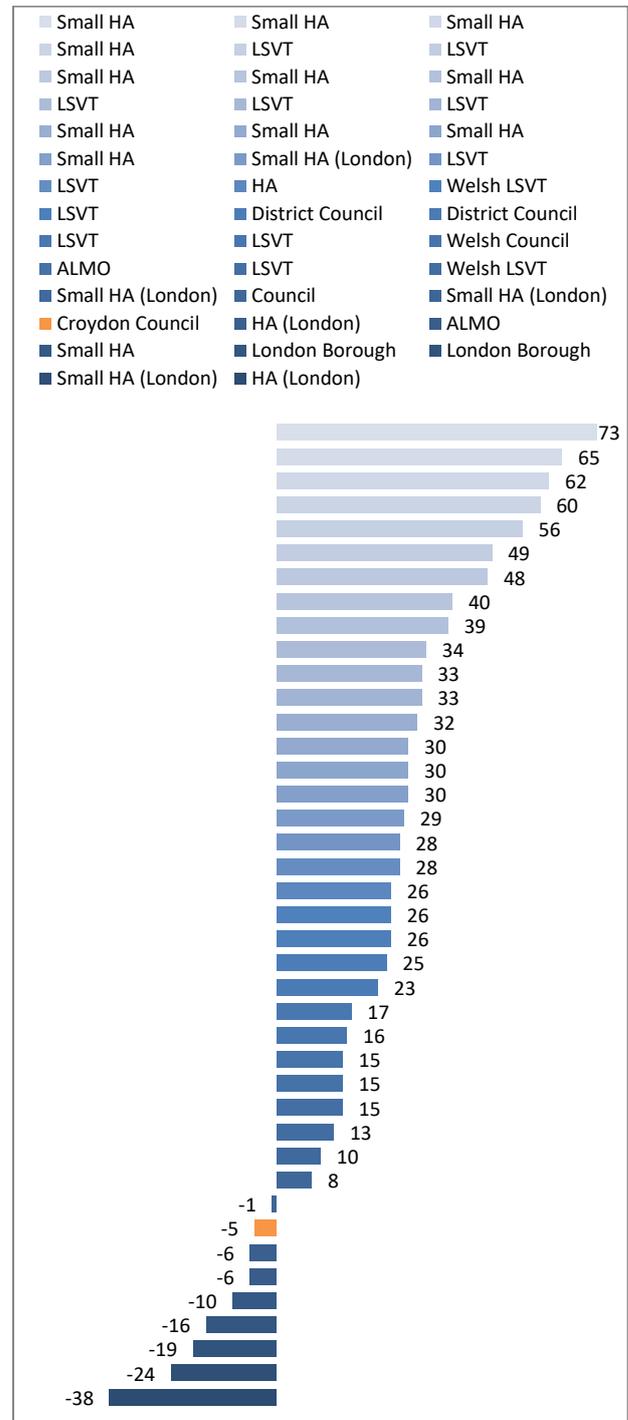
When the results are compared with HouseMark figures (220 landlords with over 1,000 properties – 2014/15 data – June 2016), the Net Promoter Scores for all tenants falls in the lower quartile.

**Figure 14.4: Comparison with other landlords (HouseMark)**

	All tenants
Croydon Council	-5
Upper quartile	43
Median	31
Lower Quartile	15
Highest	74
Lowest	-27

The chart below gives a comparison with landlords who have used Acuity in the last three years.

**Figure 14.5: Comparison with other landlords (Acuity)**





# 15. Demographics

The following analysis looks at the demographics of Croydon Council tenants (general needs and sheltered tenants) who responded to the survey. Whilst the results can be used to give a general indication of the Council’s tenant population, they are likely to vary slightly from those collected in a profiling survey or Croydon Council’s own housing management system. It is important to note that the demographic composition of a landlord will greatly influence the satisfaction ratings. It is widely accepted that older tenants are far more satisfied than younger households, families and often working households. Knowing who your customers are plays a vital role in ensuring the landlord offers the right mix of services; and customer insight tools which examine the makeup of tenants, the use of services and satisfaction levels are widely used in the social housing sector.

## 15.1 Age (principal tenant)

Less than half of principal tenants who responded to the survey (44%) are aged 60 or over, while slightly more respondents are aged between 35 and 59 years old (47%). The survey found that just 9% of all respondents are aged under 35 years old.

A higher percentage of the younger respondents live in the East area (13%) and the area has the lowest percentage of older respondents (38% over 60 years old).

**Figure 15.1: Age of main respondent**

	All respondents	Central South	East	North
34 years and under	9%	7%	13%	9%
35-59 years old	47%	45%	49%	45%
60+ years	44%	47%	38%	46%

(Base 1442 respondents)

## 15.2 Gender (principal tenant)

Two-thirds of tenants who completed the survey are female (66%) and are defined in this survey as the principal tenant for the purpose of analysis.

The North area has a higher percentage of male respondents (38%) compared with the Central South area (34%) and the East area (31%).

**Figure 15.2: Gender of principal respondent**

	All respondents	Central South	East	North
Male	34%	34%	31%	38%
Female	66%	66%	69%	62%

(Base 1440 respondents)

## 15.3 Health problems

Just over half of tenants who completed the survey (48%) have a member of the household whose day-to-day activities are limited due to a health problem which has lasted, or is expected to last, at least 12 months. Some 25% of respondents said that their day-to-day activities are limited a lot and 23% said they are limited a little.

**Figure 15.3: Impact of health problems on daily life**

	All respondents	Central South	East	North
Yes, a lot	25%	30%	22%	24%
Yes, a little	23%	20%	23%	26%
No	52%	50%	55%	49%

(Base 1509 respondents)

## 15.4 Ethnic origin

Just over half of Croydon’s respondents are White British households (56%). Black or Black British Caribbean (12% and African (12%) are the largest two single groups.



The North area has a much higher percentage of BME households (56%) compared to the other two areas.

**Figure 15.4: Ethnic origin of respondent**

	All respondents	Central South	East	North
White: English/Welsh/Scottish/Northern Irish/British	56%	62%	61%	44%
Black/Black British: Caribbean	12%	10%	7%	19%
Black/Black British: African	11%	10%	11%	14%
Any other ethnic group	3%	3%	4%	3%
Any other White background	3%	3%	2%	3%
Asian/Asian British: Indian	3%	2%	1%	5%
Any other Asian background	2%	2%	3%	2%
White: Irish	2%	2%	2%	3%
Any other Black/African/Caribbean background	2%	1%	3%	2%
Mixed: White & Black Caribbean	2%	2%	1%	2%
Asian/Asian British: Pakistani	1%	1%	2%	1%
Any other Mixed background	1%	1%	1%	1%
Asian/Asian British: Bangladeshi	1%	1%	1%	1%
Mixed: White & Asian	0%	0%	0%	1%
Mixed: White & Black African	0%	0%	0%	1%
Arab	0%	0%	0%	1%
Asian/Asian British: Chinese	0%	0%	1%	0%
White: Gypsy or Irish Traveller	0%	0%	0%	0%

(Base 1494 respondents)



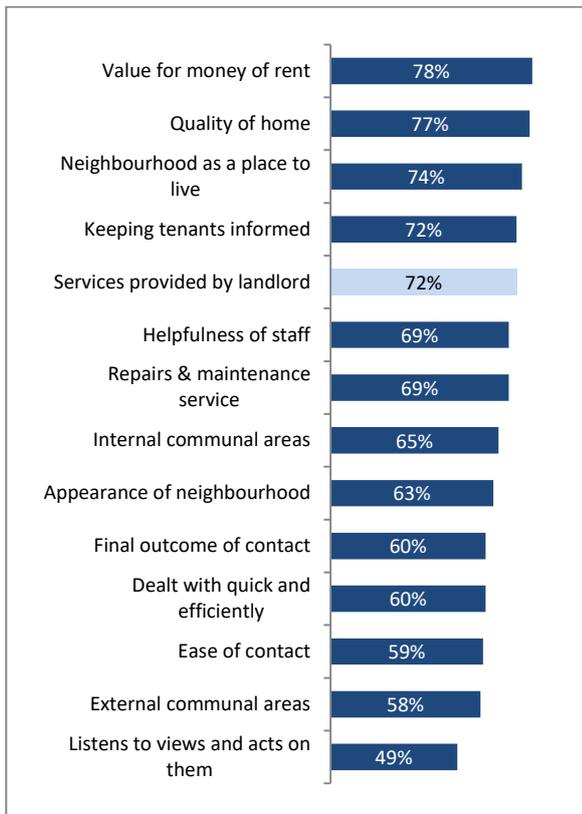
# 16. Understanding overall satisfaction

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

## 16.1 Key services

The majority of Croydon Council's tenants are satisfied with the overall services (72%).

**Figure 16.1: Satisfaction with key services for all tenants (general needs and sheltered housing)**



The overall rating for landlord services sits in the middle of a group of ratings including satisfaction with the neighbourhood, keeping

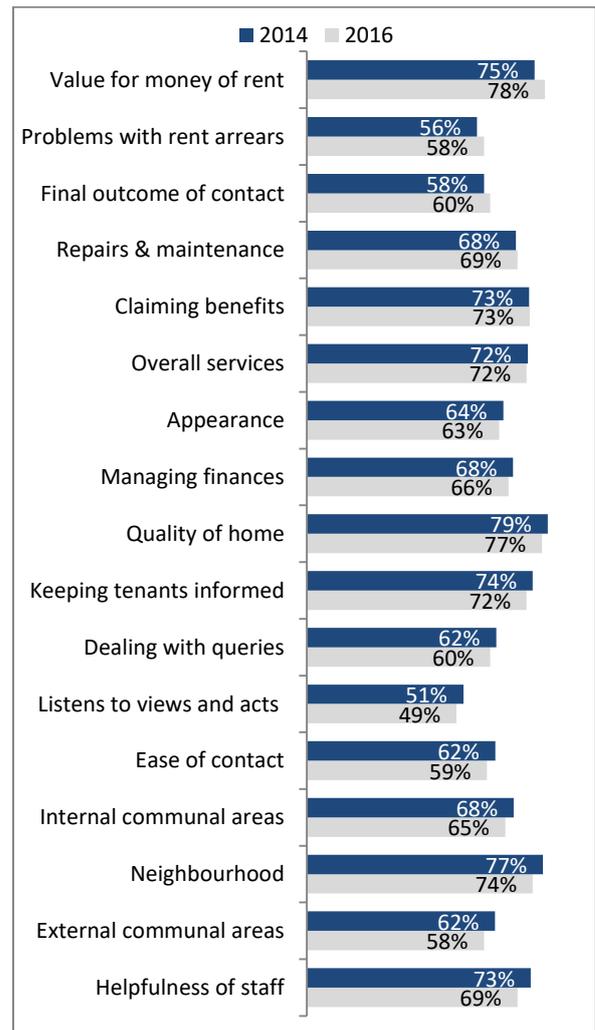
tenants informed, helpfulness of staff and the repairs service.

The rating is lower than that awarded for the value for money of the rent and the quality of the home, but higher than the ratings for listening to views, customer contact, the cleaning of communal areas and the appearance of the neighbourhood.

## 16.2 Change in satisfaction

The latest survey found that satisfaction has remained at similar levels to those found in 2014 in so far as none of the changes are large enough to be statistically significant. Overall satisfaction remains at 72%, which may reflect the overall trend.

**Figure 16.2: Change in satisfaction over the last two years**



The Council should however take note that many ratings have fallen marginally (1% to 4% lower), with the largest falls in satisfaction with customer contact (ease of contact and helpfulness of staff), the neighbourhood and the cleaning of communal areas (3% to 4% lower).

Satisfaction has increased in a few key areas, albeit marginally – repairs and maintenance (1% higher), final outcome of contact (2% higher) and value for money of the rent (3% higher).

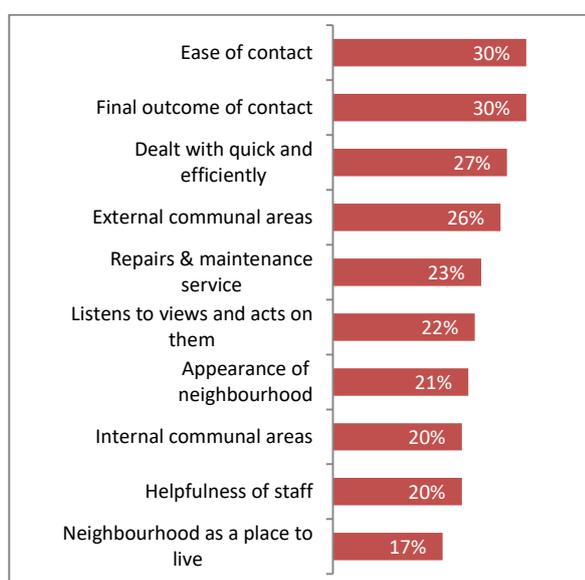
### 16.3 Lower levels of satisfaction

There were a number of areas where satisfaction is below 70% including cleaning of communal areas, customer contact, appearance of the neighbourhood and listening to views.

### 16.4 Dissatisfaction levels

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.

**Figure 16.3: Areas of high dissatisfaction**



There are some ratings where more than one in five tenants are dissatisfied at Croydon Council and are therefore of importance to the Housing Services department and are likely to contribute to the 15% of tenants who are dissatisfied with overall landlord services.

### 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.

The table below shows that there are many service areas which have a correlation with overall satisfaction. The analysis found a strong correlation with satisfaction with overall services and listening to views, keeping tenants informed and the repairs service.

Other ratings linked to customer contact and the quality of the home have a moderate to strong correlation.

Only a weak correlation was found between the neighbourhood and the cleaning of communal areas.

**Figure 16.4: Correlation with overall satisfaction**

Service area	Correlation
Listens to views and acts	0.70
Keeping tenants informed	0.65
Repairs and maintenance	0.63
Quality of home	0.59
Helpfulness of staff	0.58
Final outcome of contact	0.56
Dealt with query quickly and efficiently	0.56
Ease of contact	0.53
VFM rent	0.52
Recommend Council	0.51
Cleaning of internal communal areas	0.48
Cleaning of external communal areas	0.45
Neighbourhood appearance	0.44
Bin collection	0.41



Recycling	0.40
Neighbourhood	0.39
Litter picking	0.38
Improving neighbourhood	0.35
Grass cutting	0.32

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

Multiple regression is used to analyse the relationship between several key satisfaction questions and determine which ones have the most influence.

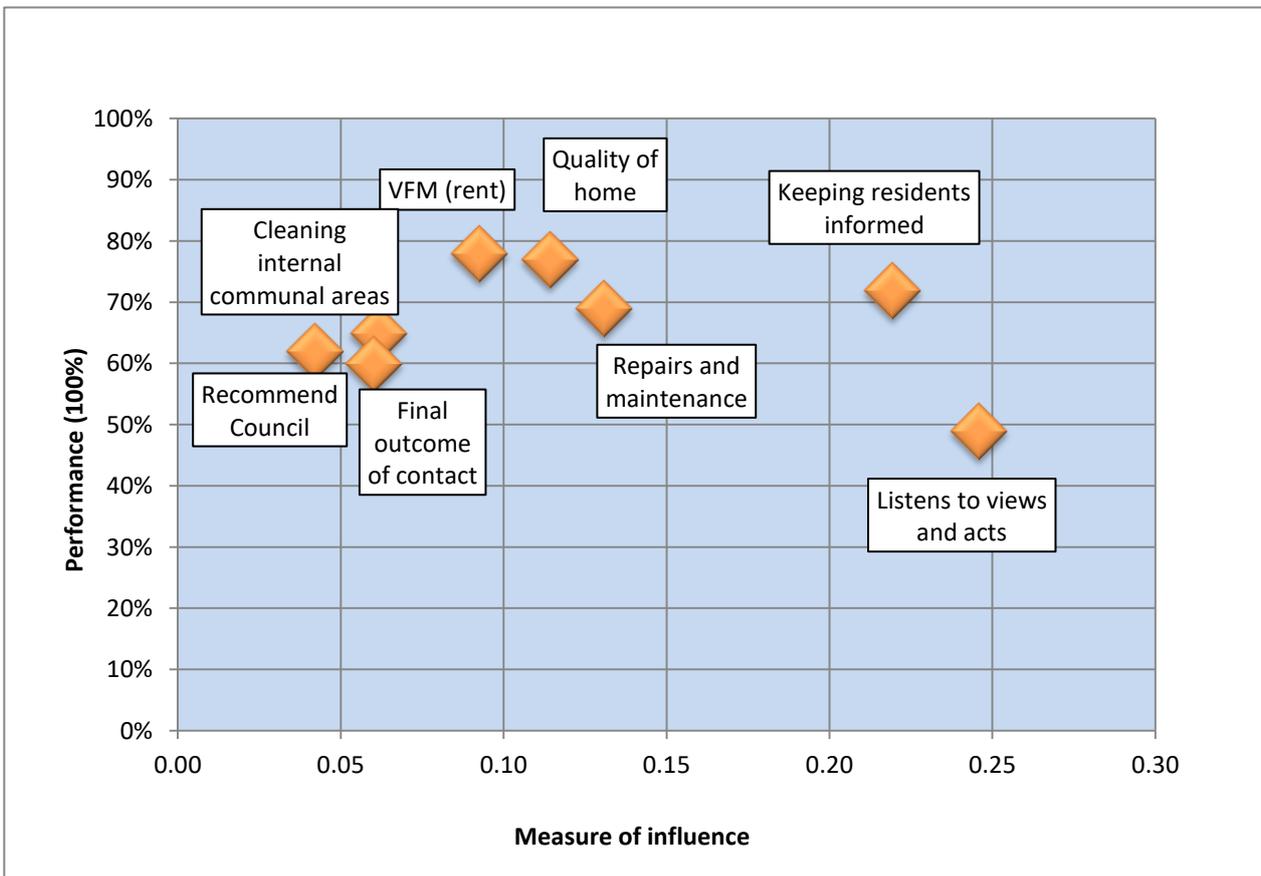
Key driver analysis is useful to identify service areas in which increases in satisfaction could potentially lead to an increase in the overall satisfaction rating. Tenants who did not have an opinion are excluded from this analysis.

As Figure 16.5 shows, the two most important drivers for tenants are listening to their views and being kept informed.

The chart also shows that repairs service, quality of the home and value for money of the rent are more influential on overall satisfaction than communal cleaning, the final outcome of contact and recommending the council.

These findings clearly show the strong influence of communications on overall satisfaction with the landlord – and thus the importance of ensuring the Council is seen to be listening to its tenants and keeping them informed.

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



## 17. Comparison with other landlords

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

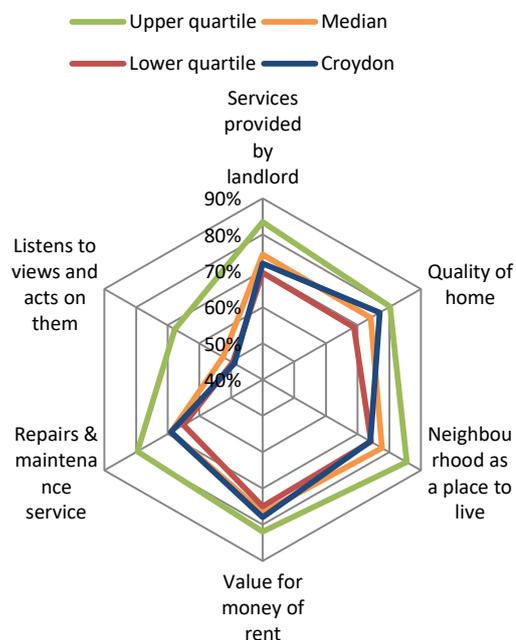
Landlords who subscribe to HouseMark are able to upload and benchmark their STAR results. The results from the Council’s survey have been compared against HouseMark’s data tables for London Borough landlords (as at January 2017).

The comparison reveals that the overall level of satisfaction at Croydon for all tenants (72%) is 3% lower than the HouseMark average (75%) and the rating places the Council in the third quartile.

Three of the six ratings are either equal to or slightly higher than the HouseMark average and fall into the second quartile – satisfaction with the quality of the home (3% higher), value for money of the rent (1% higher) and the repairs service (equal to the HouseMark average).

Two ratings were slightly below average (both 4% lower) – neighbourhood and listen to views and just fall into the bottom quartile.

**Figure 17.1: HouseMark key STAR comparison for all tenants (HouseMark)**



	Croydon	Upper quartile %	Median %	Lower quartile %
Services provided by landlord	72%	83%	75%	70%
Quality of home	77%	80%	74%	69%
Neighbourhood as a place to live	74%	86%	78%	74%
Value for money of rent	78%	82%	77%	75%
Repairs & maintenance service	69%	80%	69%	65%
Listens to views & acts on them	49%	68%	53%	50%

Key	Upper Quartile	Above median	Below median	Lower quartile



## 18. Conclusion

The results from the 2016 STAR reveal that the majority of tenants are satisfied with the overall landlord service provided by Croydon Council.

The results from the Croydon Council 2016 survey provide the Housing Services department with encouragement that satisfaction remains steady. The benefit of carrying out regular surveys has also highlighted upward or downward trends which can be investigated further to show where new policies are working or where action is needed to prevent a decline. This will prove invaluable when reviewing how to mitigate the impact of future rent cuts.

### Comparison with previous survey (2012)

All of the changes since 2014 are within the combined margin of error between the two surveys ( $\pm 5\%$ ) and therefore only provide an indication of trends upwards or downwards.

Overall satisfaction remains at 72%, which may on balance reflect the overall trend. Satisfaction has increased in a few key areas, albeit marginally – repairs and maintenance (1% higher), final outcome of contact (2% higher) and value for money of the rent (3% higher).

The Council should however take note that many ratings have fallen marginally (1% to 4% lower), with the largest falls in satisfaction with customer contact (ease of contact and helpfulness of staff), the neighbourhood and the cleaning of communal areas (3% to 4% lower).

### Comparison with other Landlords

Using HouseMark's data tables for London Boroughs for all tenants, Croydon's performance was mixed with results slightly higher than average (quality of the home), close to average (value for money of the rent and repairs service) and slightly below average (overall rating, neighbourhood and listening to views).

### Areas of dissatisfaction

The survey found a number of areas where approximately one in five tenants are dissatisfied and improvements in these areas will help in increasing resident satisfaction. The areas with the highest levels of dissatisfaction were linked to customer contact and communications, communal areas and the repairs service.

### Satisfaction at area level

The results from tenants were analysed at area level (Central South, East and North areas). The survey generally found only small differences between the three areas, some of which may require further analysis.

### Analysis by key strands of diversity

Throughout the report, satisfaction with different services is analysed by the key strands of diversity and some differences were found.

### Further analysis

Key driver analysis reveals the importance of listening and acting on views and keeping tenants informed, followed by the repairs and maintenance service on overall satisfaction with the Council.

## Recommendations

The survey found a number of areas which Croydon Council may wish to investigate further.

**Contacting the Council** – Satisfaction with customer service has fallen in the last two years in three out of the four measures and high numbers of tenants are dissatisfied. A review of customer services is likely to mean working with colleagues in other departments in order to investigate the barriers that are preventing successful contact and conclusion.

**Repairs and maintenance service** – Given the strong relationship between the repairs service and overall satisfaction this is an area which needs constant monitoring and review. Satisfaction with the service has been maintained over the last two years, which is encouraging given falls elsewhere. Tenants'



comments provide useful insight into potential improvements for the repairs service.

**Planned improvements works** - The largest number of comments regarding what the Council could do to improve its housing services were planned improvement works, which no doubt is reflected in the fall in satisfaction with the quality of the home. Tenants are frustrated with the lack of information and many feel left out as work is carried out around them in their neighbourhood.

**Tenant communications** – Key driver analysis continues to highlight the importance of keeping tenants informed, and listening to their views and acting upon them, and it underpins many of the recommendation issues.



## Appendix 1 – Data tables

Table 1. Tenant satisfaction (General needs and Sheltered Housing tenants combined)	Satisfied	Neither	Dissatisfied
Services provided by landlord	72%	13%	15%
Quality of home	77%	7%	16%
Neighbourhood as a place to live	74%	10%	17%
Value for money of rent	78%	11%	11%
Repairs & maintenance service	69%	7%	23%
Appearance of neighbourhood	63%	15%	21%
Litter picking	63%	12%	25%
Grass cutting	68%	11%	21%
Recycling	72%	11%	16%
Bin collection	75%	7%	17%
Internal communal areas	65%	15%	20%
External communal areas	58%	16%	26%
Ease of contact	59%	11%	30%
Helpfulness of staff	69%	11%	20%
Dealt with quick and efficiently	60%	13%	27%
Final outcome of contact	60%	10%	30%
Keeping tenants informed	72%	15%	13%
Listens to views and acts on them	49%	29%	22%
Claiming benefits	73%	15%	12%
Managing finances	66%	22%	12%
Problems with rent arrears	58%	28%	14%



Table 2. Tenant satisfaction by tenure	All tenants	General needs tenants	Sheltered tenants
Services provided by landlord	72%	72%	78%
Quality of home	77%	76%	89%
Neighbourhood as a place to live	74%	73%	85%
Value for money of rent	78%	77%	88%
Repairs & maintenance service	69%	68%	78%
Appearance of neighbourhood	63%	62%	76%
Litter picking	63%	63%	69%
Grass cutting	68%	67%	71%
Recycling	72%	72%	78%
Bin collection	75%	74%	86%
Internal communal areas	65%	64%	75%
External communal areas	58%	56%	71%
Ease of contact	59%	59%	59%
Helpfulness of staff	69%	69%	71%
Dealt with quick and efficiently	60%	60%	60%
Final outcome of contact	60%	60%	60%
Keeping tenants informed	72%	71%	79%
Listens to views and acts on them	49%	47%	61%
Claiming benefits	73%	72%	82%
Managing finances	66%	65%	80%
Problems with rent arrears	58%	58%	66%



Table 3. Satisfaction over time for all tenants	2016	2014	2012
Services provided by landlord	72%	72%	76%
Quality of home	77%	79%	74%
Neighbourhood as a place to live	74%	77%	74%
Value for money of rent	78%	75%	77%
Repairs & maintenance service	69%	68%	74%
Appearance of neighbourhood	63%	64%	66%
Internal communal areas	65%	68%	68%
External communal areas	58%	62%	64%
Ease of contact	59%	62%	61%
Helpfulness of staff	69%	73%	79%
Dealt with quick and efficiently	60%	62%	
Final outcome of contact	60%	58%	
Keeping tenants informed	72%	74%	73%
Views taken into account/Listens to views and acts on them	49%	51%	52%
Advice and support on claiming benefits	73%	73%	76%
Advice and support on managing finances	66%	68%	68%
Advice and support with rent arrears problems	58%	56%	63%



## Appendix 2 - Letter to tenants

Dear NAME

As part of our commitment to listening to the views of our tenants, Croydon Council Housing Services has asked **Acuity** to carry out a survey on our behalf. We want to find out how satisfied you are with your home and the services you receive from us. This important information will be used to help improve our services in the future.

We would very much appreciate your help. You can do this by completing the enclosed questionnaire and returning it to Acuity in the pre-paid envelope supplied by **7<sup>th</sup> November 2016**. Alternatively you can complete the survey online by going to **[LINK]** and entering your unique login **[xxxx]**.

If you would like any assistance in completing this questionnaire please call our freephone number on **0800 849 4019**.

The Council is keen to ensure that we provide the right kind of information and advice, and that we support tenants to get involved. In the survey there are specific questions which enable you to request further information about Council services and to provide us with additional details about you and other people who live with you. I would encourage you to complete these questions so that we can keep you informed about services that are relevant to you and we can let you know about opportunities to get involved.

I would like to assure you that your answers will be treated in the strictest confidence and will be used for research purposes only.

I very much hope that you will take part and would like to thank you for your help in advance. Three questionnaires will be drawn at random from those returned, and the lucky winners will each receive £100.\*

The results of the survey will be published later this year and shared with all tenants. No information will be released in a way that allows it to be traced to an individual.

If you have any questions or concerns about this survey, please contact the resident involvement team on **020 8726 6100** who will be happy to help you.

Yours sincerely

**Stephen Tate**

Director of District Centres & Regeneration

\* should you be randomly selected as a prize draw winner by Acuity, then Acuity will release your name and address details ONLY to Croydon Council so that they may contact you about your winnings. All other information provided by you in the questionnaire will remain confidential.



## Appendix 3 – Questionnaire

*<to be added>*



## About Acuity

Acuity Research & Practice provide resident satisfaction (STAR) survey and benchmarking services, helping housing providers to improve services and engage with their residents through an understanding of satisfaction, performance and profiling data.

We focus on providing information that will inform performance improvement: positive outcomes for providers and residents, 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 19 years. We work in partnership with HouseMark to support the benchmarking activities of smaller and specialist housing providers.

