2026-27 Tenant Satisfaction Measures Improvement Plan

Based on the key driver analysis completed, the four areas of focus to achieve the biggest improvement in overall tenant satisfaction are:

Well maintained home | Treat fairly & with respect | Listens and acts | Safe home

Key driver themes	Area of satisfaction (2024/25) and 2025/26 scores	Area for improvement	Actions	Target end/in place dates	Measures of success	Action owners	Progress Status (previous)
	Repairs service: • Overall satisfaction (64%) **64%** • Repairs in last 12 months (57%) **66%** • Time taken to complete (56%) **63%** • Well maintained home (59%) **67%** • Safe home (74%) **78%**	• Open order management • Customer communications • Contractor performance • Demonstrate positive outcomes	• Embed processes for open order management to reduce delays and keep customers better informed – in progress • Evidence continuous improvement with customer service • Effective contractor management – in progress • Publicise outcomes and improvements from RSP repairs scrutiny project – in progress • Customers expressing dissatisfaction in quarterly TSM and transactional surveys to be contacted to improve understanding and identify improvement areas – in progress • Publicise "You said, we did" updates – in place	31/12/26 31/03/27 31/03/27 31/12/26 30/09/26 31/12/26	• Reduction in open orders over 28 days • Reduction in complaints • Improved 2026-27 TSM scores • Improved transactional survey scores	HAR ARM PTL HHCE BSTL	50% (42%)
	Communication and complaints: • Overall satisfaction (64%) **64%** • Listens and acts (54%) **50%** • Kept informed (68%) **71%** • Fairly and with respect (74%) **74%** • Complaint handling (26%) **34%**	• Improve communication • Prompt completion of complaint actions • Learning from complaints and feedback • Demonstrate positive outcomes	• Review and publish service standards to set expectations • Monthly complaint review meetings to identify trends, themes, learning and outcomes – in place • Complaint actions to be reviewed monthly to ensure progress and communication with customers – in place • Customers expressing dissatisfaction in quarterly TSM and transactional surveys to be contacted to improve understanding and identify improvement areas – in progress • Publicise quarterly complaint learnings and outcomes • Publicise "You said, we did" update – in place	31/12/26 30/09/26 30/09/26 30/09/26 31/12/26 31/12/26	• Reduction in stage 1 and 2 complaints • Improved 2026-27 TSM scores • Improved transactional survey scores	HHCE CSM BSTL HM	58% (50%)
	Neighbourhood and community: • Overall satisfaction (64%) **64%** • Communal areas (66%) **64%** • Neighbourhood contribution (56%) **56%** • Anti-social behaviour (56%) **60%**	• Improve customer involvement opportunities with communal services • Increase visibility in neighbourhoods • Improve communication • Demonstrate positive outcomes • Closer ASB case management	• Complete scrutiny exercise into communal services and service charges, publicise findings, recommendations and outcomes – in progress • Share individual scheme service schedules for communal cleaning and grounds maintenance with residents and on notice boards • Identify community projects to support and publicise • Customers expressing dissatisfaction in quarterly TSM and transactional surveys to be contacted to improve understanding and identify improvement areas – in progress • Review neighbourhood inspection procedure to ensure engagement opportunities are available and outcomes are shared – complete • Publicise "You said, we did" updates on noticeboards • Introduce monthly ASB case reviews to support effective case management – in place	31/03/27 31/03/27 31/03/27 30/09/26 31/10/26 31/12/26 31/10/26	• Increased number of engaged residents • Reduction in stage 1 complaints in these areas • Improved 2026-27 TSM scores • Improved transactional survey scores	HHCE HM HTL BSTL	43% (36%)

ARM - Assets & Repairs Manager, BSTL - Business Support Team Leader, CSM - Corporate Services Manager, HAR - Head of Assets & Repairs, HHCE - Head of Customer Experience,

HM - Housing Manager, HTL - Housing Team Leader, PTL - Property Team Leader

Complete | **In progress** | **Not started**

20 November 2026