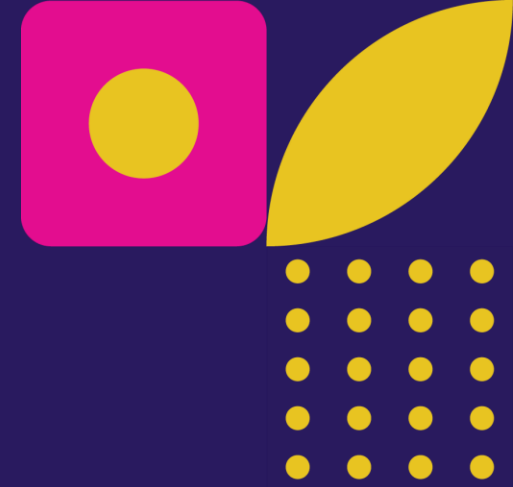


Housemark



Service Insights Ltd



London Borough of Camden TSM Survey 2025/26

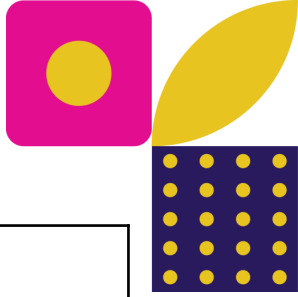
Chris Elliott

Principal Consultant – Customer Experience

chris.elliott@housemark.co.uk

housemark.co.uk

2025/26 Report – Key Facts

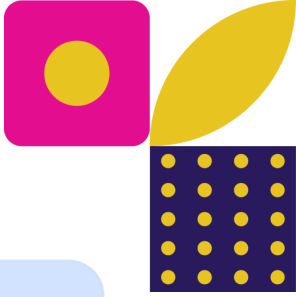


Feedback services provider (collecting, generating, and validating the reported perception measures)	Service Insights LTD
Survey fieldwork date	November 2025 – February 2026
Total surveyable population	22,144
Total sample size achieved (total number of responses)	1,023
Statistical confidence required and achieved	+/-2.99% achieved (+/-3% required)
Reasons for any failure to meet the required sample size	Not applicable
Collection method	Mixed method combining telephone and face to face interviews
Type and amount of any incentives offered	None
Sampling method	Randomised sample through MS Excel randomisation.
Number of tenant households within the relevant population that have not been included in the sample	None
Summary of representativeness of the sample against the relevant tenant population	As the tenant survey responses were considered to be representative of the wider tenant population, weighting was not required (Figures 3 and 4 seen over the page).
Any weighting applied	Weighting was not required for this report.
Questions asked	12 regulatory TSM questions 5 additional questions:
Any other methodological issues likely to have a material impact on the tenant perception measures reported	None

TSM Results



TSM Survey 2025/26 Summary



Overall Satisfaction

- TP01 overall satisfaction 69.3% (down 1.7% on 2024/25)
- TP01 score for face to face 70.9%, telephone 54.0%

Tenant Scores

- 7 of 12 TSM scores are down on last year
- Speed of completing repairs and approach to complaint handling have shown the biggest increases on last year
- Tenants are most satisfied with safety of the home, least satisfied with complaints and ASB handling

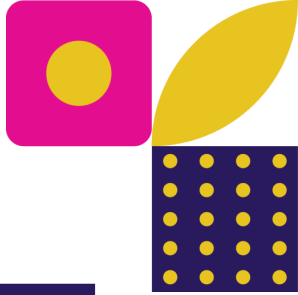
Key Driver Analysis

- Repairs (overall and speed of completion) and the home being well maintained have the strongest impact on overall satisfaction.
- Whilst both factors represent the biggest opportunities to increase overall satisfaction, it remains important not to let relative low impact / low satisfaction factors erode satisfaction over time.

Benchmarking

- When benchmarking scores, London Borough of Camden is broadly comparable with National and ahead of Peer Group median scores.
- When comparing scores against the highest TP01 scoring landlord in the Peer Group, although gaps are broadly consistent, the biggest gaps are found in listening to views and acting upon them and ASB handling.

Tenant Profile vs. Sample Profile



Age Band	Tenant Profile Count	Tenant Profile Percentage	Survey Profile Count	Survey Profile Percentage
18-29	885	4%	48	5%
30-39	2,491	11%	116	11%
40-49	3,879	18%	171	17%
50-59	5,049	23%	222	22%
60-69	4,823	22%	216	21%
70-79	3,034	14%	144	14%
80+	1,905	9%	104	10%
Unknown	78	0%	2	0%

District	Tenant Profile Count	Tenant Profile Percentage	Survey Profile Count	Survey Profile Percentage
Central	5,552	25%	215	21%
East	7,414	33%	385	38%
North	1,884	9%	78	8%
South	3,427	15%	149	15%
West	3,664	17%	196	19%
Other	203	1%	0	0%

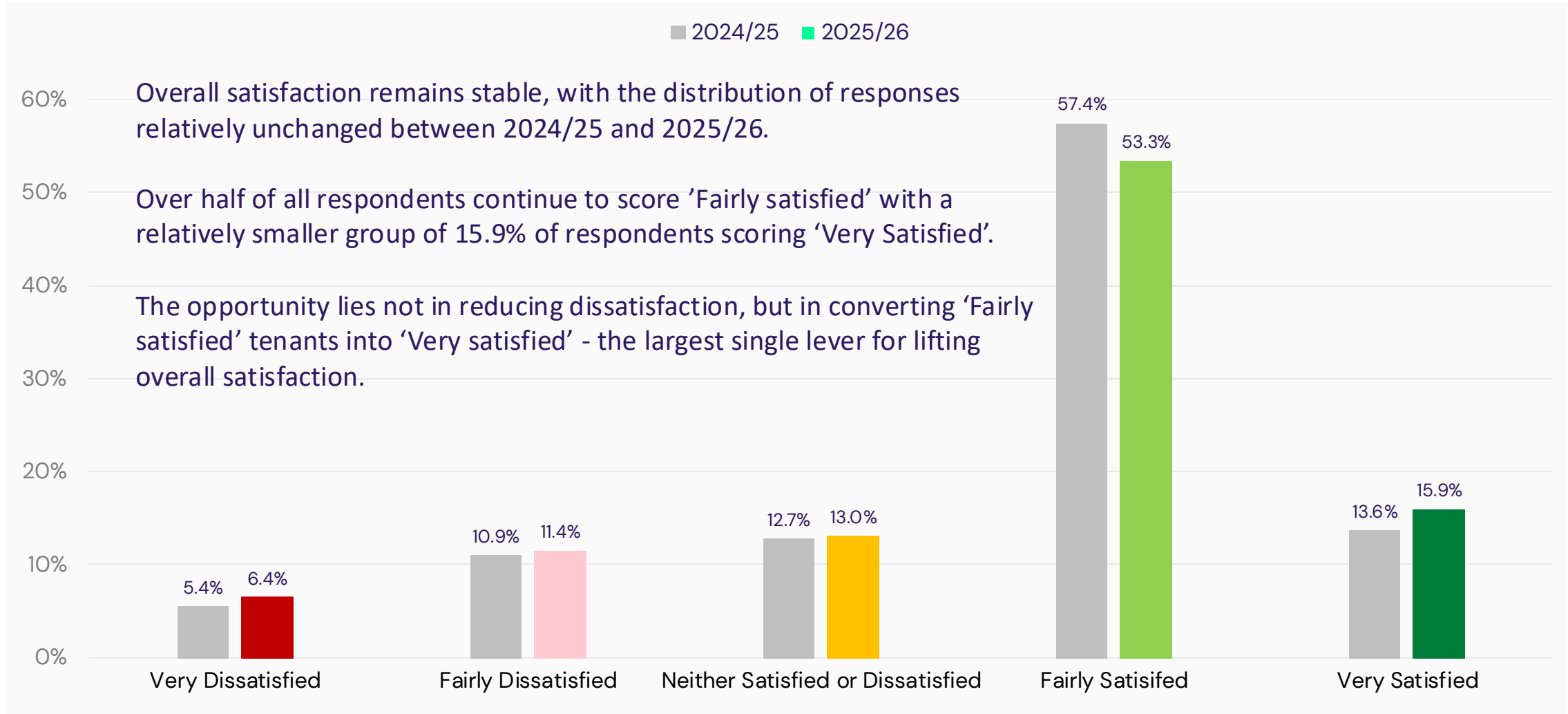
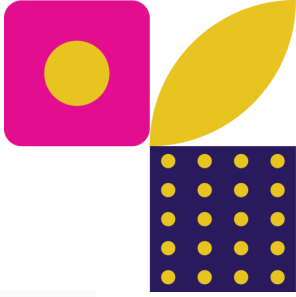
Dwelling Type	Tenant Profile Count	Tenant Profile Percentage	Survey Profile Count	Survey Profile Percentage
Large estate	6,976	32%	378	37%
Small estate	8,249	37%	308	30%
Street property	3,870	17%	150	15%
Tower block	2,293	10%	153	15%
Unknown	756	3%	34	3%

TSM Scores

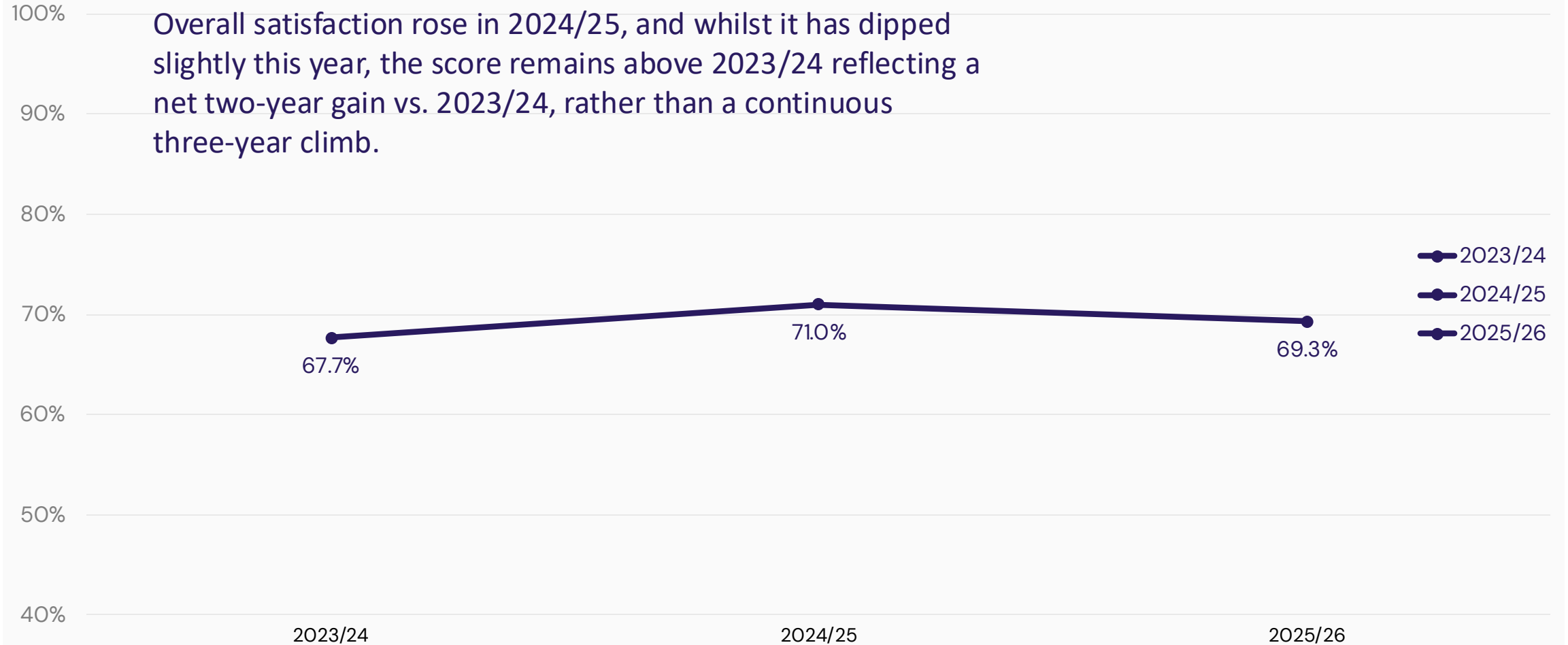
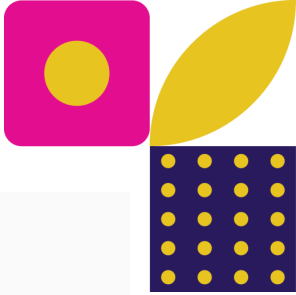


Ref	Question (volume of respondents in brackets)	2025/26	Previous year (2024/25)	Difference (+/-)
TP01	Overall satisfaction (n 1,018)	69.3%	71.0%	-1.7%
TP02	Repairs service overall (625)	66.4%	64.5%	+1.9%
TP03	Speed of repairs (624)	66.7%	58.4%	+8.3%
TP04	Home is well-maintained (1,008)	65.0%	64.8%	+0.2%
TP05	Home is safe (1,011)	79.1%	77.2%	+1.9%
TP06	Listens to views and acts (965)	48.9%	55.9%	-7.0%
TP07	Keeps tenants informed (1,001)	73.1%	75.2%	-2.1%
TP08	Treats tenants fairly and with respect (999)	76.0%	77.3%	-1.3%
TP09	Complaint handling (186)	33.9%	28.3%	+5.6%
TP10	Communal areas are clean and well-maintained (843)	73.3%	75.3%	-2.0%
TP11	Contribution to neighbourhood (967)	71.6%	76.3%	-4.7%
TP12	ASB handling (911)	48.3%	57.9%	-9.6%

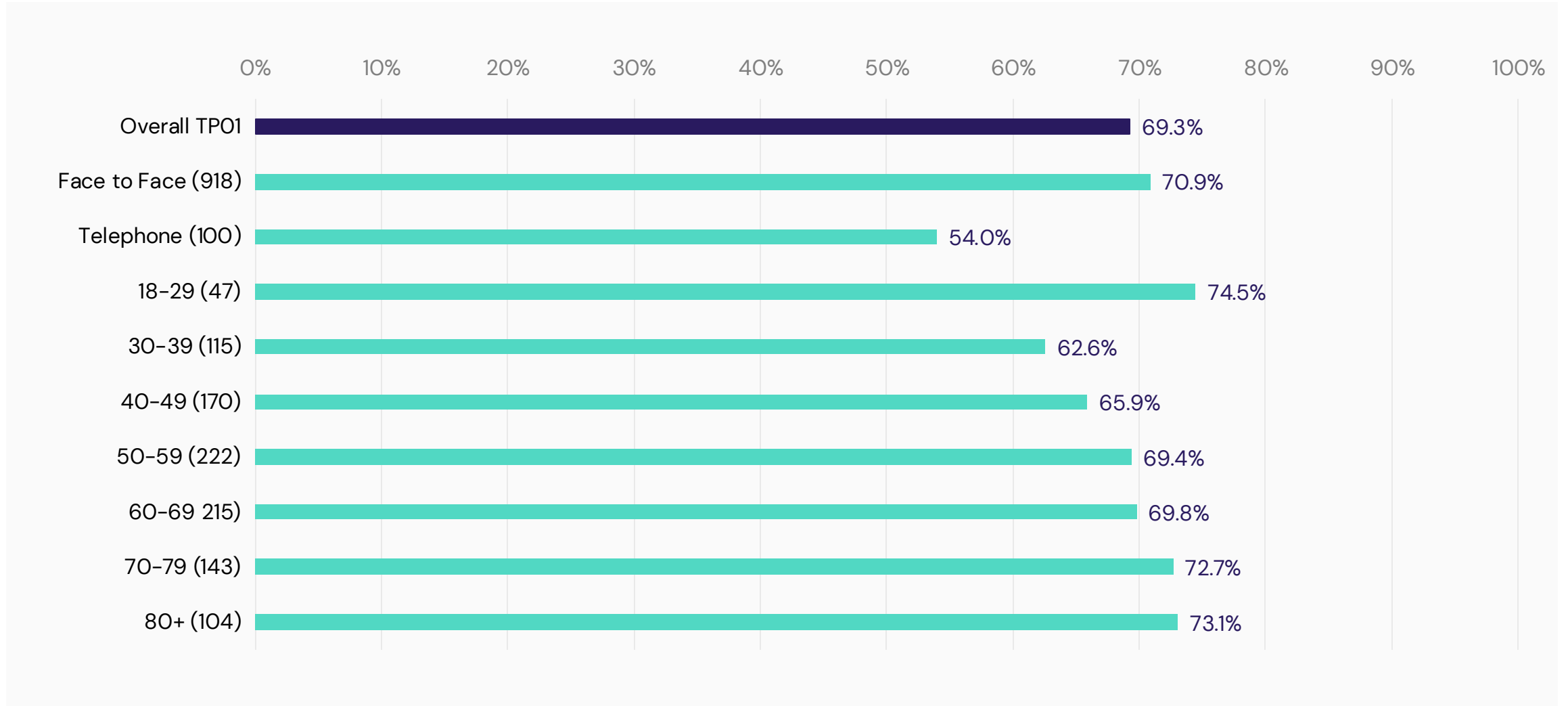
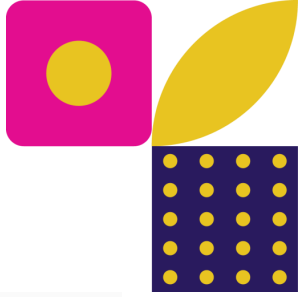
TP01 – Overall Satisfaction



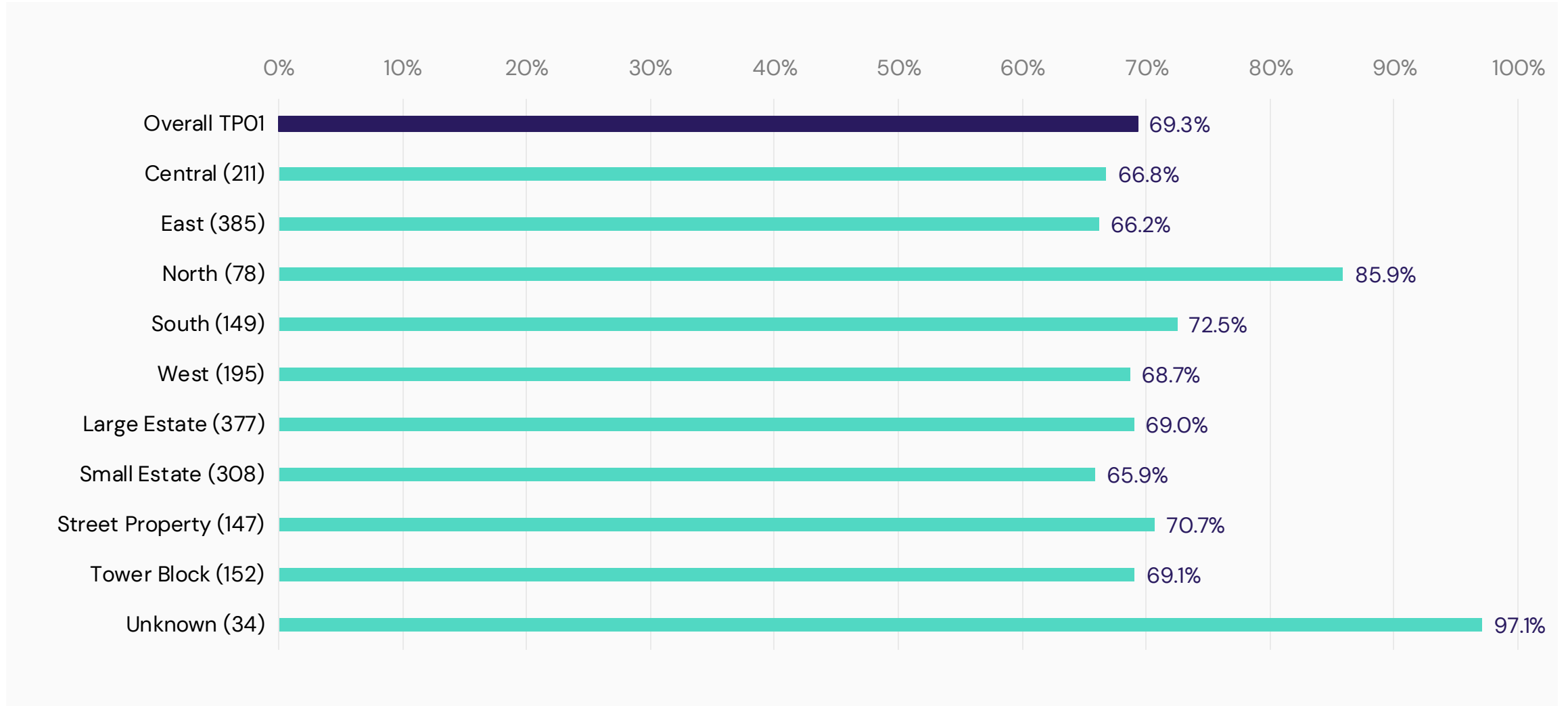
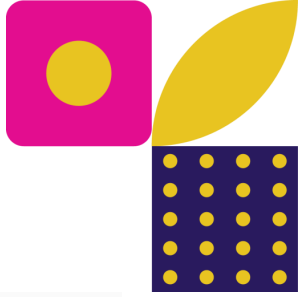
TPO1 (Overall Satisfaction) – Trend Over Time



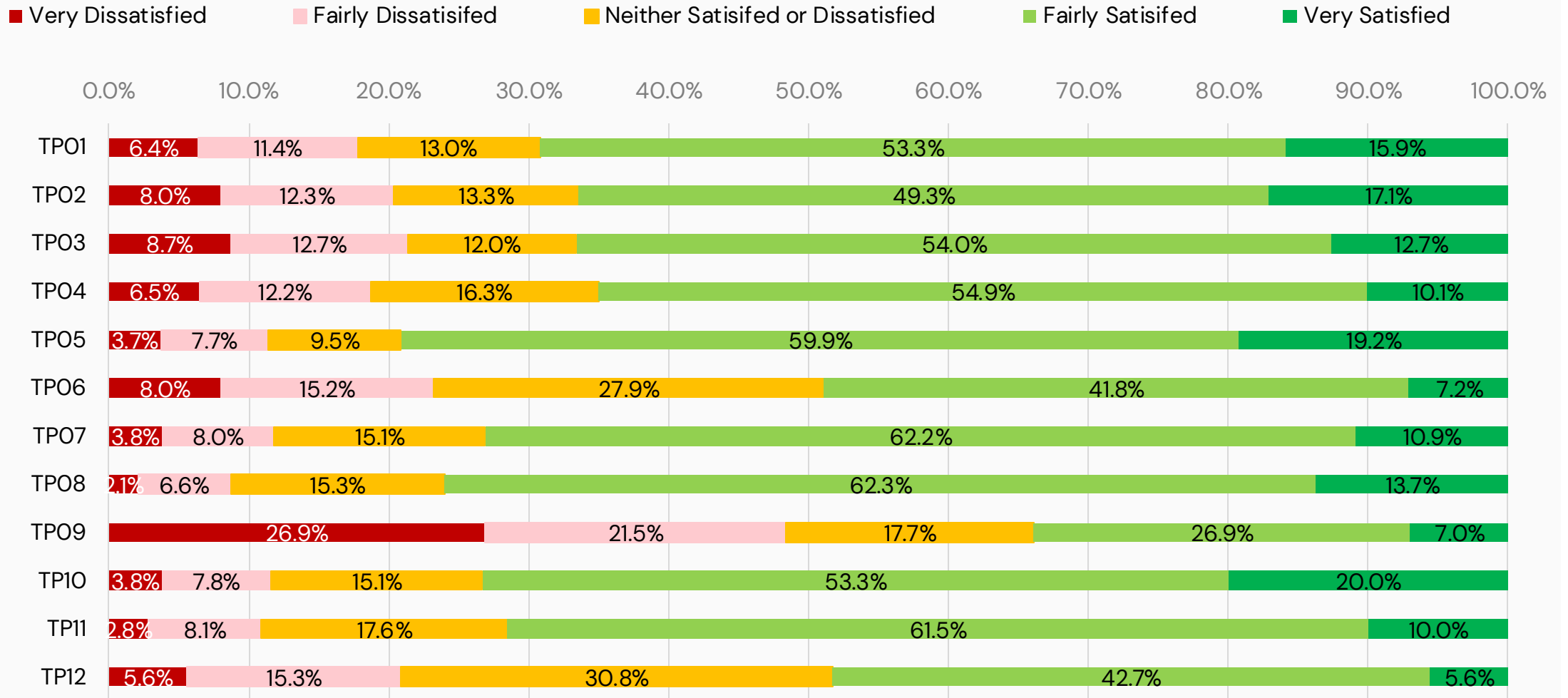
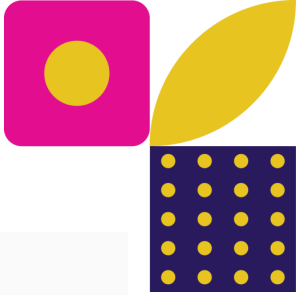
TP01 (Overall Satisfaction) by Data Collection and Age



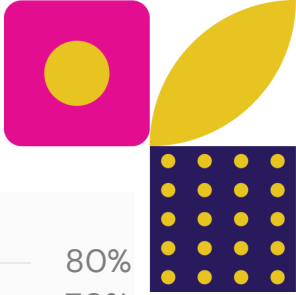
TP01 (Overall Satisfaction) by District and Dwelling Type



TP01-TP12 Satisfaction Distribution (Comparative View)

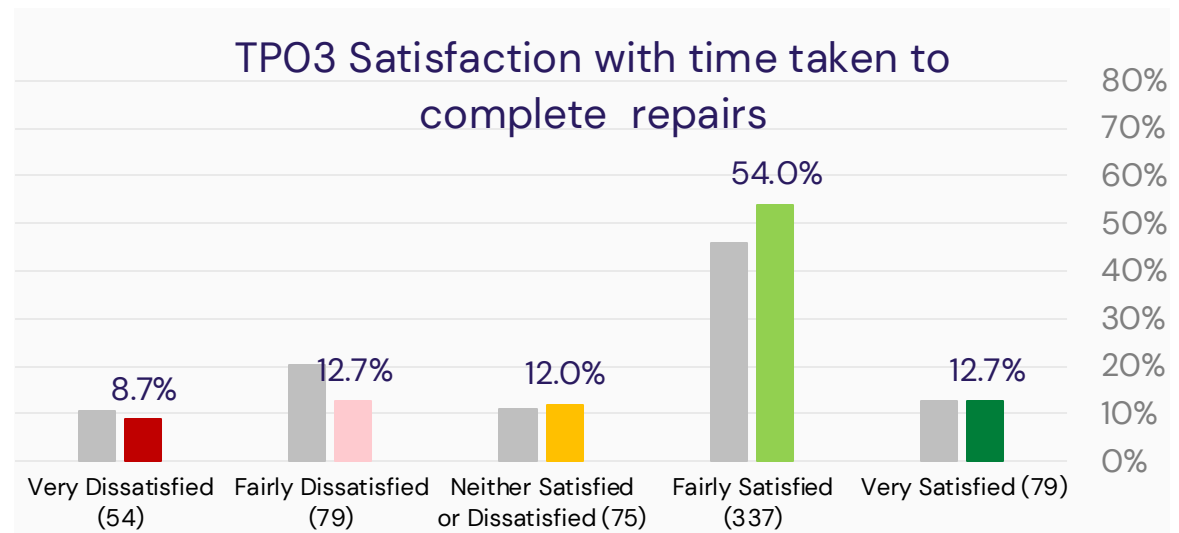
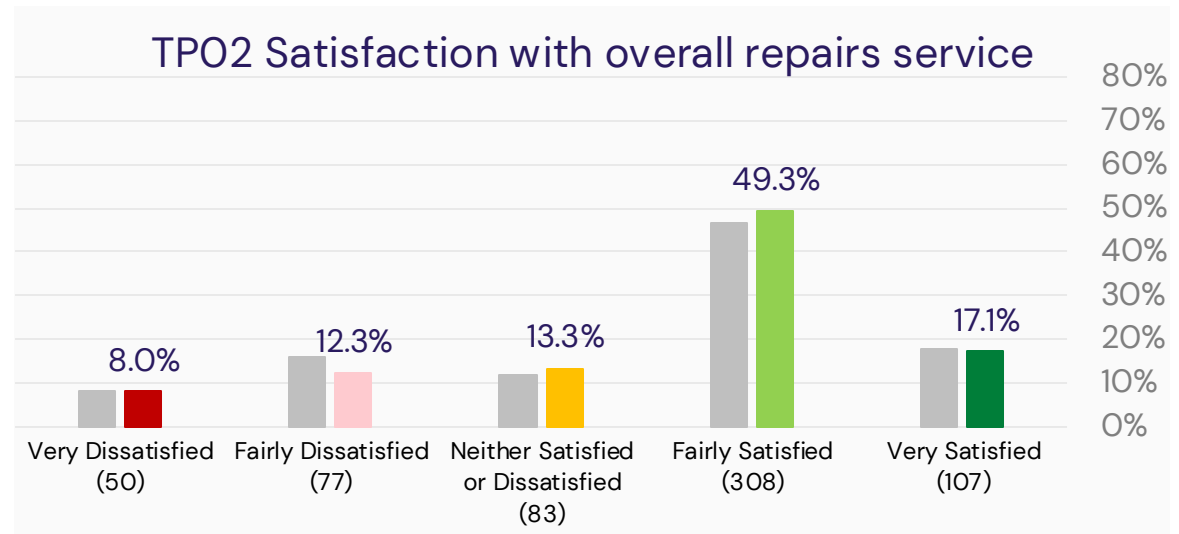
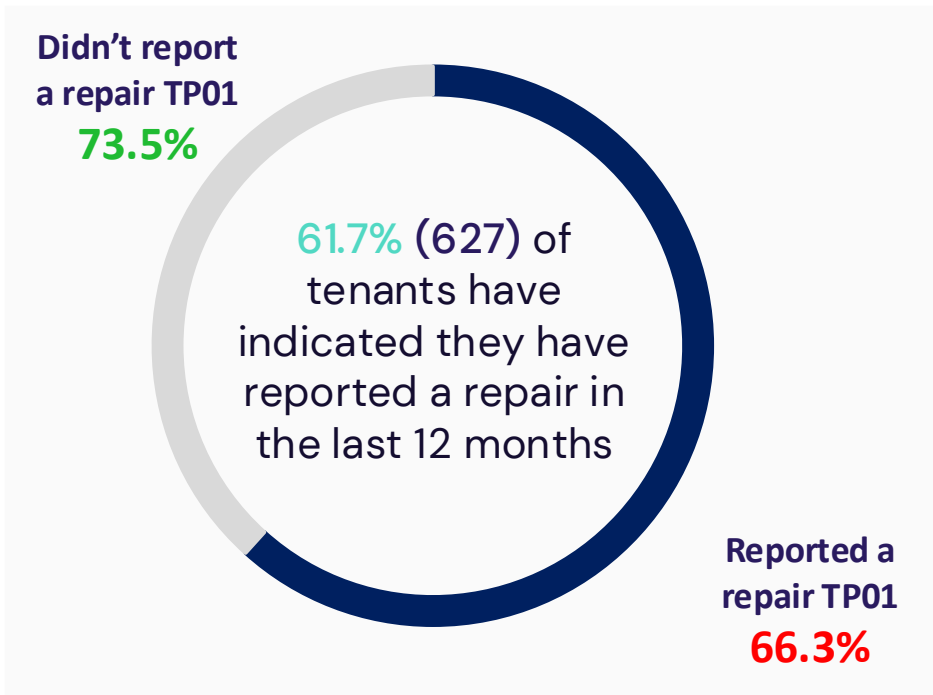


Repairs (TPO2 / TPO3)



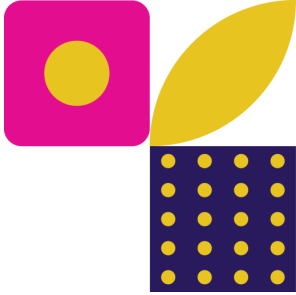
Lower than TP01 score
Higher than TP01 score

Repairs performance is one of the strongest determinants of overall satisfaction. Tenants who are very satisfied with repairs report dramatically higher TP01 scores



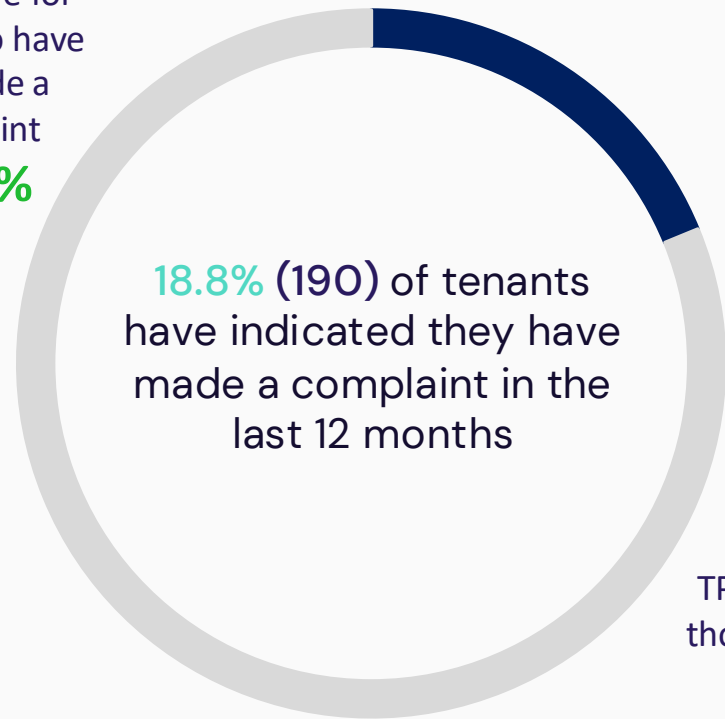
TP01 Overall satisfaction score for respondents who are very dissatisfied with overall repairs service is **16.9%**, whereas those who are very satisfied with overall repairs service is **92.5%**

TP09 – Complaint Handling



Tenants indicating they have made a complaint are more dissatisfied than those who haven't. However, tenants who made a complaint and are very satisfied with the approach to complaint handling have a dramatically higher TP01 score.

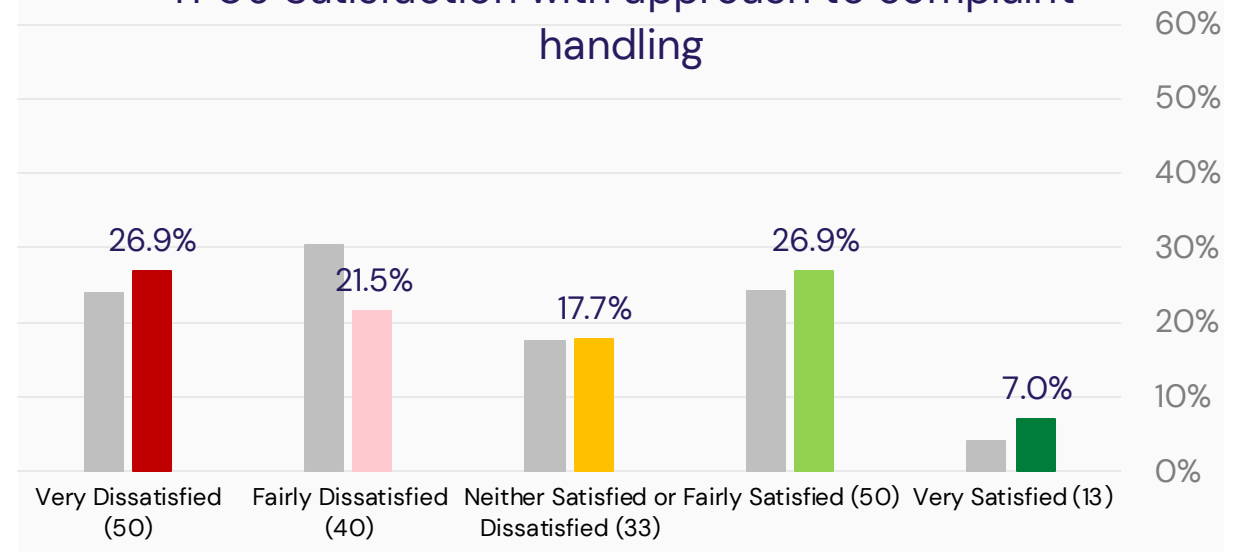
TP01 Score for those who have not made a complaint
74.1%



TP01 Score for those who have made a complaint
49.5%

Lower than TP01 score
Higher than TP01 score

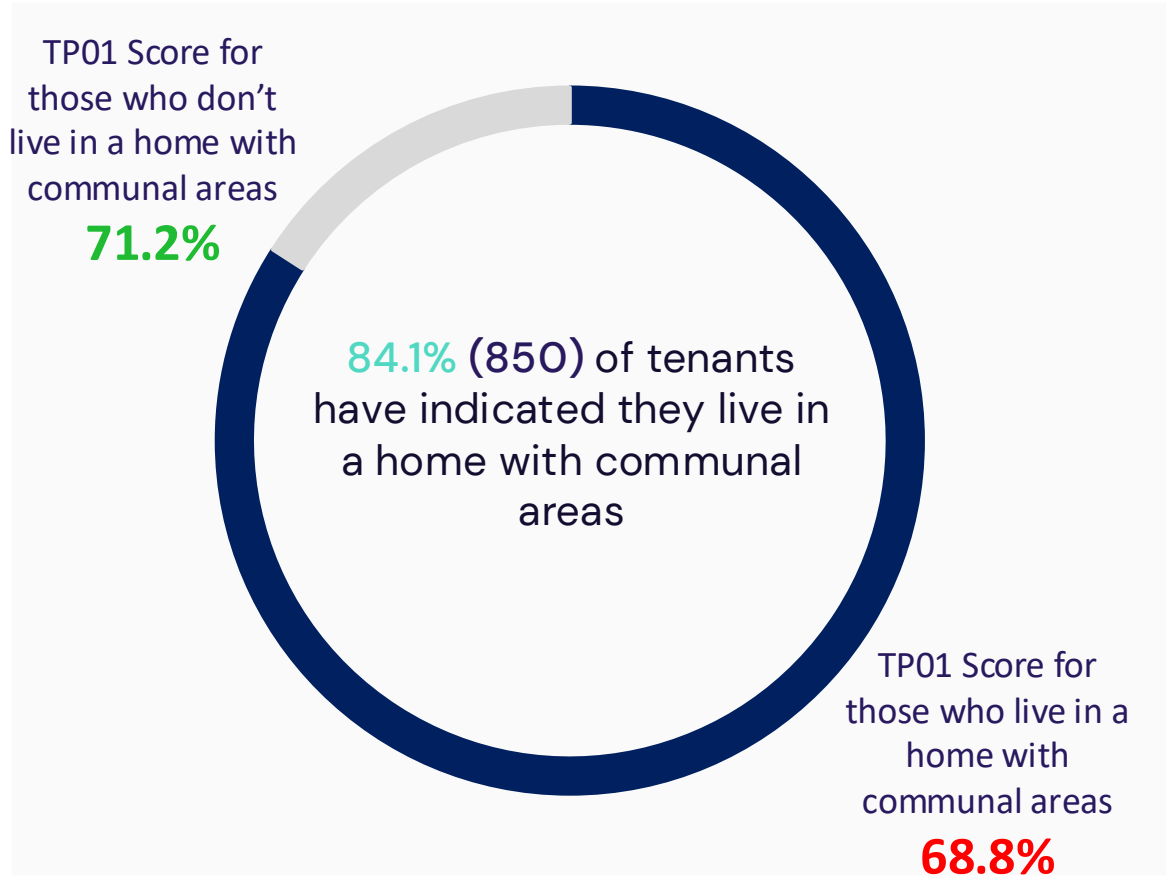
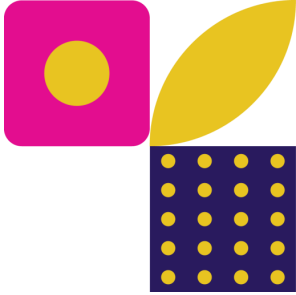
TP09 Satisfaction with approach to complaint handling



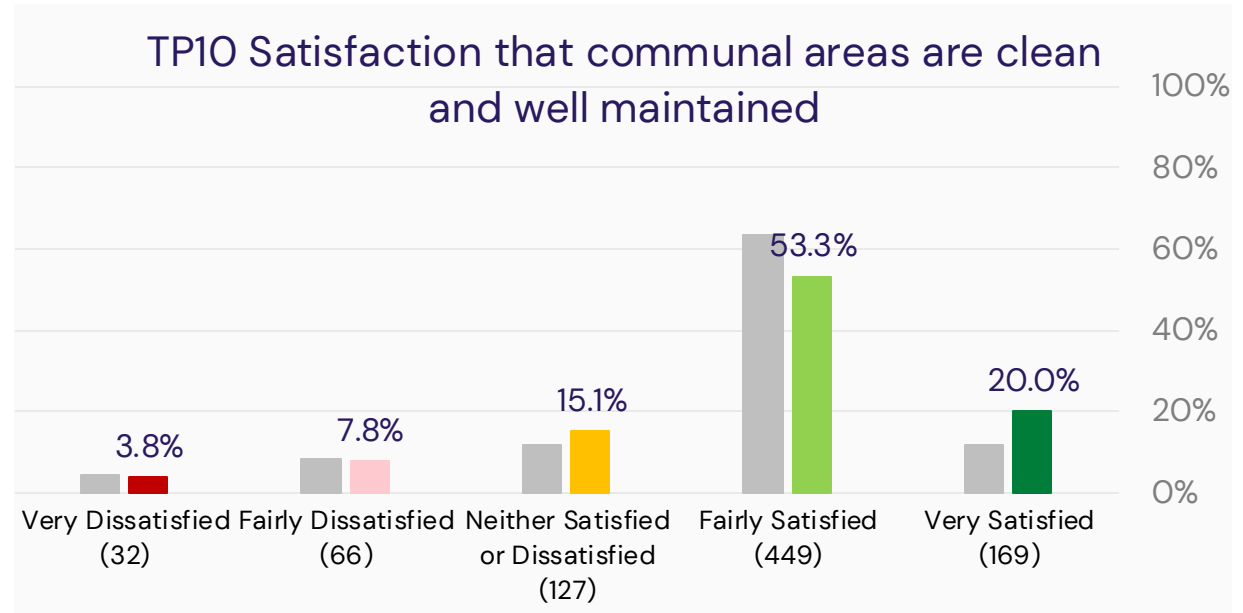
TP01 Score for those who very dissatisfied with approach to complaint handling
20.0%

TP01 Score for those who very satisfied with approach to complaint handling
84.6%

TP10 – Communal Areas



Lower than TP01 score
Higher than TP01 score



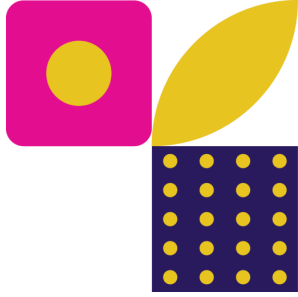
TP01 Score for those who very dissatisfied with communal areas **43.8%**

TP01 Score for those who very satisfied with communal areas **82.2%**

Key Driver Analysis / Benchmarking



Key Driver Analysis

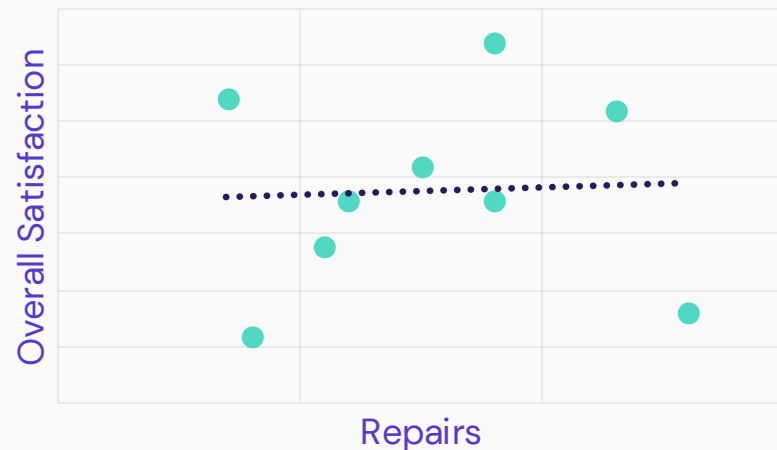


Customer satisfaction offers an excellent insight into tenant's perspectives and their experiences with services. Key driver analysis takes this one step further by exploring the relationship between specific aspects and overall satisfaction.

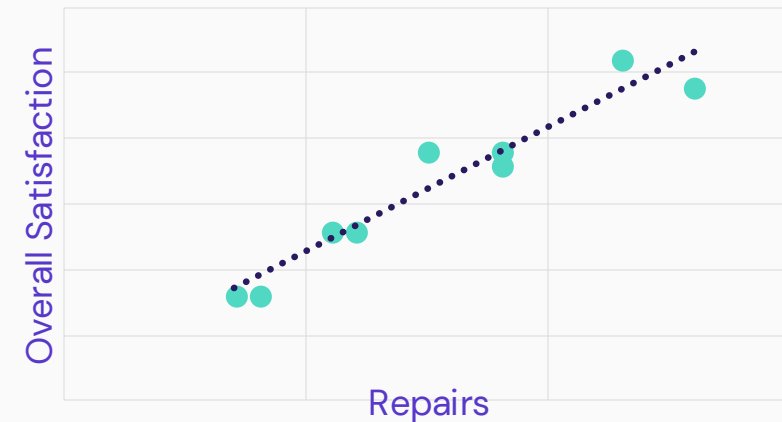
Correlation analysis looks to identify a relationship between individual TSM questions (TP2 – TP12) with the overall satisfaction question (TP01).

The correlation determines a value between 0 and +1. The larger the number, the stronger the impact on overall satisfaction. Typically, factors that have a correlation factor of 0.5 has a relatively large impact on overall satisfaction. Factors of 0.7 and above are regarded as having a very strong impact on overall satisfaction.

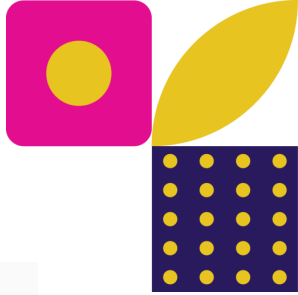
No relationship



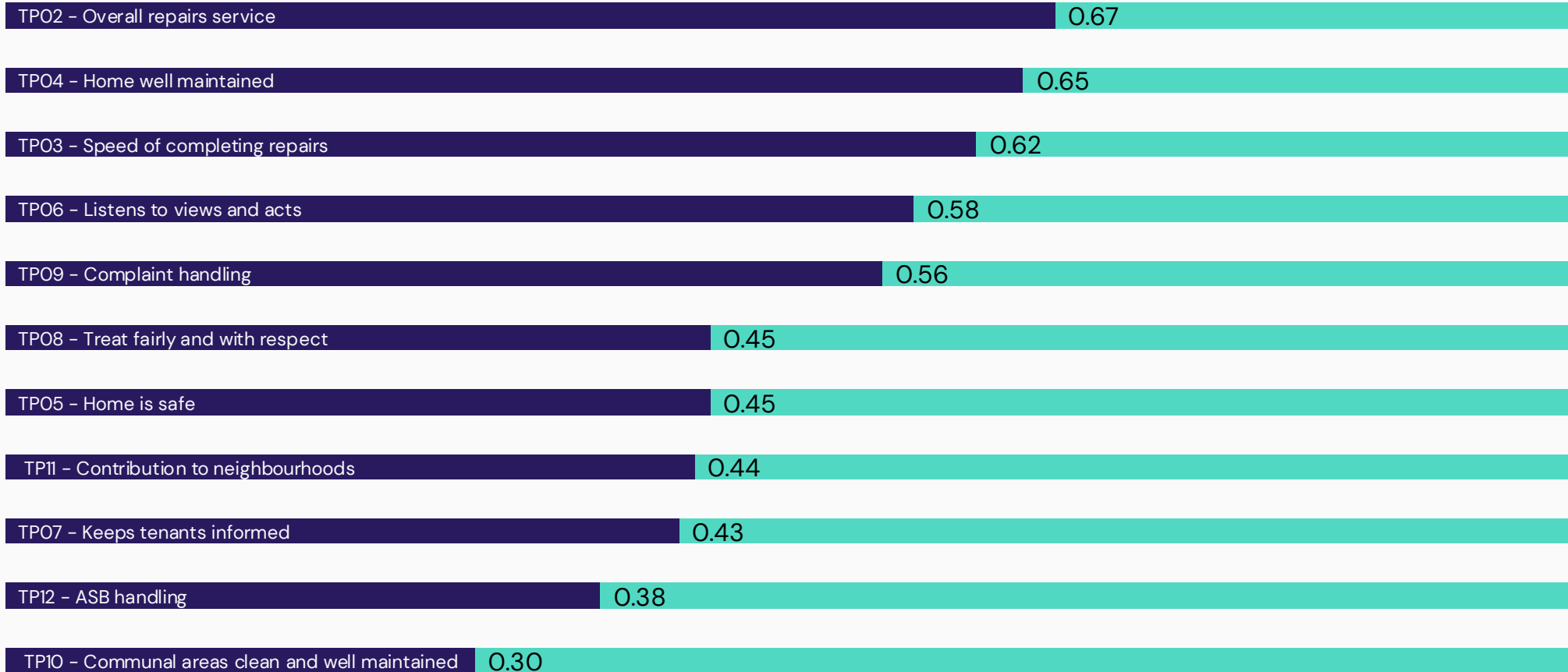
Strong relationship



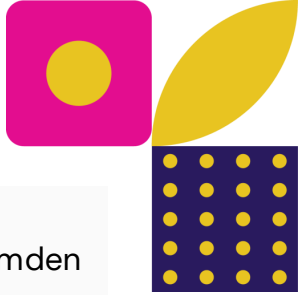
Key Driver Analysis



Correlation with overall perception

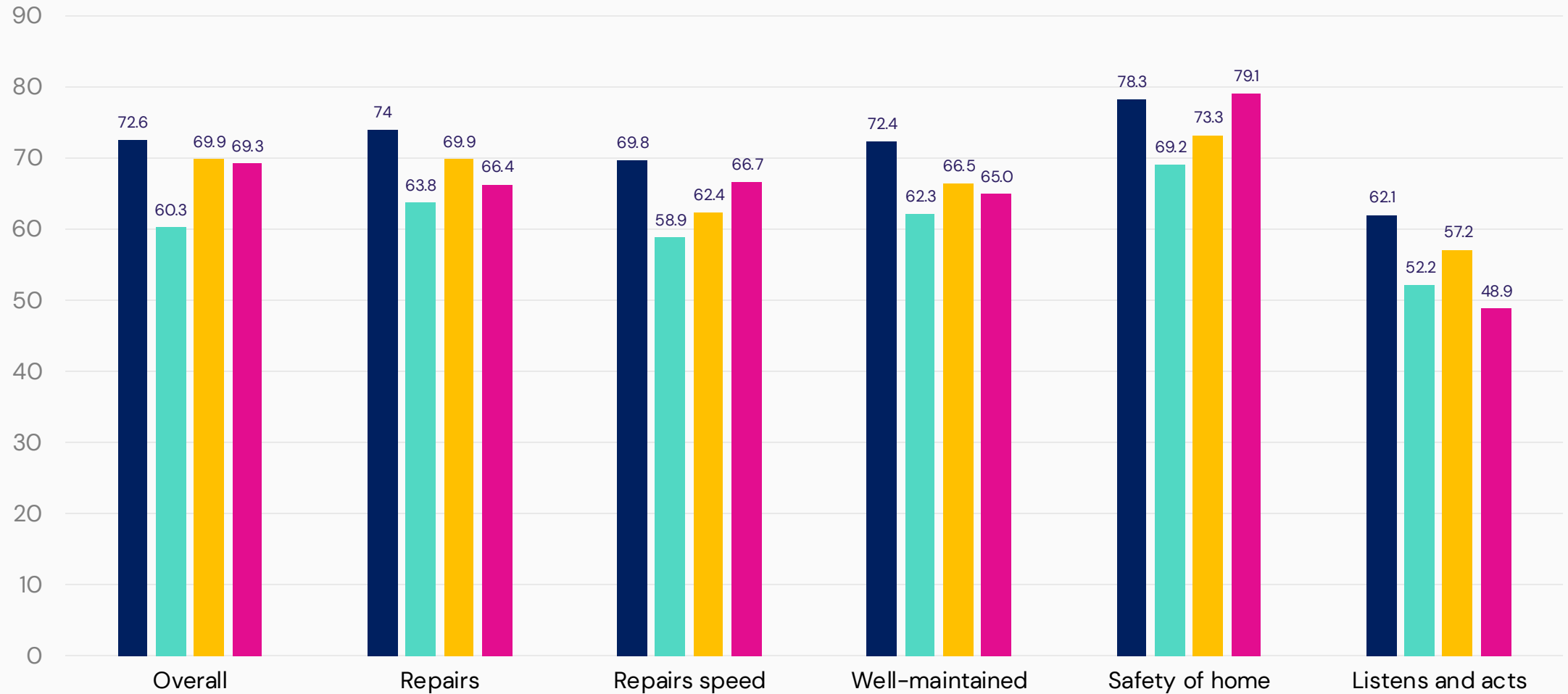


Benchmarking TPO1-TPO6

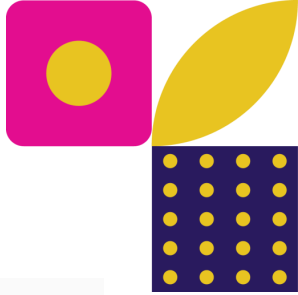


Tenant satisfaction (%)

■ National Median ■ Peer Median ■ Peer Group High Score TPO1 ■ London Borough of Camden

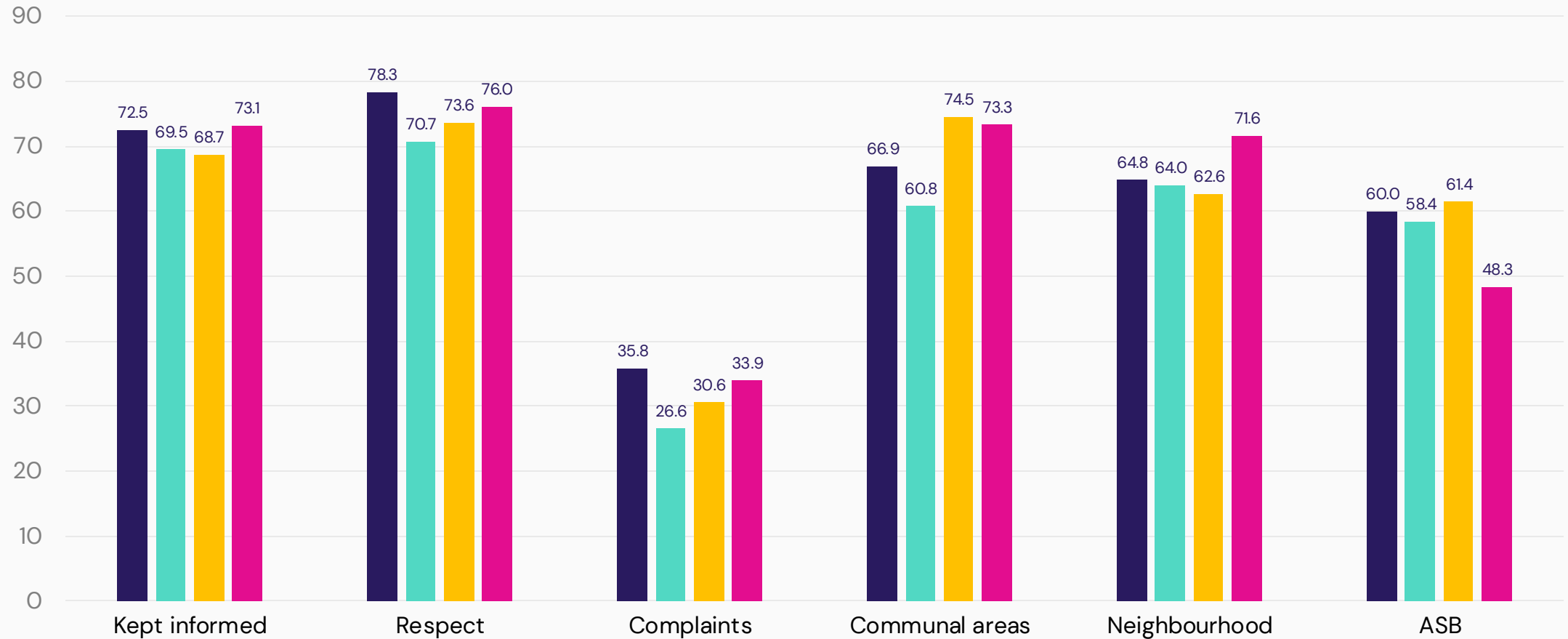


Benchmarking TP07-TP12



Tenant satisfaction (%)

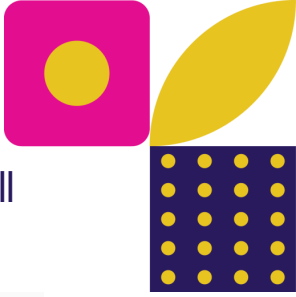
■ National Median ■ Peer Median ■ Peer Group High Score TPO1 ■ London Borough of Camden



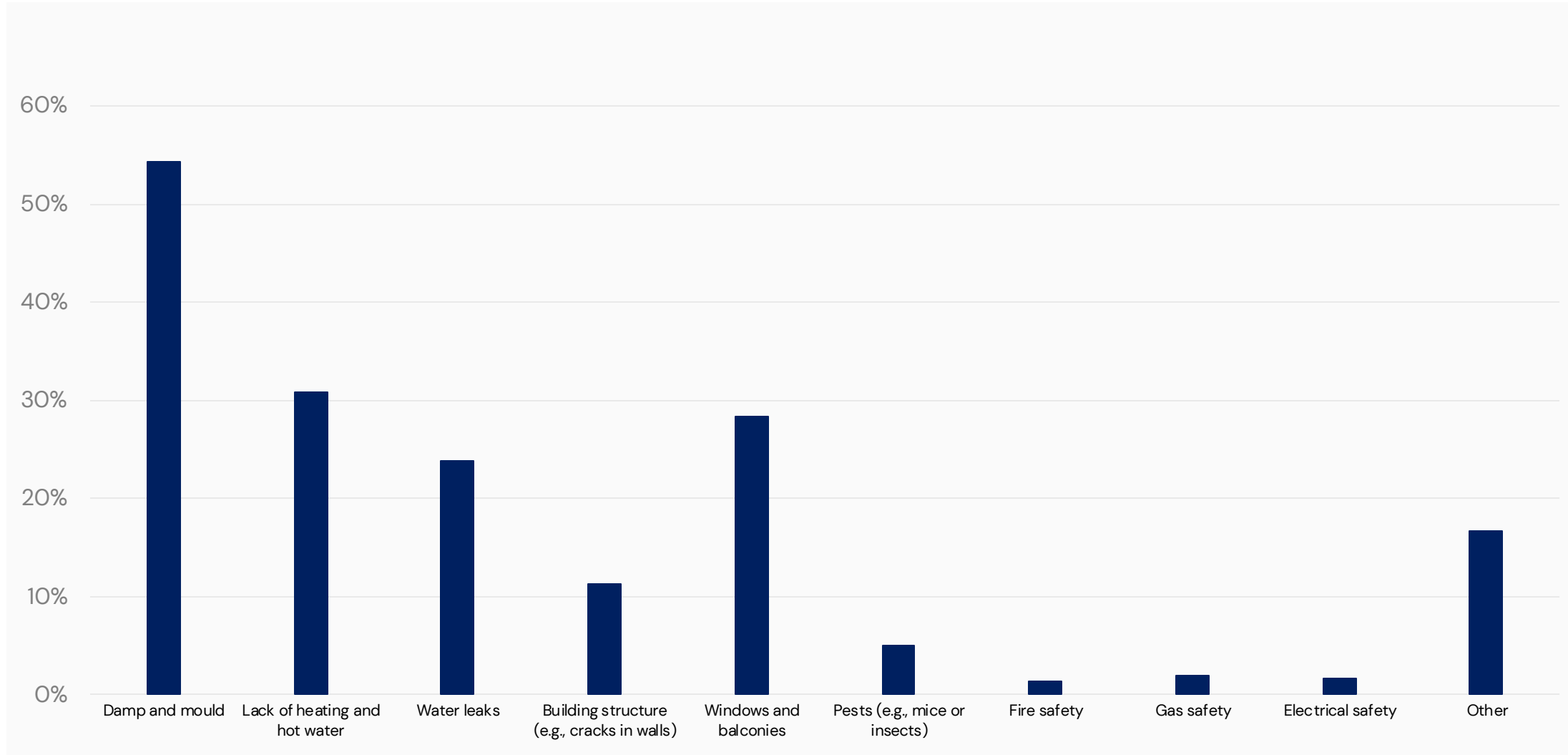
Additional Questions



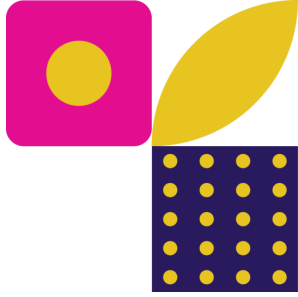
Safety Concerns in the Home



Respondents were asked 'do you have any safety concerns in your home with any of the following (choose all that apply)?'



Safety Concerns in the Home



Respondents were asked 'do you have any safety concerns in your home?'. Analysing comments gained from tenants selecting 'other', overall themes consider:

Property condition and unsafe repairs

Many tenants reported issues with the physical condition of their homes that impact safety, including broken or insecure doors, faulty locks, rotten window frames, draughts, damaged flooring, blocked sinks, faulty sockets, broken baths, heating problems, and water leaks causing structural damage. Long-term disrepair (e.g., no hot water for a year, broken doors for two years, rotten windows) was common and left tenants feeling unsafe. These issues often relate to either repairs not being completed or the home needing broader upgrading.

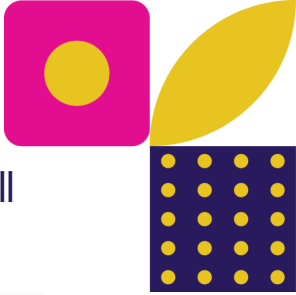
Communal areas and environmental hazards

Tenants frequently highlighted safety risks in communal spaces, including leaking ceilings, broken lifts, unsafe stairwell doors, cracked flooring, poor lighting, rubbish accumulation, and noise or strong smells from bins. Pest problems—rats, mice, and pigeon infestations—were also repeatedly mentioned as safety and hygiene hazards. Some tenants also raised concerns about obstacles (bikes on balconies), outdoor flooding, and poorly maintained external areas affecting accessibility and emergency exit routes.

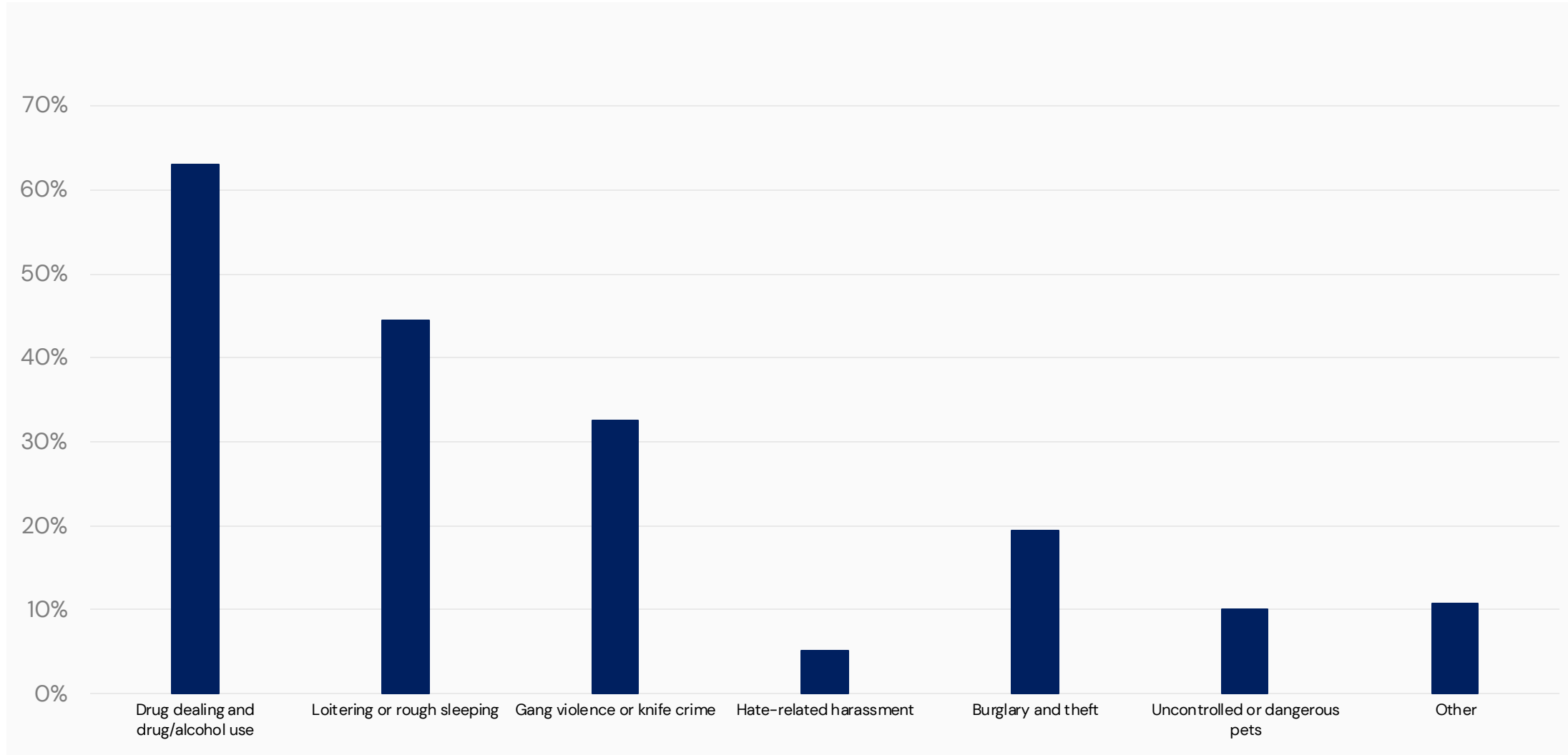
Security and Neighbourhood Safety

A significant theme involved security worries, such as defective entry doors, non-working buzzers, no key-code access, or neighbours and unknown individuals loitering near entrances. Several tenants referenced ASB issues (noise, drug use, rough sleepers) and felt vulnerable, particularly at night. Some expressed worry for children's safety, concerns about break-ins, and the lack of external maintenance contributing to unsafe surroundings. Others raised accessibility-related safety concerns, including heavy gates, broken railings, or difficulties for disabled residents.

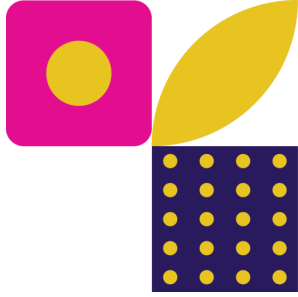
Safety Concerns in the Neighbourhood



Respondents were asked 'do you have any safety concerns in your home with any of the following (choose all that apply)?'



Safety Concerns in the Neighbourhood



Respondents were asked 'do you have any safety concerns in your neighbourhood?'. Analysing comments gained from tenants selecting 'other', overall themes consider:

Weak building access & security controls

Tenants frequently mention communal/main doors that don't secure properly, non-functioning entry systems (buzzers/intercoms), and strangers or rough sleepers entering blocks. Several comments explicitly link poor entry control to burglary risk. Typical signals include: *"Just the main communal door downstairs. It's not very safe", "no entry door or key code... I was burgled", "The main door has been fitted but the work wasn't done correctly. They put in a new buzzer but it's not working"*.

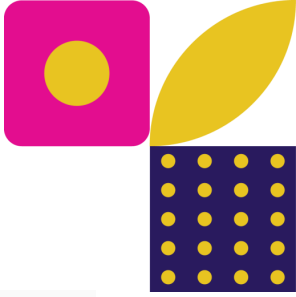
Building safety infrastructure risks (lift/stairs/balcony)

A second theme centres on physical safety risks in and around blocks: lifts being out of order, unsafe stairwell doors, balcony issues (including heavy leaks and emergency egress concerns), cracking floors/walls, and hazards such as bikes stored on balconies that could obstruct escape. Examples include: *"The lift is often out of order", "the door on the stairs unsafe", "The flooring in the building isn't very safe and I'm worried about the cracks on the walls", "Heavy leaks from the balcony", and "External things like bikes on the balcony in the event of an emergency."*

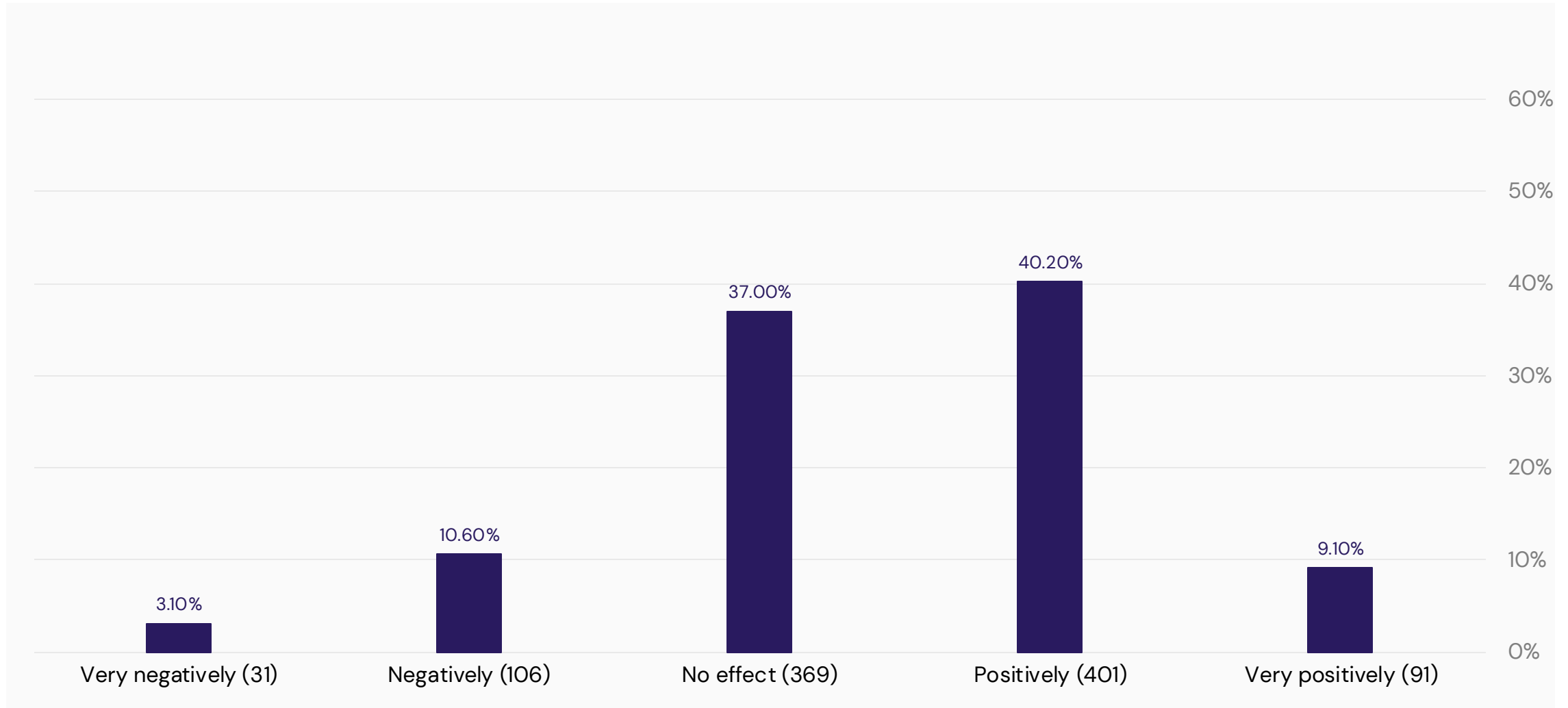
Personal safety & ASB around blocks

Tenants also describe feeling unsafe after dark, groups of youths/kids hanging around, rough sleeping around entrances, and general loitering near properties. While these are sometimes short statements, together they form a clear theme of personal safety anxiety and antisocial behaviour around block entrances and shared areas. Illustrative comments include: *"I don't feel safe walking after dark on my own", "Young kids hanging around", and references to people outside the property/rough sleepers near entrance points.*

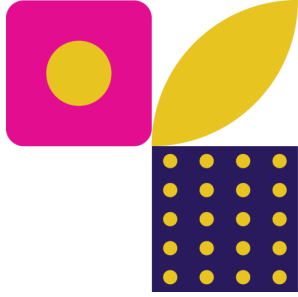
Home Affecting Health and Wellbeing



Respondents were asked 'Overall, how does your home affect your health and wellbeing?'



Improve One Thing with London Borough of Camden



Respondents were asked 'If you could improve one thing with London Borough of Camden, what would it be?'. Analysing comments gained, overall themes consider:

Improve the Repairs Service (Speed, Quality & Reliability)

This is by far the single strongest theme. Residents repeatedly ask for faster, higher-quality, properly completed repairs, with fewer missed appointments, better workmanship, and less need to chase issues. Many comments describe repairs as *slow, poor quality, incomplete, repeatedly breaking, or ignored*. Examples include requests to “fix heating and hot water,” “sort damp and mould,” “provide quality repairs,” “make repairs on time,” “send qualified professionals,” and “stop the contractors who never turn up.” Residents want a repairs service that is responsive, proactive, and competent, with issues resolved *properly the first time*.

Better Communication & Responsiveness

Another very dominant theme relates to communication problems — not being able to reach staff, emails and calls being ignored, lack of follow-up, unclear processes, and frustration with digital-only systems. Many residents explicitly state that communication is “very bad,” “non-existent,” or “the biggest issue.” They want easier ways to contact the council, more face-to-face options, clear updates on repairs, and a system that listens and responds promptly. Requests include “listen more to residents,” “respond to complaints,” “improve communication between tenants and the Council,” and “provide a quick response to issues.” Improving communication is seen as key to restoring trust and reducing stress.

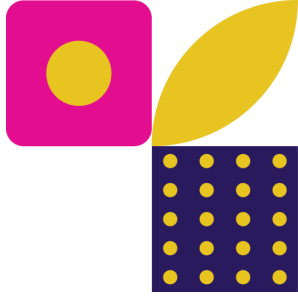
Improve Safety, Security & Tackle Anti-Social Behaviour

The third major theme focuses on safety, policing, and anti-social behaviour. Residents want more visible police, better security doors, working CCTV, action on drug dealing, youth loitering, rough sleeping, and unsafe communal areas. Many express feeling unsafe, especially after dark. Comments include: “improve safety and security,” “tackle anti-social behaviour,” “more visible policing,” “better lighting,” and “address drug issues.” This theme reflects a strong desire for a neighbourhood environment that feels secure, well-managed, and protected.

Conclusions / Next Steps



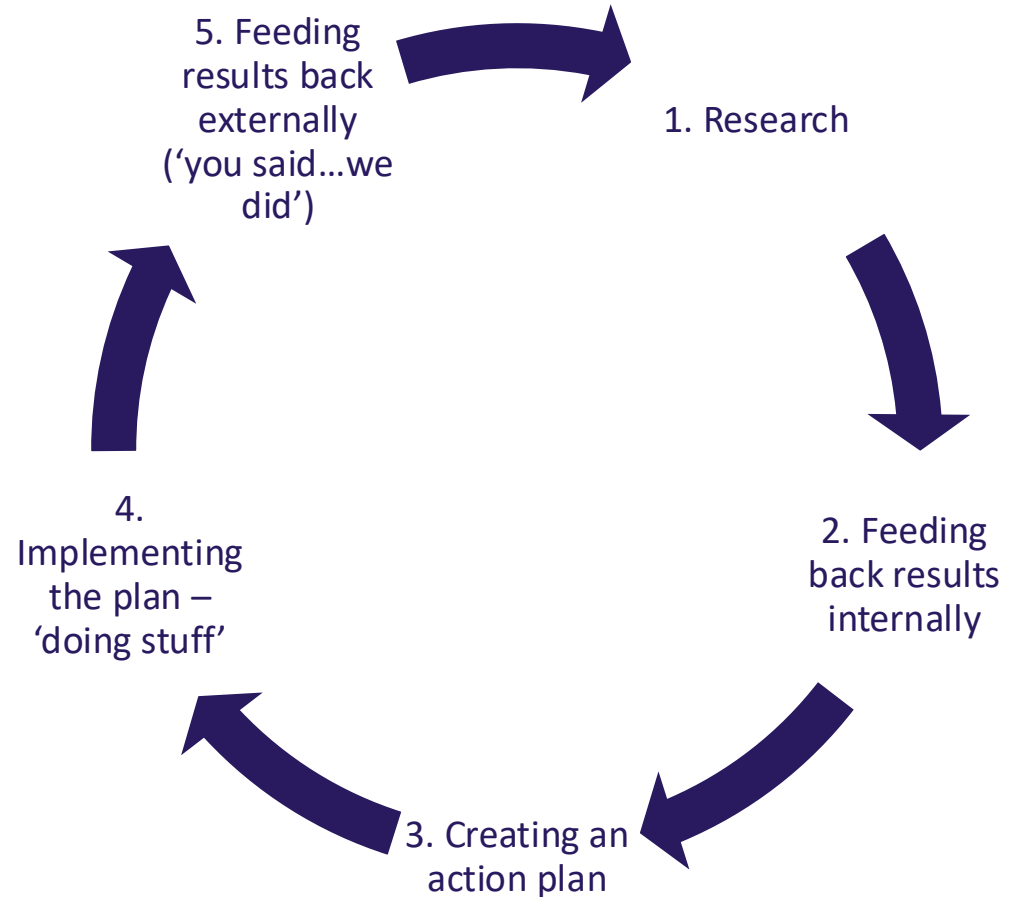
Feedback



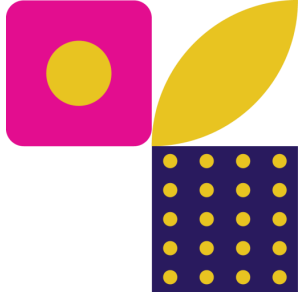
“The smallest of actions is better than the greatest of intentions”

Any kind of ongoing research is cyclical in nature. But it's what you do (or not as the case may be) in between the research that can make a profound difference to your scores.

1. Research is the easy part – that's why most organisations undertake customer feedback. The next steps are where the challenge exists:
2. Only half of organisations feedback results internally.
3. A third of organisations create an action plan.
4. A quarter actually 'do stuff' – implement the action plan.
5. 1 in 10 organisations effectively feedback results externally.



Going Beyond Compliance – Areas for Improvement

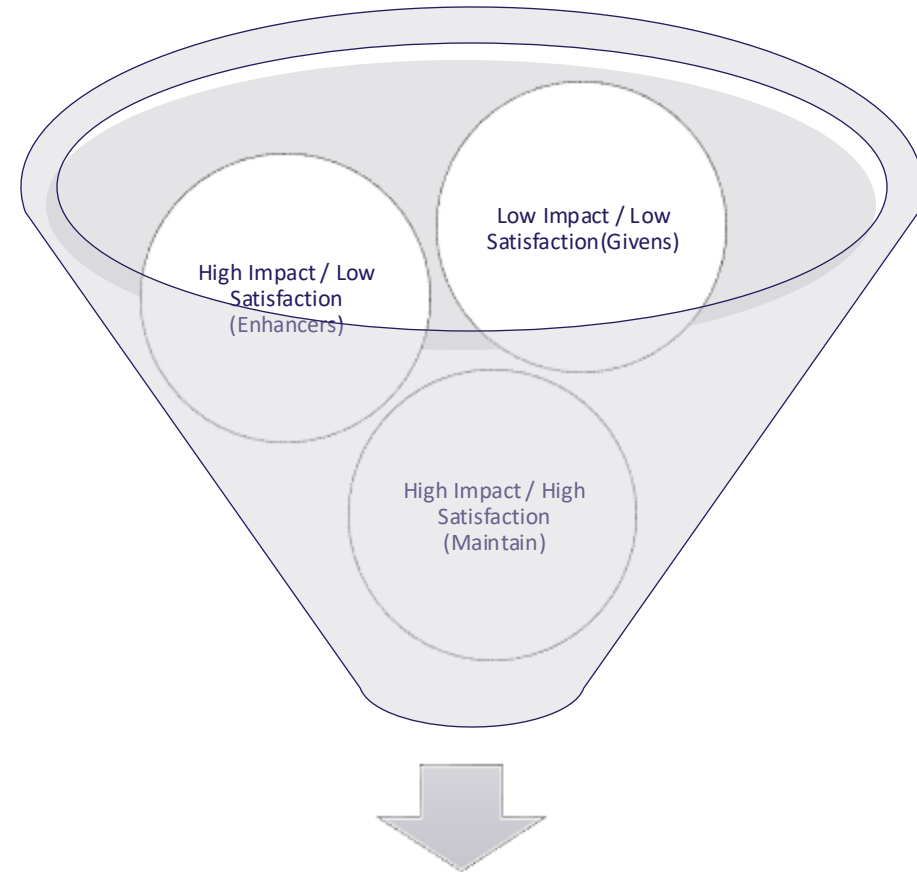


All research is insightful, but for our purpose we also want the research to be **actionable**.

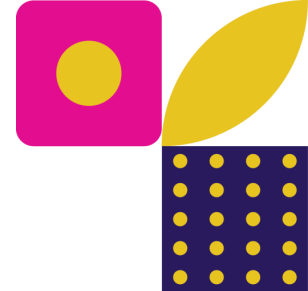
In order to deliver change, the survey should help provide focus by identifying a small number of areas to take action:

- Relative low impact / low satisfaction (e.g. ASB handling).
- High impact / low satisfaction (e.g. complaint handling, listening to views and acting upon them).
- High impact / high satisfaction (e.g. repairs, including keeping home well maintained)

Also consider benchmarking gaps – where the largest gaps exist when compared against high scoring peers (e.g. ASB handling, listening to views and acting).



Focus for Improvement



Areas for Improvement – ASB

Relative low impact / low satisfaction

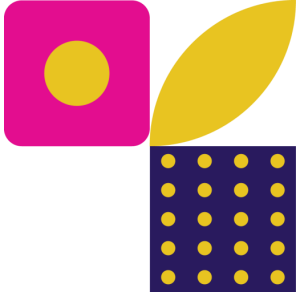
What it means: These are services that tenant's rate poorly but are not considered highly influential on overall satisfaction.

Why it matters: While these areas may not drive overall satisfaction significantly, persistent low scores will erode trust and damage reputation or compliance.

Action approach:

- Quick wins: Improve communication and visibility of actions taken (e.g., updates on ASB cases or communal cleaning schedules).
- Efficiency focus: Streamline processes without heavy investment since impact is limited.
- Monitor trends: Ensure these areas don't deteriorate further, as they can become pain points.

	Best Practice Approach
Policy & Prevention	Clear ASB policy, tenant education, actionable early-intervention steps
Partnerships	Multi-agency collaboration and intelligence-sharing
Victim Support	Risk-assessed, supported and informed victims
Case Management	Trackable case files, SLAs, incident logs
Enforcement Options	Graduated tools leading up to legal enforcement
Communication	Structured updates, diaries, transparency
Monitoring & Review	Data-led audits, regulatory reporting
Training & Leadership	Staff-trained & strategic oversight at governance levels



Areas for Improvement – Complaints

Mid Point impact / low satisfaction (e.g. Complaint Handling)

What it means: These are critical areas where poor performance strongly influences overall tenant satisfaction and regulatory compliance.

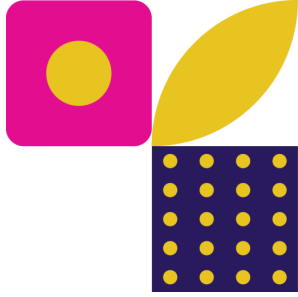
Why it matters: Complaint handling is a high-stakes process—failures here amplify dissatisfaction and risk non-compliance with TSM standard, whereas tenants that are highly satisfied with complaint handling demonstrate higher overall satisfaction than tenants who have not even made a complaint.

Action approach:

- Root cause analysis: Identify why complaints are poorly handled (speed, empathy, resolution quality).
- Process redesign: Implement clear SLAs, escalation paths, and staff training.
- Proactive communication: Keep tenants informed throughout the complaint lifecycle.
- Measure improvement: Track resolution times and satisfaction post-complaint.

	Best Practice Approach
Follow Ombudsman Code	Two-stage process with strict timescales.
Accessibility	Multiple channels (phone, email, online) and clear definitions.
Empathy & Culture	Treat complaints seriously, embed respect and dignity.
Case Management	Named handler, regular updates, robust tracking system.
Root-Cause Analysis	Identify systemic issues and embed learning into service improvement.
Transparency & Reporting	Annual self-assessment and publish performance data.

Areas for Improvement – Listening to Views and Acting Upon Them



Mid Point impact / low satisfaction

What it means: These are strengths that significantly influence trust and overall satisfaction.

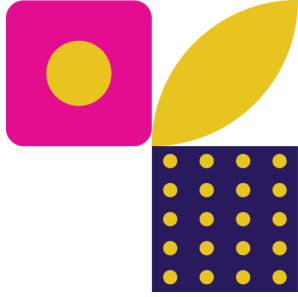
Why it matters: Listening and acting on views builds confidence, improves relationships, and drives service improvements.

Action approach:

- Sustain excellence: Maintain strong feedback channels and timely responses.
- Leverage as a differentiator: Showcase engagement outcomes in reports and communications.
- Innovation: Use digital tools for real-time feedback and transparent progress tracking.
- Prevent decline: Monitor engagement KPIs to ensure responsiveness remains high.

	Best Practice Approach
Clear Feedback Policy	Define how feedback is collected, reviewed, and acted upon, with timelines.
Accessible Channels	Multiple options for sharing views (online, phone, in-person, surveys).
Timely Acknowledgement	Confirm receipt quickly and provide expected response time.
Action Tracking	Share updates on what is being done and why decisions were made.
Inclusive Engagement	Ensure all voices are heard, including vulnerable or hard-to-reach groups.
Performance Monitoring	KPIs like response time, resolution rate, and satisfaction after action.
Continuous Improvement	Regularly review feedback trends and adapt processes accordingly.

Areas for Improvement – Repairs (including keeping home maintained)



High impact / high satisfaction (e.g. repairs, including keeping home well maintained)

What it means: These are strengths that significantly influence overall satisfaction.

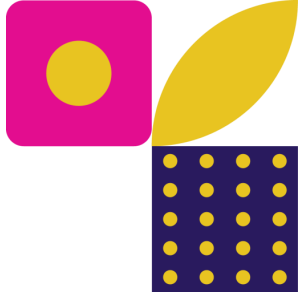
Why it matters: Repairs are a major driver of tenant trust and perception of service quality. Maintaining high performance here protects overall satisfaction scores.

Action approach:

- Sustain excellence: Continue investing in repairs and maintenance processes.
- Leverage as a differentiator: Showcase strong performance in communications and annual reports.
- Innovation: Explore digital tools for scheduling and updates to enhance convenience.
- Prevent decline: Monitor KPIs closely to avoid slippage in this critical area.

	Best Practice Approach
Clear Repairs Policy	Define emergency, urgent, and routine categories with timelines.
Accessible Reporting	Multiple channels and 24/7 emergency contact.
Efficient Scheduling	Triage system, real-time updates, convenient appointments.
Compliance	Gas, electrical, and fire safety standards.
Preventative Maintenance	Planned programmes to reduce emergency repairs.
Performance Monitoring	KPIs like first-time fix rate, completion times, tenant satisfaction.
Sustainability	Use energy-efficient materials and reduce waste.

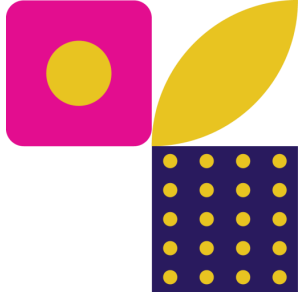
Going Beyond Compliance – Communicating TSM's Internally



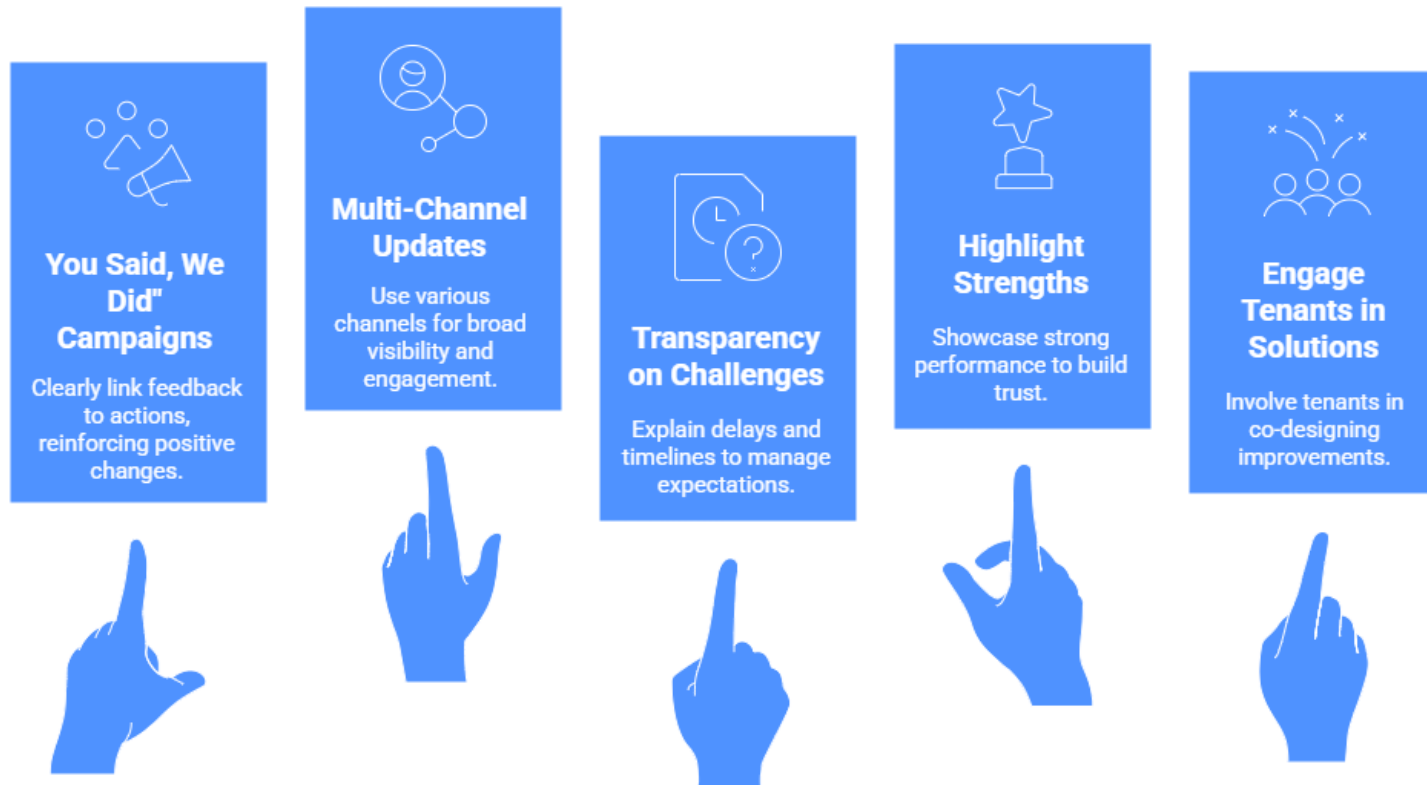
How to effectively communicate TSM results internally?



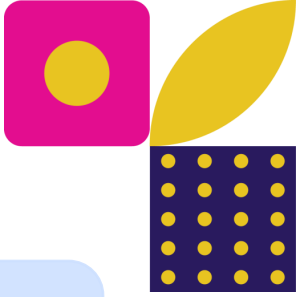
Going Beyond Compliance – Communicating TSM's Externally



How to effectively communicate TSM results to tenants?



TSM Survey 2025/26 Summary



Overall Satisfaction

- TP01 overall satisfaction 69.3% (down 1.7% on 2024/25)
- TP01 score for face to face 70.9%, telephone 54.0%

Tenant Scores

- 7 of 12 TSM scores are down on last year
- Speed of completing repairs and approach to complaint handling have shown the biggest increases on last year
- Tenants are most satisfied with safety of the home, least satisfied with complaints and ASB handling

Key Driver Analysis

- Repairs (overall and speed of completion) and the home being well maintained have the strongest impact on overall satisfaction.
- Whilst both factors represent the biggest opportunities to increase overall satisfaction, it remains important not to let relative low impact / low satisfaction factors erode satisfaction over time.

Benchmarking

- When benchmarking scores, London Borough of Camden is broadly comparable with National and ahead of Peer Group median scores.
- When comparing scores against the highest TP01 scoring landlord in the Peer Group, although gaps are broadly consistent, the biggest gaps are found in listening to views and acting upon them and ASB handling.

Housemark and Service Insights Ltd

At Housemark we offer a wider range of service market research and service design services, including:

Service Research

Phone, email, SMS, postal, and face to face surveys, anywhere in the UK

Perception surveys

Transactional surveys

Bespoke surveys

Employee surveys (employee satisfaction and niche/ bespoke topics)

Customer satisfaction impact reviews

Service Design

Focus groups & in-depth interviews

Customer journey maps

Co-creation personas, idea generation, validation and development



Housemark and 3C: The Trusted Authority in Social Housing Data Excellence

Housemark and 3C lead the way in transforming data into a strategic asset for social housing providers across the UK. Our sector-specialist consultancy and tools turn fragmented, inconsistent data into a single, trusted source of truth, empowering you to make confident decisions, meet regulatory demands, and deliver better outcomes for your communities.

Data Assurance and Governance Assessments

Make confident, evidence-based decisions with data you can rely on. Our assessment service provides independent assurance that your data is **accurate, consistent, and compliant**—giving you the confidence to act and report with integrity.

Using your organisation's data and our purpose-built **3C Data Logic** tool, we assess:

- **Data quality and completeness**
- **Compliance with regulatory standards**
- **Governance practices and risk areas**

Designed specifically for social landlords, this service helps you build a trusted data foundation—essential for regulatory reporting, strategic planning, and delivering better outcomes for your communities.

Data Logic

Data Logic is a powerful, interactive assurance tool designed specifically for social housing providers. Delivered via the Housemark Hub in partnership with 3C, it helps you **organise, validate, and unify data from multiple sources**, creating a single, trusted foundation for reporting and decision-making.

With built-in rules to identify and track inconsistencies, Data Logic enables you to:

- **Ensure data quality and commonality across systems**
- **Establish integrity for confident regulatory reporting**
- **Mine actionable insights to drive strategic change**

Whether you're working toward compliance or transformation, Data Logic gives you the clarity and control to become a truly data-driven organisation.

Data Strategy and Maturity Assessment

Leaders know that trusted, compliant data is essential—but knowing where to start can be the hardest part. Whether you're laying the groundwork or advancing your current approach, we'll help you take the next step with confidence.

Using our proven **data maturity model**, we assess where your organisation stands today and provide a clear roadmap of practical actions to:

- **Strengthen governance and compliance**
- **Align data strategy with organisational goals**
- **Build the foundations for insight-driven decision-making**

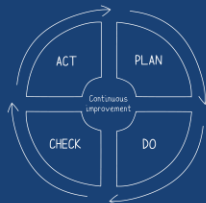
Turn uncertainty into clarity—and create a data strategy that supports your ambitions now and into the future.

Housemark and Ad Esse: Specialists in helping landlords deliver sustainable performance improvement



Ad Esse (<https://www.ad-esse.com/>) are a Housemark Hub Partner with a strong track record of helping social housing landlords improve operational performance across key areas such as repairs, complaints, voids, and service charges.

About Ad Esse



We can help you improve the **performance** of your organisation – e.g. repairs, complaints, voids, service charges. See example results [here](#).

We are a **Housemark hub partner** - we work together to improve the performance of social housing providers.

Our **vision** is a world where social purpose organisations are the aspiring standard for operational excellence.

We have a substantial (and un-gated!) **knowledge hub** that anyone can access for free, with templates, explainers and information for anyone trying to improve their performance.

www.ad-esse.com

Housemark



Scan or click here for our knowledge hub

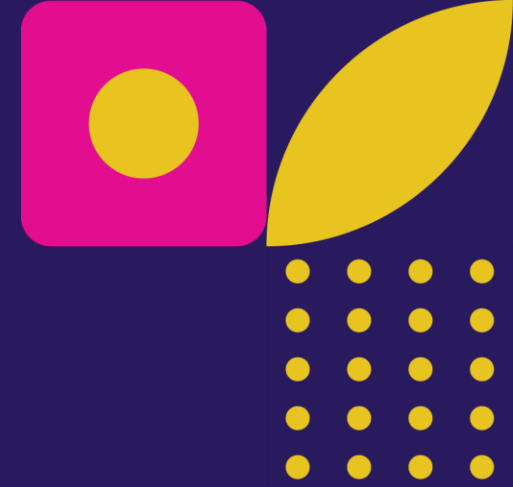
ad esse

Housemark

Housemark



Service Insights Ltd



London Borough of Camden TSM Survey 2025/26

Chris Elliott

Principal Consultant – Customer Experience

chris.elliott@housemark.co.uk

housemark.co.uk