

LONDON BOROUGH OF HAMMERSMITH & FULHAM

Report to:	Housing and Homelessness Policy and Accountability Committee
Date:	5 November 2025
Subject:	Tenant Satisfaction Measures 2024/25
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Responsible Director:	Sukvinder Kalsi, Executive Director of Finance and Corporate Service Richard Shwe, Director of Housing

SUMMARY

The regulator of social housing in England is the Regulator of Social Housing (RSH). It is an independent, non-departmental public body that sets and enforces economic and consumer standards for registered social housing providers, such as housing associations and local authorities.

Tenant Satisfaction Measures (TSMs) are a mandatory set of performance indicators for UK social housing landlords, introduced by the Regulator of Social Housing (RSH) in April 2023, to ensure transparency and quality by measuring tenant perceptions and landlord performance in key areas like repairs, safety, engagement, neighbourhood management, and complaints handling. The system uses tenant surveys and management data to hold providers accountable and drive improvements in services and homes.

The Council publish the TSMs on an annual basis. 2023/24 was the first year we published results, and we are now reporting our performance for 2024-25. The TSM framework comprises of 22 measures, of which 12 are derived from tenant perception measures and 10 are management information held by landlords.

Hammersmith & Fulham Housing, through our approach to continuous improvement and implementing a robust improvement plan between 2023/24 to 2024/25, has been able to improve our performance across the majority of measures.

RECOMMENDATIONS

1. For the Housing and Homelessness Policy and Accountability Committee to note report.
 2. For the Housing and Homelessness Policy and Accountability Committee to comment on the report.
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Wards Affected: (All)

Our Values	Summary of how this report aligns to the H&F Corporate Plan and the H&F Values
Building shared prosperity	Providing compliant good-quality housing services to our residents provides a platform from which to learn, work and thrive.
Creating a compassionate and inclusive council	TSMs ensure we learn from our residents to deliver an inclusive service.
Doing things with local residents, not to them	TSMs enable our residents' views are heard and acted upon.
Being ruthlessly financially efficient	Residents' feedback ensures we are looking at where our services can be more effective and add more value.
Taking pride in H&F	Striving to deliver the highest standard of housing services that meet our residents' expectations should make our residents proud to live in their homes.
Rising to the challenge of the climate and ecological emergency	We are utilising technology to maximise operational performance and minimise our carbon footprint.

Background Papers Used in Preparing This Report

TSM Satisfaction Survey for Hammersmith and Fulham 2023/24 and 2024/25

TENANT SATISFACTION MEASURES (TSM) OVERVIEW

1. The Regulator of Social Housing (RSH) introduced a new framework of Tenant Satisfaction Measures (TSMs) as part of its commitment to strengthen transparency, accountability, and engagement across the social housing sector in England. The measures became mandatory for all registered social housing providers with 1,000 or more homes from April 2023.
2. The TSMs are designed to assess how well social housing landlords in England are performing in delivering quality homes and services. The TSMs provide a standardised set of data that enables tenants, landlords, and the regulator to monitor and compare performance across the sector. The RSH expects providers to use this information not only to meet compliance obligations but also to drive continuous improvement in service delivery.

3. The TSM framework comprises 22 measures, of which 12 are derived from tenant perception surveys and 10 from management information held by landlords.
4. Social Housing Providers are responsible for the accuracy, completeness, and timeliness of the data they submit. The data collection period is the financial year from 1 April to 31 March every year. Providers must submit their full set of TSM data for 2024/25 to the RSH by the end of June 2025. TSM results must be published by providers annually and they must be accessible to tenants to support transparency and enable effective tenant scrutiny.

TSM PERFORMANCE

5. The Council commissioned the independent research company, BMG Research to conduct the TSM surveys in both 2023-24 and 2024-25. BMG has a rigorous quality assurance process across all stages of survey delivery and a robust quality management system that meets the Market Research Society (MRS), Code of Conduct and ISO standards. The council also has quality assurance processes and high standards for accuracy and compliance.
6. For the 2023/24 Tenant Satisfaction Measures (TSM) return, the council adopted a mixed-method approach to data collection, including telephone, face-to-face, and online surveys. Following feedback from residents, it was decided for the n 2024/25, this methodology was refined to focus primarily on face-to-face (70%) and telephone (30%) engagement. The shift aimed to enhance the quality of feedback by capturing more detailed, qualitative insights and verbatim comments. This approach not only supports a deeper understanding of resident experiences but also fosters a more positive and accessible feedback process. The surveys were intentionally designed to obtain richer, narrative responses, enabling the service to better reflect and respond to residents' views.
7. This shift in methodology, along with our commitment to service improvement, has likely contributed to the improved results we've seen. Importantly, this change was driven by direct resident feedback and reflects a high level of engagement. It also demonstrates the council's proactive approach to listening and adapting in order to improve the housing service.
8. In 2024/25 1,135 surveys were completed over two rounds and the total results of each survey were combined. BMG completed the first round of surveying between November and December 2024, and the second round in March 2025.
9. The first wave of the survey was done by face-to-face and telephone surveys, and the second wave was undertaken face-to-face only. BMG used a sampling method to achieve a representative sample.
10. H&F's performance against the TSM perception measures has shown broad improvement against nearly all the measures. H&F uploaded our performance against TSM's on the [H&F website](#) in advance of the deadlines and we shared the results with residents via our formal engagement channels, such as Housing Representatives Forum (HRF) and published our results our monthly newsletter to residents.

11. Table 1, on the next page shows H&F's performance in the financial years 2023/24 and 2024/25 for the TSM Perception Measures, including the percentage change.

12. The data set out in Table 1 highlights marked improvements across 11 out of 12 measures. There has been a particularly strong improvement in overall satisfaction, the proportion of residents who are satisfied that the landlord listens to their views and responds to them and that the landlord treats them fairly and with respect.

Table 1: TSM Perception Measures – H&F performance 2023/24 and 2024/25

Ref	TSM Perception Measure	2023/24	2024/25	% change
TP01	Proportion of respondents who report that they are satisfied with the overall service from their landlord	49.9%	62.7%	25.7%
TP02	Proportion of respondents who have received a repair in the last 12 months who report that they are satisfied with the overall repairs service	53.6%	65.8%	22.8%
TP03	Proportion of respondents who have received a repair in the last 12 months who report that they are satisfied with the time taken to complete their most recent repair	48.3%	59.4%	23%
TP04	Proportion of respondents who report that they are satisfied that their home is well maintained	51.3%	68.6%	33.7%
TP05	Proportion of respondents who report that they are satisfied that their home is safe	62.0%	73.3%	18.2%
TP06	Proportion of respondents who report that they are satisfied that their landlord listens to tenant views and acts upon them	44.5%	62.5%	40.4%
TP07	Proportion of respondents who report that they are satisfied that their landlord keeps them informed about things that matter to them	59.7%	74.3%	24.5%
TP08	Proportion of respondents who report that they agree their landlord treats them fairly and with respect	66.4%	84.0%	26.5%
TP09	Proportion of respondents who report making a complaint in the last 12 months who are satisfied with their landlord's approach to complaints handling	27.9%	26.7%	4.3%
TP10	Proportion of respondents with communal areas who report that they are satisfied that their landlord keeps communal areas clean and well maintained	58.4%	62.2%	6.5%
TP11	Proportion of respondents who report that they are satisfied that their landlord makes a positive contribution to the neighbourhood	57.9%	71.2%	23%

TP12	Proportion of respondents who report that they are satisfied with their landlord's approach to handling anti-social behaviour	57.5%	69.6%	21%
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13. Table 2 below shows H&F's performance in the financial years 2023/24 and 2024/25 for the TSM Management Measures, including the percentage change.

Table 2: TSM Management Measures – H&F performance 2023/24 and 2024/25

Ref	TSM Perception Measure	2023/24	2024/25	% change
BS01	Proportion of homes for which all required gas safety checks have been carried out (%)	99.9%	100%	0.1%
BS02	Proportion of homes for which all required fire risk assessments have been carried out (%)	100%	100%	0%
BS03	Proportion of homes for which all required asbestos management surveys or re-inspections have been carried out (%)	100%	100%	0%
BS04	Proportion of homes for which all required legionella risk assessments have been carried out (%)	100%	100%	0%
BS05	Proportion of homes for which all required communal passenger lift safety checks have been carried out (%)	100%	100%	0%
RP01	Proportion of homes that do not meet the Decent Homes Standard (%)	2.8%	4.1%	46.4%
RP02 (1)	Proportion of non-emergency responsive repairs completed within the landlord's target timescale (%)	66.8%	86.2%	29%
RP02 (2)	Proportion of emergency responsive repairs completed within the landlord's target timescale (%)	90.4%	93.4%	3.3%
NM01 (1)	Number of anti-social behaviour cases opened (per 1,000 homes)	29.3	26.7	8.9%
NM01 (2)	Number of anti-social behaviour cases that involve hate incidents opened (per 1,000 homes)	1.0	0.9	10%
CH01 (1)	Number of stage one complaints received (per 1,000 homes)	220.1	145.2	34%
CH01 (2)	Number of stage two complaints received (per 1,000 homes)	47.9	32.4	32.4%
CH02 (1)	Proportion of stage one complaints responded to within the Housing Ombudsman's Complaint Handling Code timescales (%)	93.6%	93.3%	0.3%

CH02 (2)	Proportion of stage two complaints responded to within the Housing Ombudsman's Complaint Handling Code timescales (%)	87.1%	98.5%	13.1%
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14. The data set out in Table 2 above shows some key improvements:

- 100% compliance was maintained or achieved across all safety-related metrics
- Non-emergency repairs completed on time improved
- Emergency repairs also improved slightly from a high base
- The number of stage 1 and stage 2 complaints per 1,000 homes both recorded a notable decrease.

15. The proportion of Decent Homes has increased by 46%, but from a low base of 2.8% to 4.1%. The housing service has a robust plan in place to address decency in homes. As of June 2025, the current portion of decent homes stands at 3.1% (a 10.7% increase from the previous year) following the completion work since April 2025. Works underway to target 2026 non-decent homes elements required to be completed by year end with phasing and planning of elements underway. As of October 2025 there are 121 elements of work in delivery with Repairs & Capital works team.

16. The RSH is expected to publish sector wide 2024/25 TSM data in November 2025, following the same timeline as the previous year. This will provide benchmarking data against the industry to understand what quartile Hammersmith & Fulham are in compared to their peers.

17. The Housing Services is undertaking a continuous improvement journey which initially focussed on ensuring that residents are at the heart of service standards, ensuring tenants have improvements across the Consumer Standards, in particular ensuring tenants are safe across the Big 6 on Building Safety, and having a modern-day repairs service that tenants are satisfied. As part of this commitment, we have responded to the results from the 2023/24 TSMs and first wave of the 2024/25 surveys. This work has included:

- a) Front line housing staff are now based in the borough five days a week to ensure greater accessibility and responsiveness.
- b) Improving repairs performance by introducing new contractors with stricter performance sanctions and holding Estate Repairs Days.
- c) Strengthening our listening and communication through drop-in sessions, refreshing our Housing Representatives Forum and monthly newsletters.
- d) On home maintenance and safety, we have achieved a 91% reduction in damp and mould cases, invested £1.4 million weekly in property upgrades and implemented a Compliance strategy.
- e) Promoting fairness and respect by delivering a culture change programme and introduced a new code of conduct for contractors.

- f) Improving complaints handling through trend analysis, integrated learning from Housing Ombudsman determinations into day-to-day practice, and introduced a compensation policy and a comprehensive improvement plan.
18. It is important to note, that the reasons for adapting our TSM approach has improved our satisfaction scores in 2024/25. The council intends to now maintain the balance of telephone and face to face surveys.
19. The Council completed a competitive procurement exercise to select a supplier to conduct the 2025/26 and 2026/27 perception surveys to the same high standard of compliance. The company that has been procured for this works has been BMG.
20. The Council is committed to co-production and listening to feedback and making improvements for tenants. This has been demonstrated across a range of performance measures that has seen improvements in the 2024-25 Management Information TSMs. **See Appendix 1.**
21. The Housing Service has seen improvements but most importantly the service has been focussed on keeping residents safe and the significant improvements in repairs service between the two years, along with the quality and performance of customer services, the effective management of complaints to deliver positive outcomes for residents and wider learning and the continued investments in tenant homes have all had reflected in the improvement perception of TSMs from the Regulator of Social Housing.
22. The Housing service has been assessing the responses from the 2024/25 survey to put in place a new improvement plan. Feedback from tenants were drawing conclusions around feeling safe from contractor behaviour/their wider home environment, but last year's 24/25 TSM's linked feeling safe to the physical building. Housing and Community Safety colleagues conducted a full review of our ASB and Hate Crime Policies and consulted with residents to gain their feedback. This has resulted in improved processes to manage anti-social behaviour in Hammersmith and Fulham, and a refreshed suite of key performance indicators including risk assessments, and fortnightly updates to residents.
23. Another example of our Improvement Plan 25/26 is that we have been reviewing is the repairs perception and satisfaction has improved, but complaints satisfaction has decreased slightly, despite repairs making up most complaints that enter the service. What can we do to reduce our complaints at Stage 1 and Stage 2 aspects for our tenants to improve satisfaction.
24. The TSM Service Improvement Plan for 2025/26 is as follows: -
- Data Analysis & Forecasting:**
- Identify dissatisfaction themes from 2023–25 surveys.
 - Compare feedback across channels (TSM, complaints, surveys).
 - Analyse feedback and present insights to Performance Board.
 - Forecast 2025–26 results and benchmark regionally and nationally (Nov 2025)
 - Wave 1 TSM – 24 November 2025 to 5 December 2025
 - Wave 2 TSM – 23 February 2026 to 6 March 2026.

Resident Engagement:

- Prepare and run online focus groups – understand gaps between expectations/delivery.
- Work with Building Safety, Repairs and FRAG on improvements and perceptions
- Our contractors treat tenants better with our repair, service standards and delivery.

Service Improvement:

- Work with the repairs service on improving the tenant experience
- Undertake Root and Branch Review of Housing Service focussed on tenants
- Tenants to see staff visibility, respectful conduct, building security, community safety
- Case reviews of resident journeys and complaints.

Communications Strategy:

- Update TSMs results webpage.
- Develop 6-month comms calendar that puts residents at the heart of delivery across the Housing Service.
- Publish Complaints Annual Report.
- Continue having Housing Services Director Updates to the Housing Residents Forum which occurs every six weeks which gives service transparency.
- Ongoing news stories from the Housing Service and updates to residents about what's happening in the borough.

Conclusion

25. Notwithstanding the service improvements achieved across Housing Services over the past two years, it is important to acknowledge that the change in survey methodology may have influenced the shift in scores. However, we do not consider this the principal cause of the change, given the substantial and demonstrable improvements in service delivery. The move to primarily face-to-face and telephone surveys was a deliberate decision to gather more qualitative feedback and richer verbatim responses, as outlined in the appendix. While the revised methodology has contributed to the variation in results, it is the significant progress in service performance that remains the leading factor in the improved Tenant Satisfaction Measure (TSM) scores.
26. The improvement in our performance against the TSMs has been encouraging, however, there is still more work to be done in continuing delivering positive outcomes and financial compliant Housing Service for residents in Hammersmith and Fulham through establishing a modern, fit for purpose compliant housing neighbourhood services.