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# White Horse Housing Association TSM Survey

2024 Report

January 2024

Prepared by: Acuity Research & Practice

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making sense of housing



**WHITE HORSE**  
HOUSING



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# Introduction

White Horse Housing (WHHA), previously Wiltshire Rural Housing Association, has been building and managing homes in the villages throughout the County of Wiltshire, the Borough of Swindon and its surrounding areas. They focus on building homes to high environmental and space standards.

Acuity has been commissioned to undertake independent satisfaction surveys of both the tenants and shared owners of WHHA to collect data on their opinions of, and attitudes towards, their landlord and the services provided. These surveys are reported separately, and this report focuses on the results from the tenant (LCRA) survey.

The survey was designed using the new Tenant Satisfaction Measures from the Regulator of Social Housing, which became mandatory to collect from April 2023 and are due to be reported for the first-time in 2024.

The survey was undertaken using a mixed mode approach with tenants given the opportunity to respond online, by post or by telephone interview. The fieldwork was undertaken between the 30<sup>th</sup> of October 2023 and the 8<sup>th</sup> of January 2024. At the close of the survey, 239 responses had been received, 224 from the tenants and 15 from the shared owners. As stated, this report is concerned with the tenant results only with a separate report based on the responses from the shared owners, although this report does contain some reference to the shared owners and shows the differences in satisfaction between the two groups.

The survey is confidential, and the results are sent back to WHHA anonymised unless tenants give their permission to be identified – 89% of tenants did give permission to share their name and 82% of these tenants are happy for WHHA to contact them to discuss any issues they raised.

The aim of this survey is to provide data on tenants' satisfaction, which will allow WHHA to:

- Provide information on tenants' perceptions of current services
- Compare the results with previous surveys, where possible
- Compare the results with other landlords (where appropriate)
- Report the results as required by the Regulator from April 2024 onwards
- Develop evidence based continuous improvement plans.

For the overall results, Acuity, Housemark and the Regulator of Social Housing recommend that landlords with under 2,500 properties achieve a sampling error of at least  $\pm 5\%$  at the 95% confidence level. For WHHA, 239 responses were received, and this response is high enough to conclude that the findings are accurate to within  $\pm 4.1\%$  for the combined residents and  $\pm 4.2\%$  for the LCRA tenants only; these fall well within the required margin of error and give good accuracy of results.

Most of the figures, throughout the report, show the results as percentages. The percentages are rounded up or down from two decimal places in the results file 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.



96%

## Overall Satisfaction

The survey for White Horse shows very high levels of satisfaction and the Association should be proud of these results.

Nearly all the tenants (96%) are satisfied with the overall services they receive from WHHA, and several other measures receive ratings above 90%. These include the provision of a safe home (97%), WHHA being easy to deal with (also 97%), treating tenants fairly and with respect (94%) and 93% are satisfied with the repairs service in the last 12 months, and the time to complete the most recent repair.

However, two measures receive less than 70% satisfaction, the upkeep of the communal areas (69%) and the energy efficiency of the home (67%).

In addition, 80% of tenants would recommend WHHA to other people, with only 5% who wouldn't; the Net Promoter Score being 75, which is impressively high and compares well with other landlords.

# Key Metrics Summary 2024



91% Well maintained home



97% Safe home



93% Repairs - Last 12 months



93% Time taken - Last repair



92% Repairs - Overall satisfaction



69% Communal areas clean & well maintained



78% Positive contribution to neighbourhood



72% Anti-social behaviour



67% Energy efficiency



97% Easy to deal with



85% Listens & Acts



91% Keeps you informed



94% Treats fairly & with respect



72% Complaints handling



80% Promoters

# National Context

When considering the results, it is important that the national context and external factors should be considered. For example:

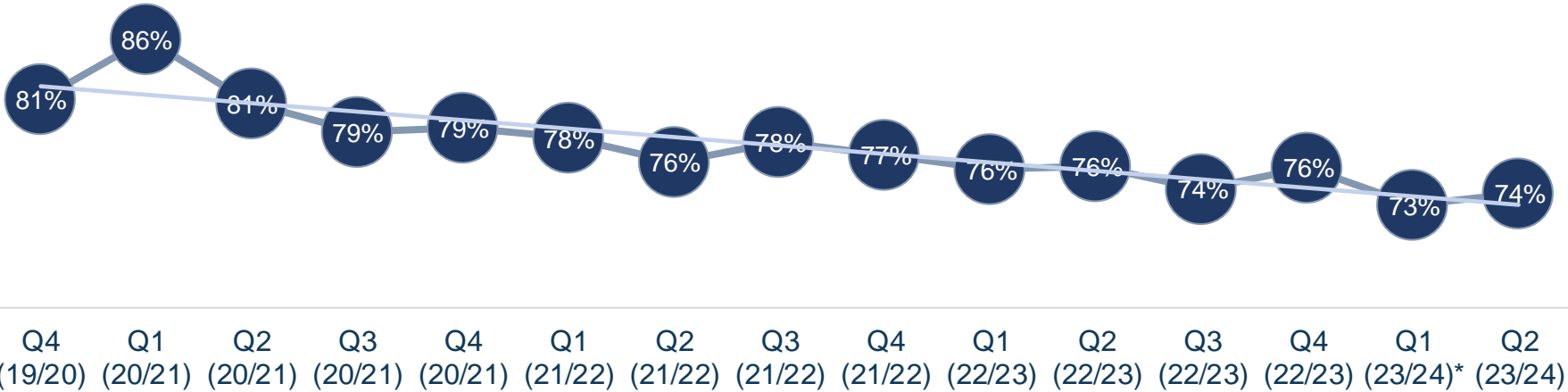
- Cost of Living Crisis
- Government & Political Changes
- Uncertainty about the future
- Brexit and the economy

Satisfaction is based on perception rather than specific values so can be affected by these factors and how positive people feel about their lives. Factors such as the pandemic also altered the way social landlords operate, perhaps making them less accessible and responsive.

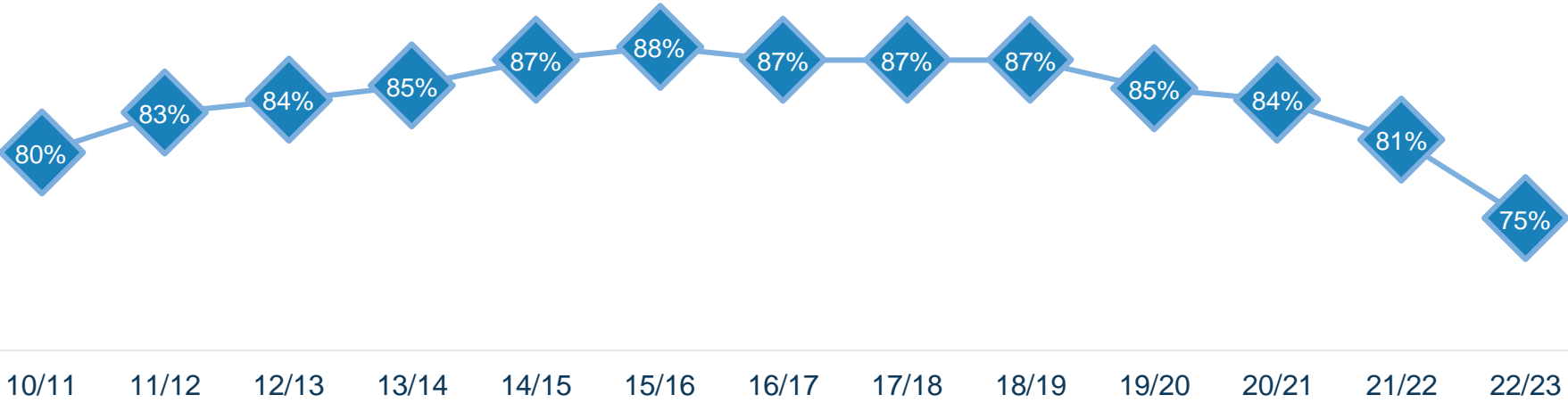
The top graph demonstrates how overall satisfaction has changed over time for Acuity's clients (tracker only). The trendline is downward over the last few years. The lower chart shows the results from Housemark members with a peak in 2015/16 and a slow decline since, this starting before the disruption of the pandemic.

The WHHA results tend to buck this trend, increasing a little since the previous survey in 2021.

Overall Services (Acuity Clients)



Satisfaction with services provided (NHF/Housemark median - general needs)



\*LCRA only onwards

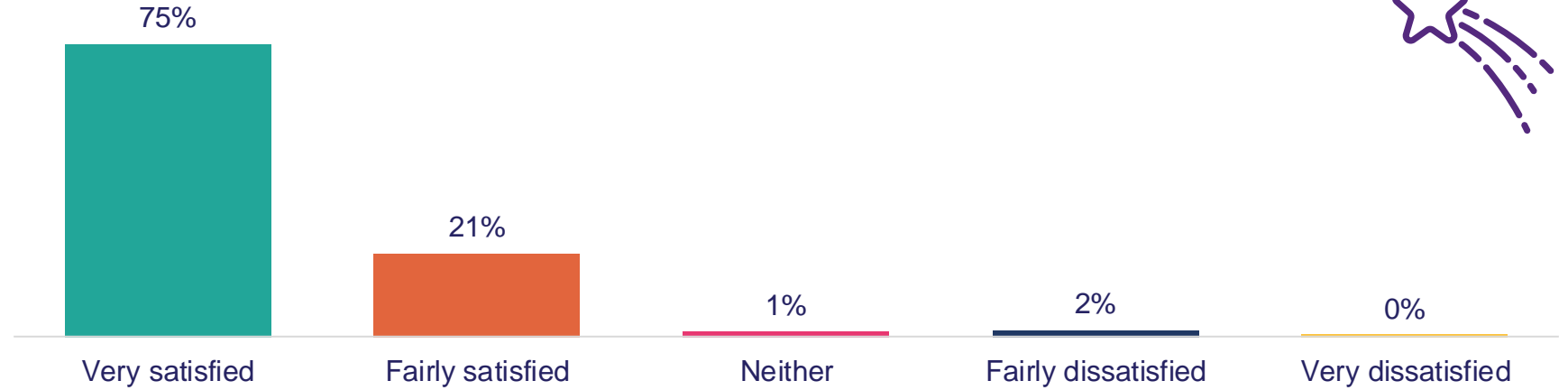


# Overall Satisfaction





# Overall Satisfaction



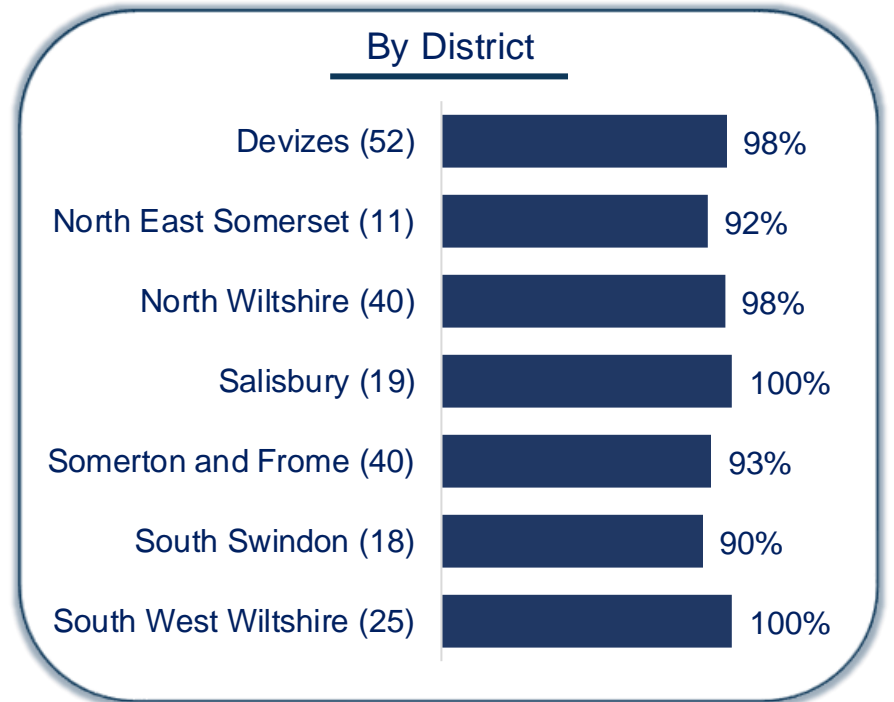
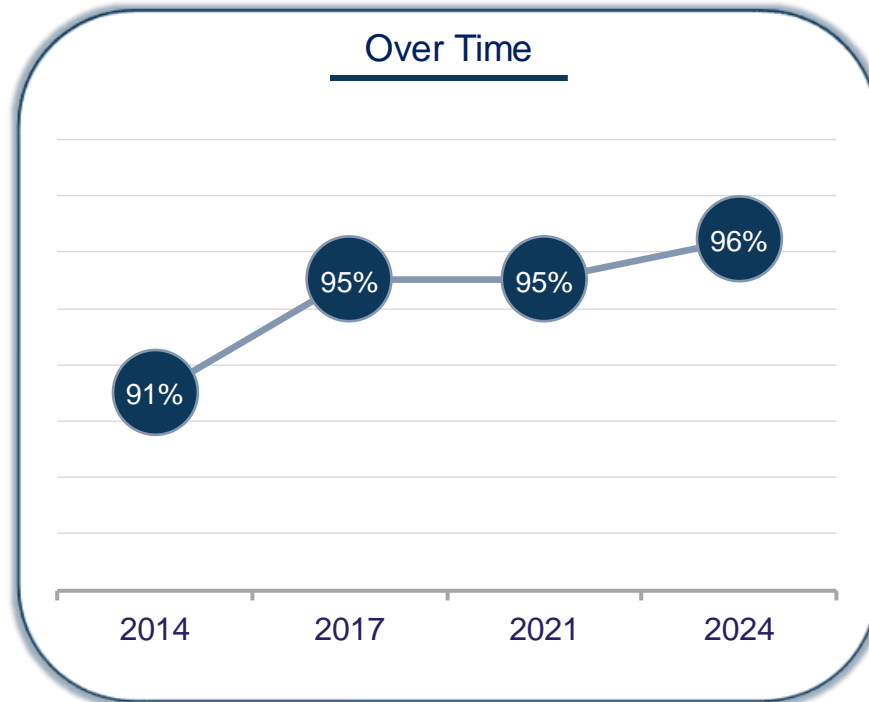
Firstly, tenants were asked, “Taking everything into account, how satisfied or dissatisfied are you with the service provided by WHHA?” This is the key metric in any tenant perception survey.

Nearly all the tenants (96%) are satisfied with the overall services provided by WHHA, with 75% very satisfied and a further 21% fairly satisfied. Just 2% are dissatisfied and the remaining 1% neither satisfied nor dissatisfied.

WHHA undertook satisfaction surveys in 2014, 2017 and 2021 and the results from the overall satisfaction question are shown here. Satisfaction has been very high over time, but it has increased by a further 1 percentage point (p.p) in 2024.

WHHA has properties in nine constituency district, but in two there were less than ten responses so these are not shown here. Those that are shown include the number of responses from each district. As expected, satisfaction is high across all these districts with 100% satisfied in Salisbury and South West Wiltshire. The least satisfied, but still at 92%, are those in North East Somerset.

The ‘understanding satisfaction’ section of this report, further analyses the results by a range of different groups, including age, gender and response method.





# Keeping Properties in Good Repair





Satisfaction with the home and the repairs service is very high at WHHA with 97% satisfied that their home is safe and 91% with its maintenance. Consequently, very few are dissatisfied, 1% and 4% respectively.

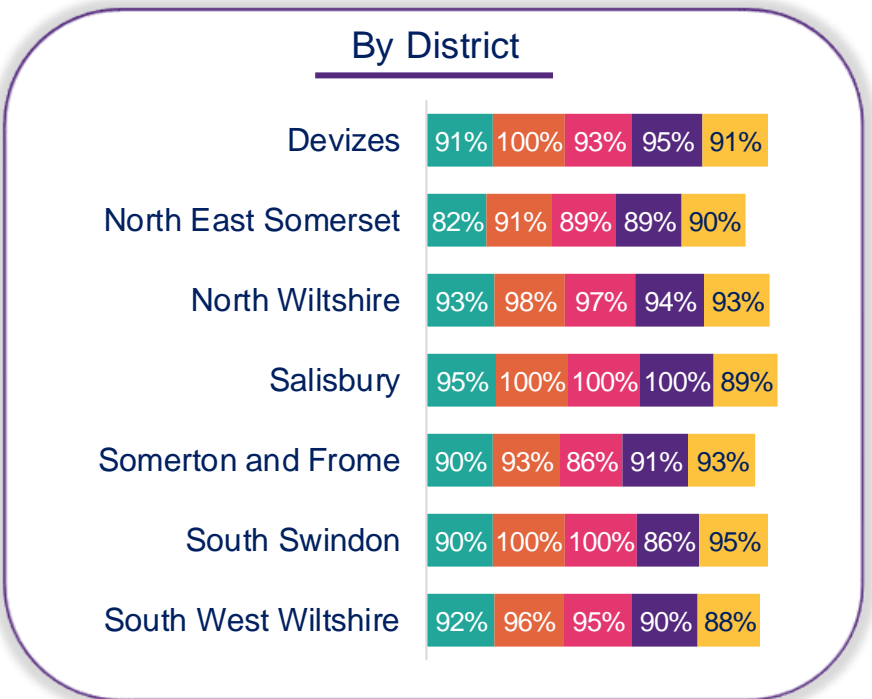
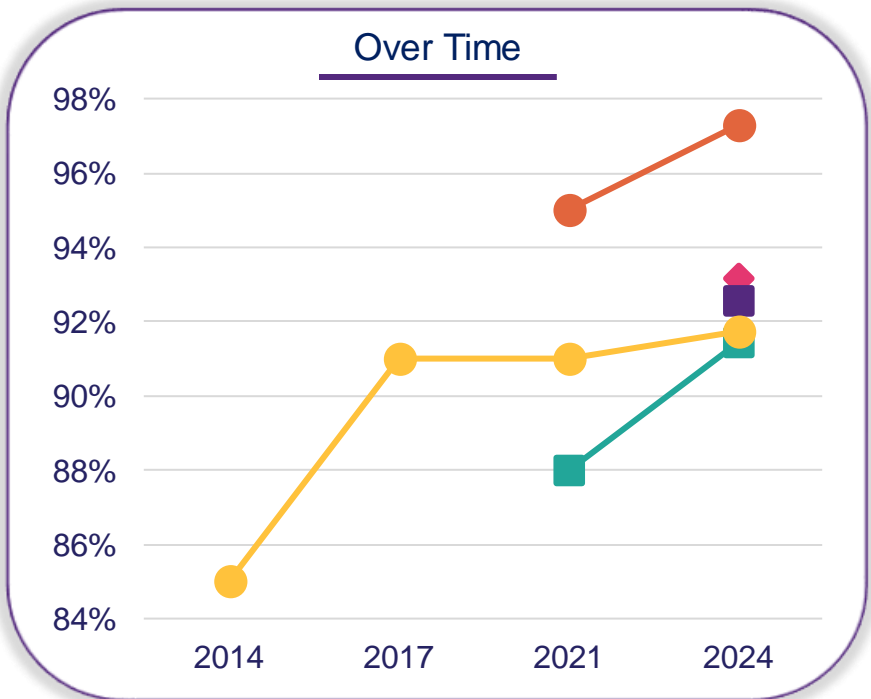
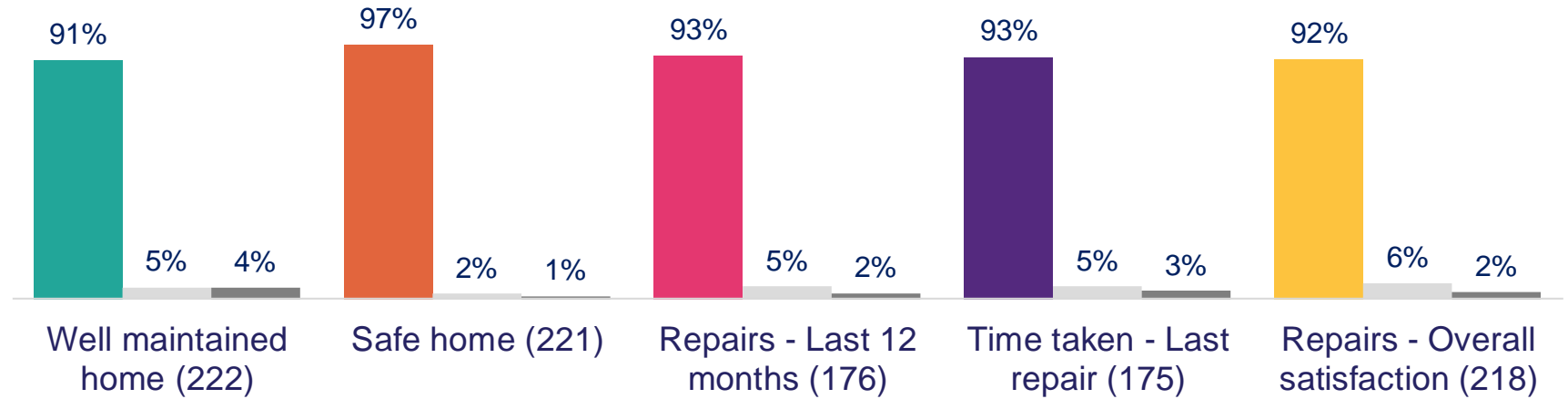
The previous survey included questions about the home but were worded a little differently about the condition of the home and whether it was safe and secure. It is felt these are close enough to compare with the current questions and this shows increased for both measures, up 3p.p for the maintenance of the home and 2p.p for its safety.

Over eight out of ten tenants (83%) said they had a repair completed by WHHA in the last 12 months and, of these, 93% are satisfied with the repairs service during this period. Satisfaction is equally high for the time taken to complete the most recent repair, whilst 92% of all tenants responding are satisfied with the overall repairs and maintenance service; this being up 1p.p since the previous survey.

Again, satisfaction with the home and repairs service is high across the different districts with those in Salisbury and Devizes generally the most satisfied and those in North East Somerset the least, but the differences are small.



# Keeping Properties in Good Repair



# Comments – Dissatisfied with Home or Communal Areas

Tenants not satisfied with their homes or communal areas were asked to explain why and what could be done to improve this. Just 25 tenants gave comments, which reflects the generally high levels of satisfaction with these aspects of service.

Ground maintenance issues dominate the comments. These tenants have concerns about the maintenance of the bushes and hedges, but also the upkeep of the paths and driveways, fences and gates and grass cutting.

Other comments cover some issues with the general maintenance of the communal areas and the repairs service.

To provide further insight into tenants' concerns, examples of the comments received are shown in full overleaf.



Number of respondents: 25



# Dissatisfied with Home or Communal Areas – Comments

## Grounds maintenance – bushes & hedges

*“Need more weeding not only cutting grass.”*

*“The hedges are overgrown and need cutting back, there have been problems with the contractor, but this is being sorted now.”*

*“The hedge cutting on the estate was very hit and miss and the excuse of nesting birds was used of which there were no nesting birds.”*

*“Don’t cut the bushes behind the house which our back gate leads to.”*

*“Hedge cutting has been an issue. Also, pathways are getting slippery from moss.”*

*“The current grass and hedge are poorly kept. Paying for nothing Path extremely slippery. Boundary fence appalling.”*

## Grounds maintenance – Other issues

*“Grass cutting and general.”*

*“I’ve asked for the trees to be cut all year and still waiting its overgrown.”*

*“I am very, very happy with our house the shared garden paths we share are green with mould and have never been jetted.”*

*“Grassed areas not cut often enough. Dead trees that need to be cut down.”*

*“There is a gravel area outside and it’s not been raked for 6 months plus. It becomes very deep so its hard to drive in and out. Also, nearly impossible to get the baby’s buggy across.”*

*“We pay for gardening services al, I can say is what gardener?”*

*“A new gardener. Washing line area is not cleaned and maintained.”*

## Communal areas

*“There is one particular area next to my home that was once used as a communal bin area, this is now often used for people to dump unwanted items and is unkept. It would be an idea to use this small space for residents to use as a private outside space, particularly during the summer months. None of the current residents use the rear communal garden as its exposed, maybe opening up this small space can give a person some time outside where they have some privacy and feel comfortable, improving mental health and wellbeing? Myself and a few other residents are happy to maintain this small space.”*

*“Not the first time its happened and I know people are only human and we all make mistakes from time to time....I have guttering that needs repair and have rang over 6 months ago and a fence which had been propped up for nearly a year due to wind damage.. All so when rules apply it should be one rule for all no exceptions..( ref parking of large vehicles and caravans ) kind regards.”*

## Other matters

*“White Horse are aware of dissatisfaction with grounds maintenance and have been active in trying to resolve the situation.”*

*“We’ve suffered with severe damp and mold for the last 4 years and although they have taken certain steps to get rid of it, they haven’t done what they were actually supposed to do. They’re just masking the problem rather than fixing it.”*

*“Poor contractors I hope the new ones are better next year.”*

*“Poor work carried out . Broken window frames that don’t shut properly. . The outside has not been painted for years others have.”*

*“Lighting, we have a tunnel to go through and there is no lighting.”*

*“We have had issues with a leak because of the shower screen and also the bathroom floor is on two levels which has caused damage from the water leak seeping through.”*

# Comments – Dissatisfaction with Repairs

Tenants not satisfied with the repairs and maintenance service were asked to provide more information and what could be improved, and just 16 tenants commented, again a reflection on the generally high satisfaction levels with the service.

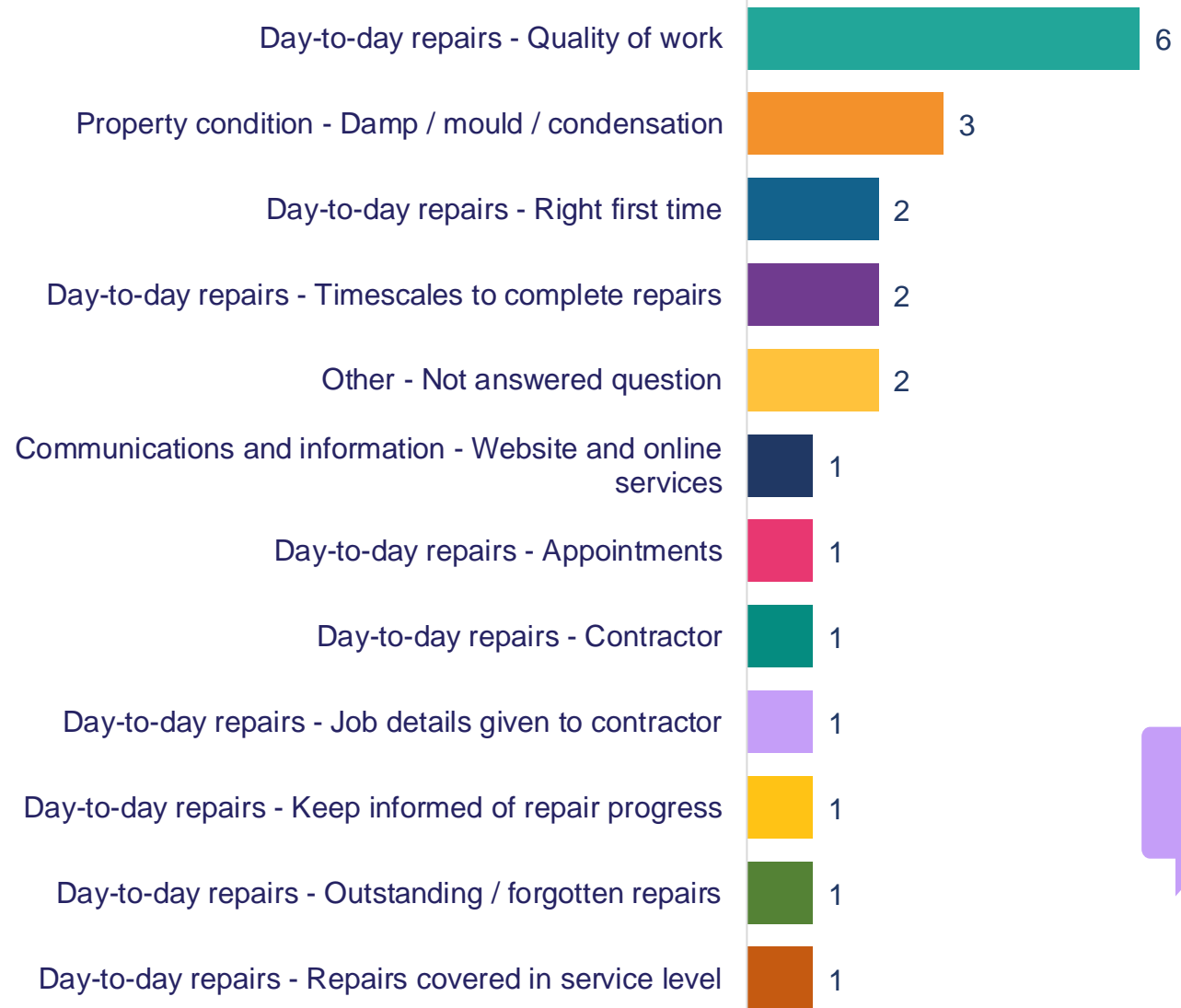
No single issue stands out from the rest, although the most comments relate to the quality of the repair work.

Of the remaining comments, tenants mention some issues with damp and mould in the home, getting the work done right first time and the timescales for completing repairs.

The small number of comments and the high levels of satisfaction suggest that the majority of repairs go off without a hitch.

It will be difficult to further increase satisfaction, but White Horse needs to make sure standards don't slip and that any problems are sorted out quickly and efficiently.

Examples of the comments are shown overleaf.



Number of respondents: 16



# Dissatisfaction with Repairs – Comments

## Day-to-day repairs – Quality of work

*“I believe White Horse do a good job at dealing with repairs and related issues, but the quality of repairs can sometimes be lacking by 3 Solutions. It often requires multiple visits before things are solved or made right.”*

*“Over the years we’ve had a few issues where they haven’t really done the work to our standard and we’ve had to do something ourselves. They’re approachable but I’m not sure they understand a lot of stuff.”*

*“Only reason for dissatisfaction is cupboard door on kitchen looks different to the rest and also gap at the top when fitted.”*

*“It feels like they always go for the quick and cheap solution (cowboy) even though it won’t look good or be right for the situation. The leak that occurred because the glass shower screen is not long enough is going to be resolved by a curtain pole and shower curtain being installed and the glass screen remaining. It will spoil the look completely. Also, due to health issues this will cause me a problem with accessibility.”*

## Day-to-day repairs - Other

*“Over 2 weeks since I reported a maintenance issue, light in bathroom not always turning on....was told 3 solutions would be in contact?”*

*“I had a leak in the shower, and we had put in brand new skirting boards in the bathroom ourselves. The chap who came out didn’t fix the repair, he said someone else would have to do it, so they arranged for someone to come out again and it was the same chap and he just put some silicone in it. Why couldn’t he just do that the first time. We had to wait around for him as well.”*

*“Always done on the cheap or the person that turns up to do repair brings wrong equipment or says its not his usual area of expertise.”*

*“They do not finish the jobs. When they put new heating in last year, they did not replace the floor damaged in the kitchen.”*

## Other issues

*“My extractor fan was not working in the bathroom. The contractor looked at it and tried taking it out, but a bit of the ceiling came off and it had asbestos, so he left it. It was left like that for quite a while then they had to redo the whole ceiling. So, something that started out as a small job turned into a bit of a nightmare.”*

*“Utility room painted all peeling off already damp everywhere. Insulation in look falling out.”*

*“I have not been able to log into the tenants’ portal to request repairs for quite a long time and have emailed them today (2 Nov) to ask for help.”*

*“I have not yet had occasion to call on White Horse Housing for any repairs or maintenance so do not feel I can answer this question fairly.”*

*“Not had a repair yet.”*



# Responsible Neighbourhood Management



# Responsible Neighbourhood Management

Two-fifths of tenants (42%) stated that they live in a building with communal areas that WHHA is responsible for maintaining. Of these tenants, 69% are satisfied with the cleaning and maintenance of their communal areas, whilst 15% are dissatisfied and a further 15% are neither satisfied nor dissatisfied.

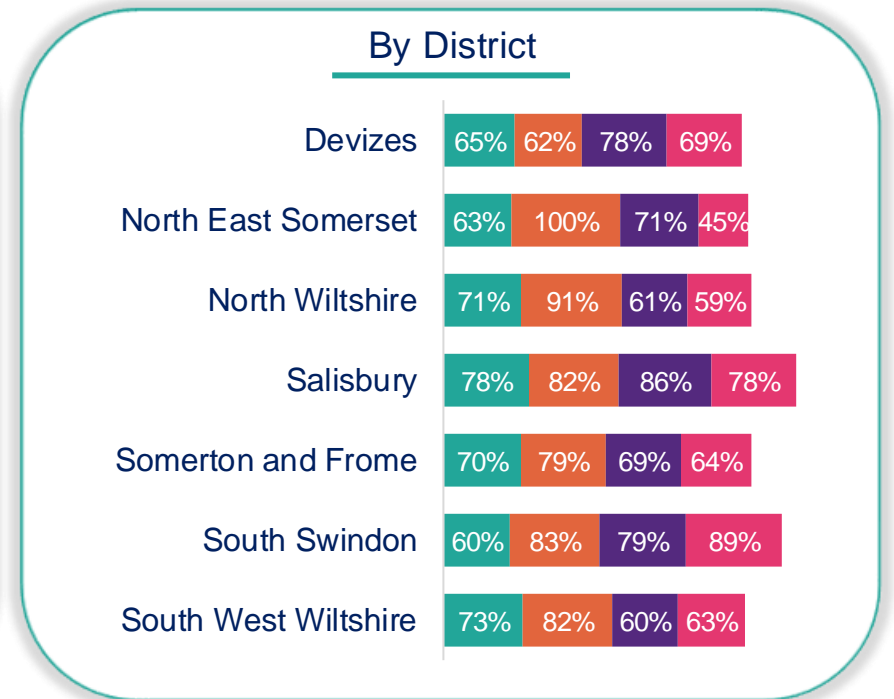
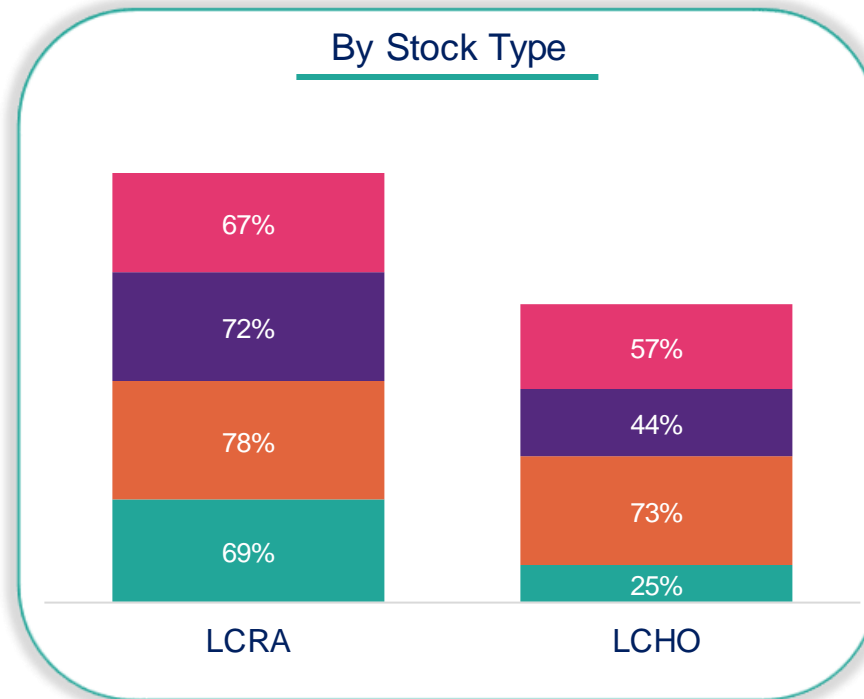
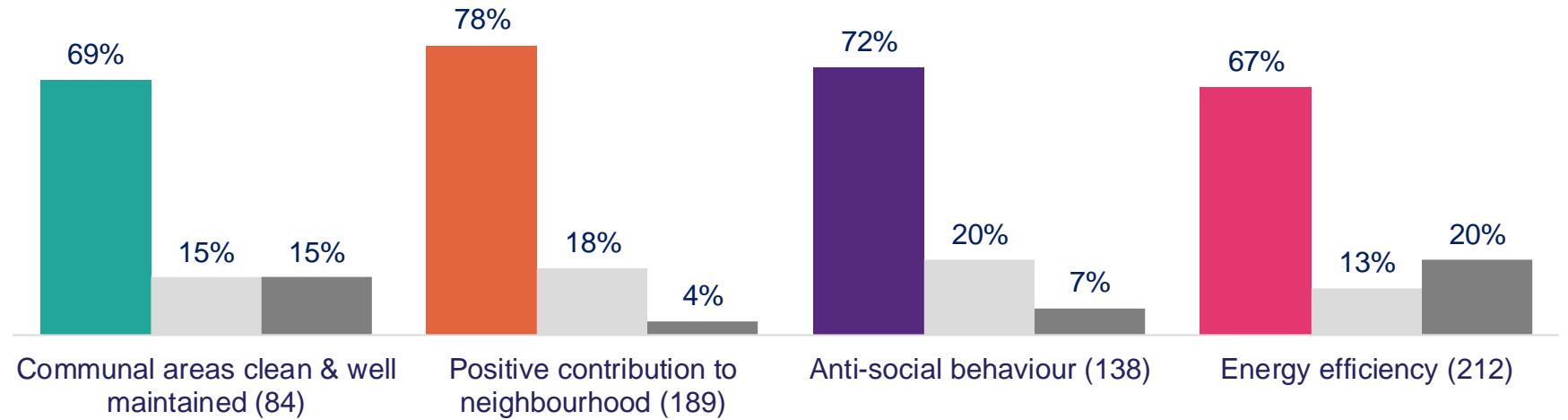
More tenants are satisfied with the positive contribution WHHA makes to their neighbourhood (78%). Dissatisfaction is very low (4%), with 18% neither satisfied nor dissatisfied. This may partly be due to a lack of visibility and awareness; maybe WHHA could do more to communicate and promote the impact it has in the area.

Seven out of ten tenants (72%) are satisfied with the handling of anti-social behaviour. A significant number of tenants gave a neutral response (20%).

Two-thirds of tenants said they are satisfied with the energy efficiency of their home, although a fifth are dissatisfied.

Although we are not comparing equivalent datasets it is worth noting that satisfaction for LCHO is lower than that of LCRA .

Salisbury residents tend to be the most satisfied. Least satisfied with the upkeep of their communal areas are those in South Swindon (60%).





**Respectful & Helpful Engagement**





# Respectful & Helpful Engagement

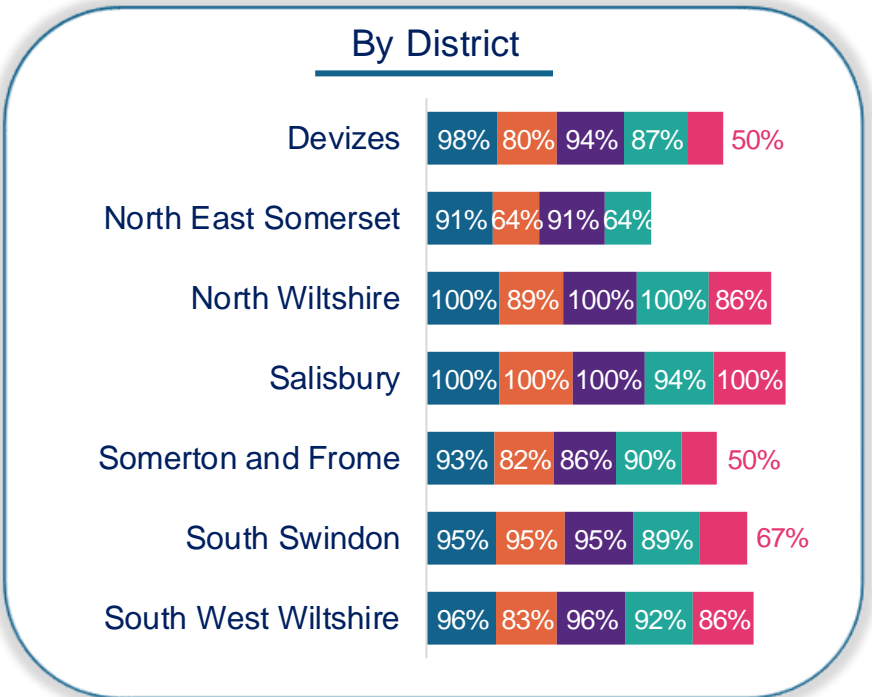
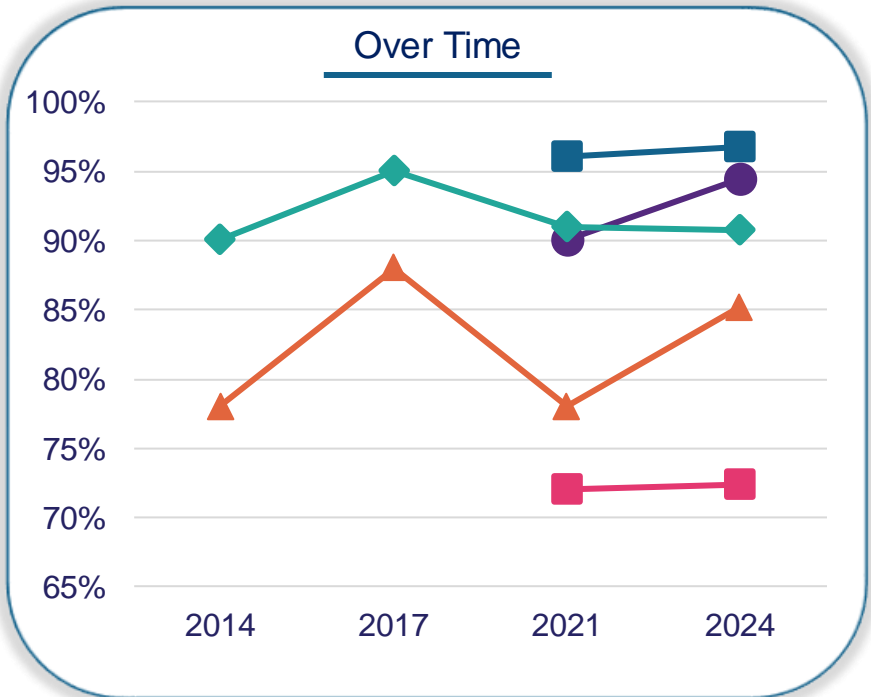
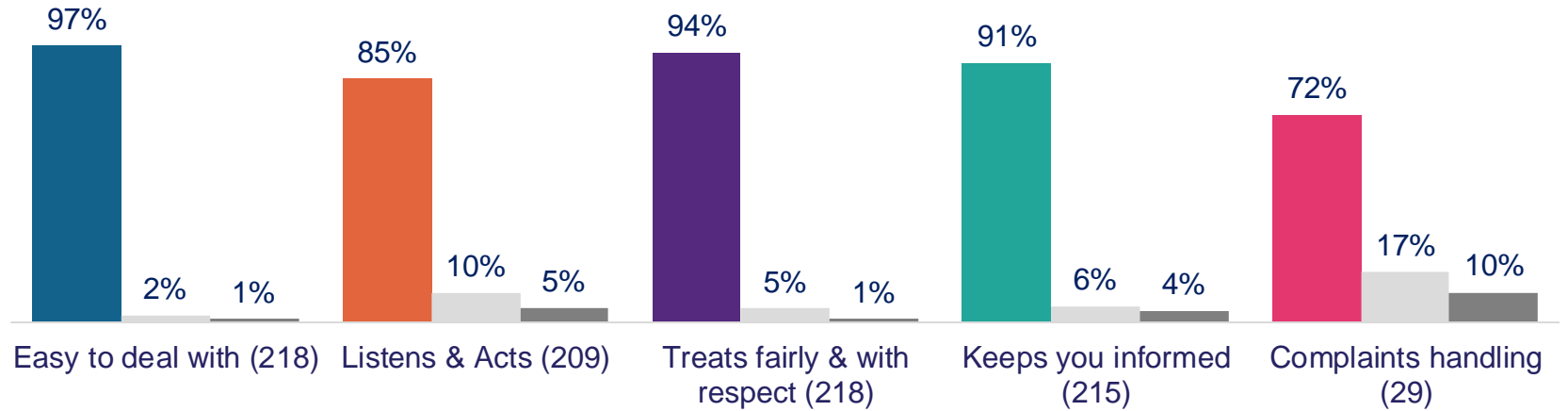
Nearly all tenants (97%) find White Horse easy to deal with, just 1% find it difficult and this is similar to the rating in 2021, up a further 1p.p.

Nine out of ten are satisfied that they are kept informed about things that matter to them, this being at the same level as in 2021 and 94% feel they are treated fairly and with respect, increased by 4p.p, although the previous question only asked if they were treated fairly.

Fewer tenants are satisfied that their views are listened to are acted upon, although this is still at 85% and just 5% are dissatisfied; satisfaction has improved by 7p.p since 2021.

Just 15% said they had made a complaint to White Horse in the last 12 months, although it is not clear if any of these are genuine complaints following a failure of service or service requests (such as reports of repairs) that have yet to be actioned. Nevertheless, satisfaction is a little lower than many in the survey at 72% and 10% are dissatisfied. This question is now only asked of those making a complaint whereas previously all were asked this, and in 2021 also 72% were satisfied.

Again, the tenants in Salisbury appear to be the most satisfied and those in North East Somerset are the least.



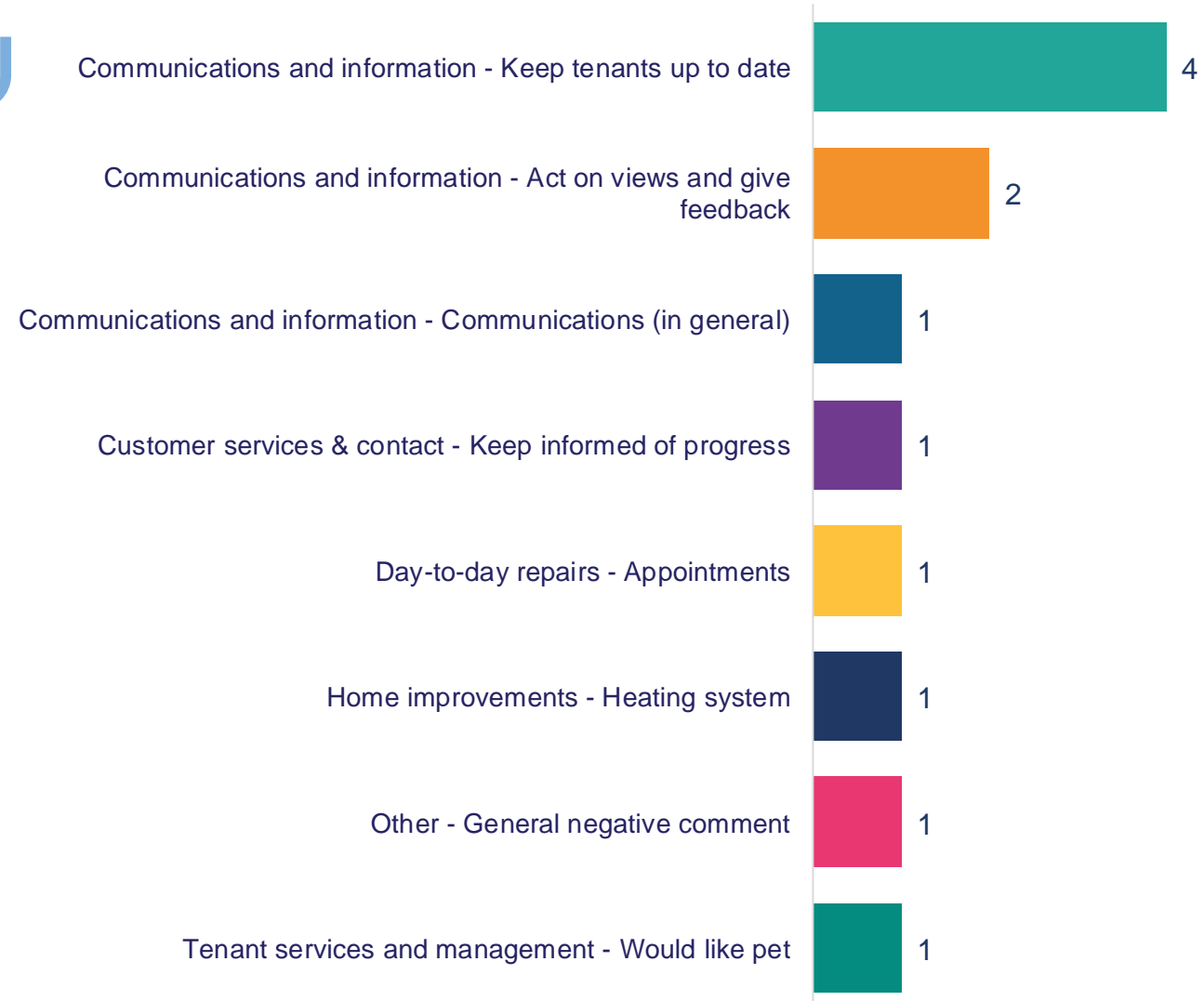
# Comments – Customer Service & Communications

Tenants who stated that they are not satisfied with customer service and communications, were asked to provide more information and what WHHA could improve. Just nine tenants commented, which reflects the high levels of satisfaction with these aspects of service.

There is no pattern to the comments made, with some just wanting to be kept up to date a little better.

As there are so few comments made about the customers service from White Horse, these are captured in full overleaf, to show what issues some tenants do have with the service.

However, there is no cause for concern as clearly most interactions between White Horse and its tenants work well, with a few issues occurring periodically.



Number of respondents: 9



# Customer Service & Communications – Comments

## All comments

*“My only complaint is my heating/hot water system, it is totally useless, I can't afford to use my heating and haven't done so for approx 2 years as it doesn't warm the house.”*

*“I think better communication and to act more promptly on things.”*

*“On one hand the staff are all really lovely, but on the other hand I get bombarded with all of this so I would say neither. It is 3 solutions or low carbon that are phoning me not White Horse and I am not satisfied with the level of communication from White Horse as they are relying on their 3rd parties and not being kept informed from White Horse.”*

*“They are easy enough to deal with on the phone but then you are left hanging.”*

*“They're easy to deal with when you first get in touch with them but if its something that's ongoing then no, definitely not.”*

*“With my direct dealings with the Contacts manager I don't know whether my concerns are being taken on board or actioned because no one tells me the results of the conversations.”*

*“They always come on a visit when we are at work. That's OK for the people who don't work, not for me.”*

*“I have asked for an explanation of how the solar panels work on the roof of the property, but no one seems to know.”*

*“I emailed asking why its ok for one person to have not one but two pets when I was told were not allowed pets and never received a reply.”*



# Recommending & Improvements





# Recommending WHHA

Tenants were asked, "How likely would you be to recommend WHHA to other people on a scale of 10 to 0, where 10 is extremely likely and 0 is not at all likely?"

Eight out of ten tenants are promoters, very loyal and happy to promote WHHA to other people (80%), with 71% giving a score of 10 out of 10, which is exceptional.

There are 15% of tenants who are currently passive and could be persuaded either way, and just 5% are detractors, and likely to have negative views about WHHA.

Interestingly, 12% gave a score of 8 out of 10, suggesting that with a little work these could be moved up to the promoter categories, making the score even better.

The Net Promoter Score (promoters minus detractors) is +75. This is excellent and compares very well with the Q1-Q2 2023/24 average for Acuity tracker and one-off clients of +23.

Since the previous survey, the NPS has increased by 8 points, due to 6p.p more tenants being promoters and the number of detractors falling by 2p.p.

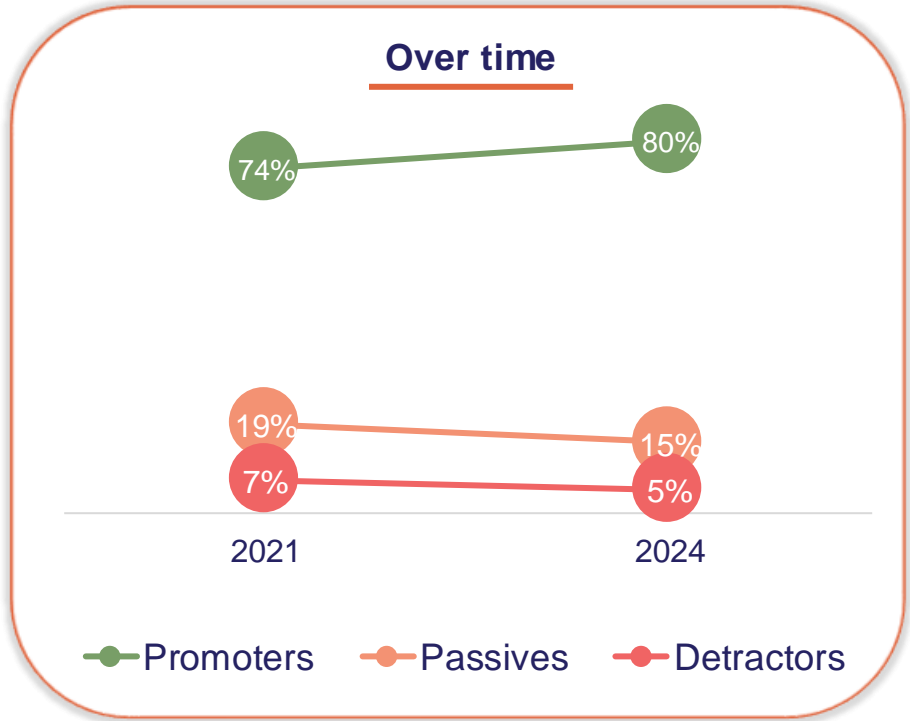
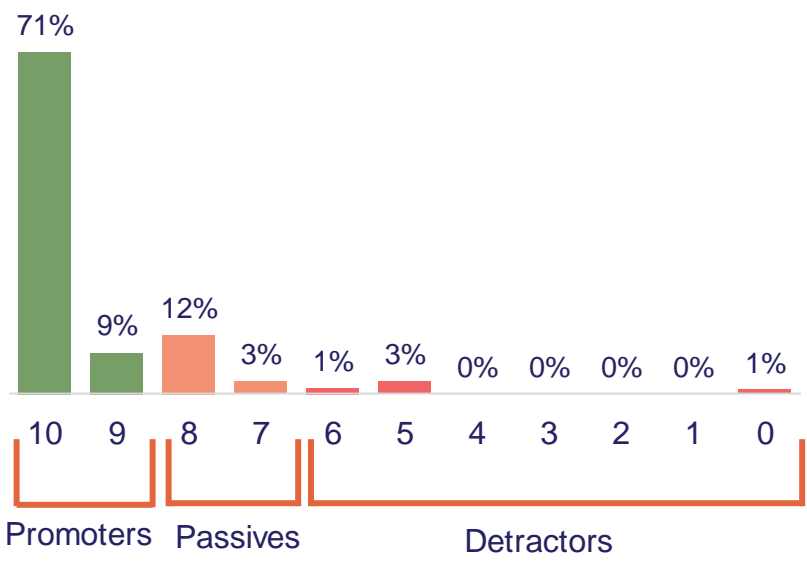
**75**  
NPS ↑ 8

**80%**  
Promoters  
↑ 6%

**15%**  
Passives  
↓ 4%

**5%**  
Detractors  
↓ 2%

How likely would you be to recommend WHHA to other people?



# Improvement Suggestions

Tenants were asked what one thing could WHHA improve, and 133 tenants gave comments.

This includes 21% of tenants that gave positive comments about the current services provided, and a further 14% that had no suggestions, perhaps also feeling no improvements are necessary.

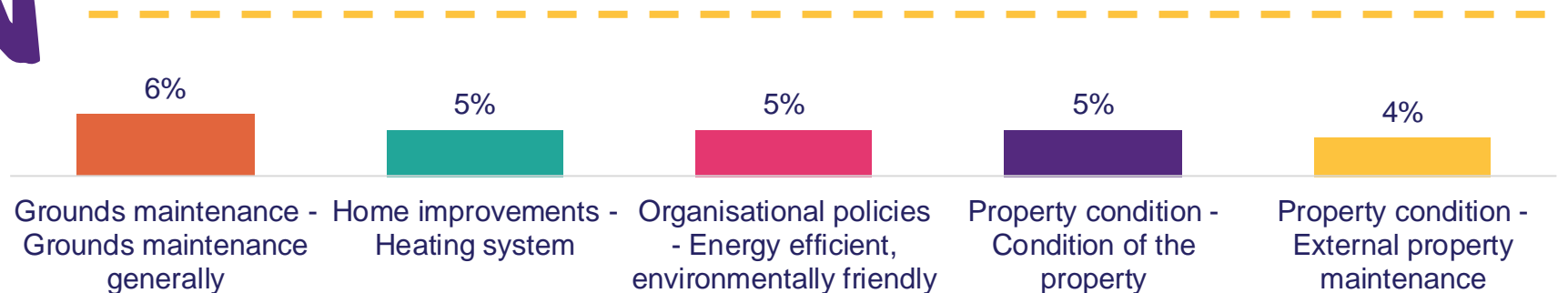
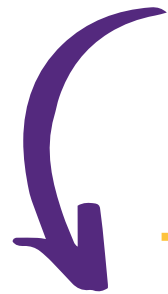
Of the more negative comments, tenants most frequently referred to the condition of their property, followed closely with issues relating to grounds maintenance.

Some comments also mention communication, whilst some tenants would like to see some improvements to their homes.

Of the individual comments, some would like updated heating and more energy efficient homes, otherwise many comments ask for general improvements.

Examples of the comments are shown on the following page in full and give further insight into the key areas where tenants would like improvements to be made.

## Categories



Number of respondents: 133

# Improvements to Service – Comments

## Positive comments

*“Best housing I have ever had.”*

*“The garden is the main thing that we’ve all had a problem with, but they’ve now really stepped up and they’ve got rid of that contractor.”*

*“Genuinely they are the best housing association I have ever had, there isn’t anything that they don’t do already.”*

*“They do a really good job. My contact has always been very good.”*

*“Nothing to improve WHHA have a great team in the office & are very helpful.”*

*“The staff are not just there to make sure our home are up together; they care about us as an individual. all through a very difficult time in everyone’s life. They were checking on me to make sure I was ok. I feel I could call them regarding anything that I am struggling with. They treat me like a member of the family not as a resident.”*

*“I am totally happy with the assistance I receive from White Horse Housing.”*

## Property condition

*“General appearance of properties correcting tenants who store large items of rubbish in communal areas.”*

*“The only thing they could improve on is that we had a letter saying someone would come and see the house about cavity wall insulation, but we haven’t heard anything, and nobody’s been around.”*

*“Outside wood upkeep. The upkeep of facias and porch rooves etc.”*

*“Needs improvement of annual external maintenance. For example, gutter clearing and external painting. It’s never been done in the 4 years we have lived here.”*

*“Just to treat damp a bit quicker !! (Sorry !!)”*

*“Improve the insulation in the loft.”*

*“Not saying they don’t have the budget to do general maintenance on the property. I.e. the facia on the property hasn’t been done since white horse took over from the previous association.”*

## Grounds maintenance

*“Better Garden Contractors.”*

*“The path to access the rear gate has become untidy and building of garden extension by neighbour (not White Horse) has left old wood and very untidy bins etc outside my garden fence.”*

*“Look at what is provided in new builds to see if similar or same could somehow be provided in older properties i.e. privacy fencing/sheds.”*

*“Been here since built, some things good but overall, not a problem. But maintenance trees. Fences very, very poor.”*

*“Gardens and the guttering and the washing line area.”*

*“I’d like to see the estate made more wildlife friendly. Hedges could be part planted with heritage hedging instead of privet. Grass borders could be partially seeded with wildflowers that are self seeding and require no care at all, at almost no cost to the HA and are hugely beneficial to the wildlife food chain.”*

## Other issues

*“I’m not sure on this one. I think giving opportunities to all to meet and have their say, but there are not enough taking up the offer. So encouraging others would be good.”*

*“Replacing the old oil tanks and replacing the heating system with something more cost effective.”*

*“I don’t think its fair only some of the postcodes have shared ownership opportunities and right to buy should be available for long term residents.”*

*“Communal lights as really dark in the evening.”*

*“Give us solar panels on our roof so we can have free electric.”*

*“More attention to detail on fixtures/repairs.”*

*“Outside lighting (i.e. security lights leading to private car park behind building).”*

*“Response time on repairs. Especially on outer building stone crumbling on the back of the house.”*



# Wellbeing





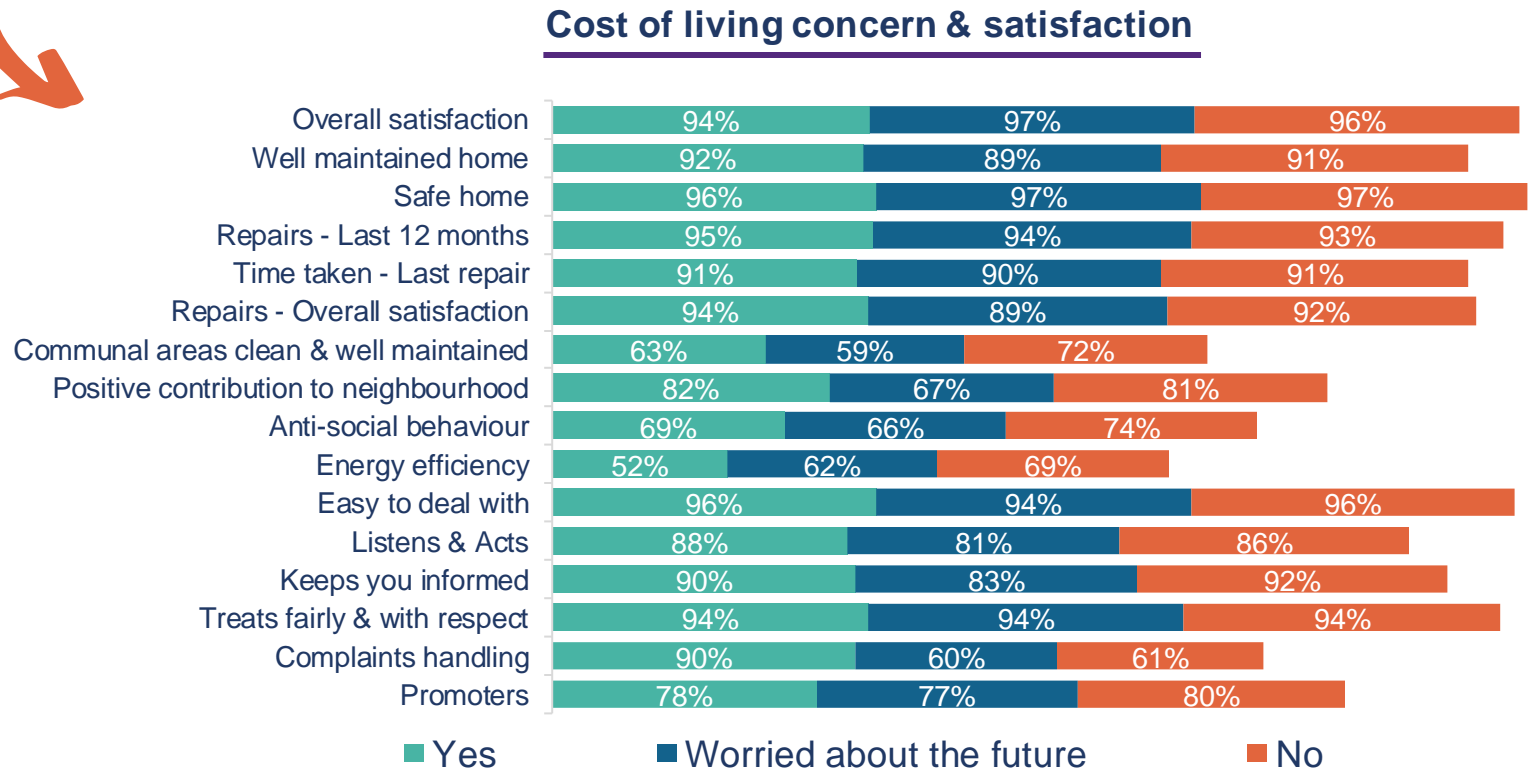
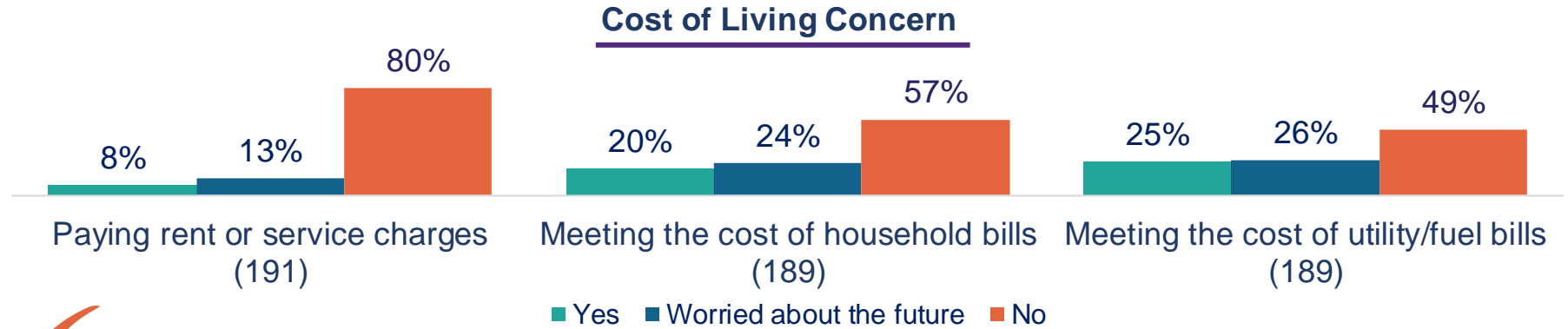
# Cost of Living Concern

In addition, tenants were asked about how they feel about the cost-of-living crisis.

Despite the news that inflation is falling, although fuel bills don't appear to be doing so, the survey found that 8% of tenants are struggling to pay their rent, 20% their household bills and 25% their utility bills; even more remain worried about the future

Evidence from similar surveys shows that those struggling financially are often less satisfied with their homes and the services provided by their landlord, although the picture is a little different for WHHA.

Given the high levels of satisfaction with the home and the services provided, there is little difference between those who are struggling and those who are not, suggesting this is not a factor unduly affecting satisfaction.



# Cost of Living Concern – cont.

Those who might be struggling were asked if they would like to be considered for help from the WHHA Discretionary Support Fund and 22% of tenants said they would. There are a few more in North Wiltshire, Salisbury and South Swindon who would like this help, just 4% of tenants in South West Wiltshire would like to be considered. The names and addresses of these tenants has been passed to WHHA to follow up on.

In terms of additional help, 10% of tenants said they had accessed a food bank or other charitable support in the last 12 months, most of these live in North East Somerset. This showing a sign of the times and recognising that some residents are constantly struggling with their daily living, despite support from WHHA.

## WHH Discretionary Support Fund



## Accessed Food Banks/Charitable Support in Last 12 Months





# Trends



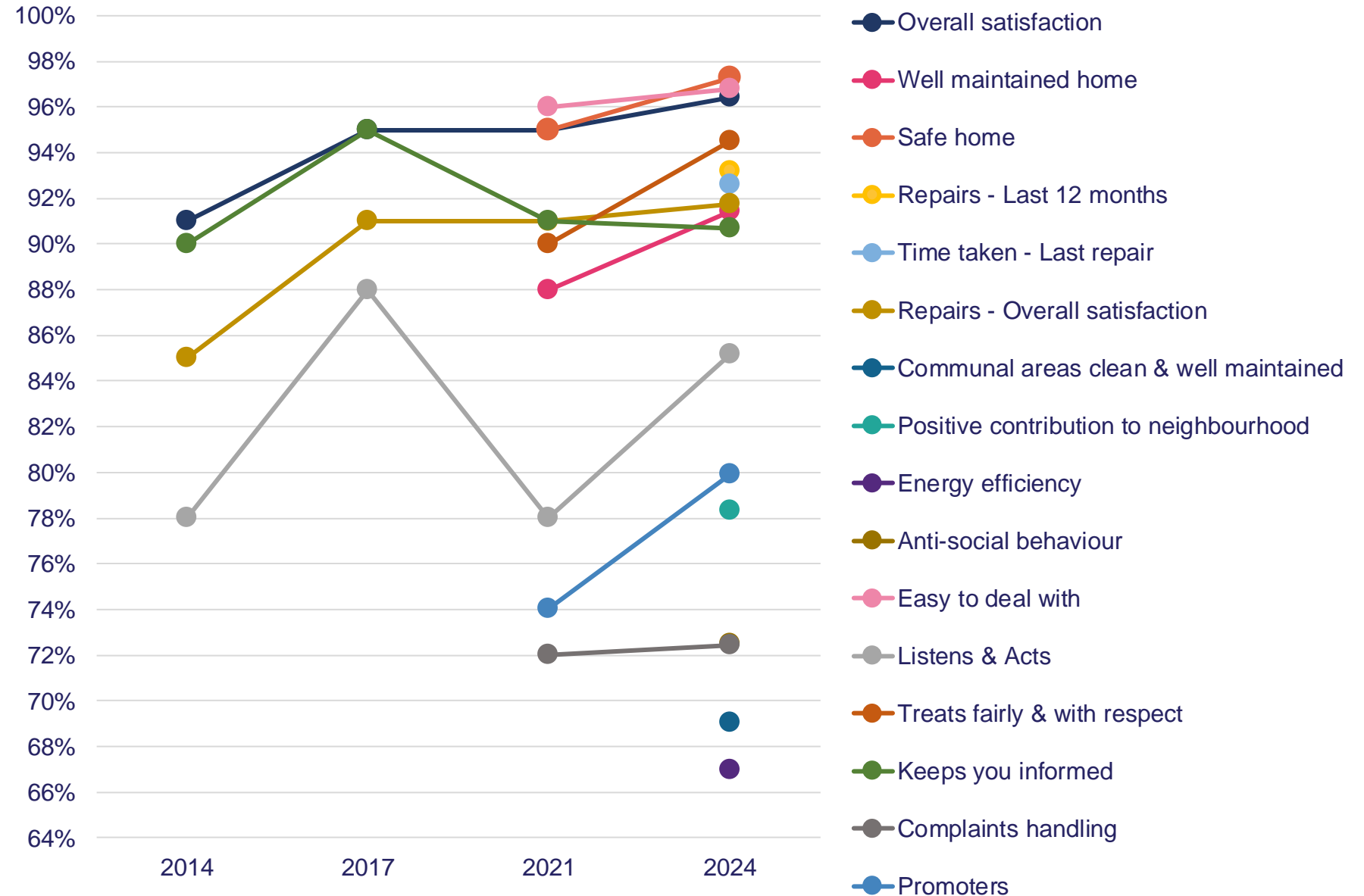
# Trend Over Time

As evidenced throughout this report, satisfaction has increased in many areas compared with the previous survey.

In fact, all comparable measures show increased satisfaction, apart from the way WHHA keeps tenants informed and handles complaints, which has stayed the same.

Overall satisfaction has increased by just 1p.p, with the largest increases being for treating tenants fairly (up 4p.p) and how they listen to tenants' views and act upon them (up 7p.p). In addition, the number of promoters is up by 6p.p from 74% to 80%.

Given that many measures already have satisfaction levels above 90%, the challenge for WHHA is to keep them there.



# Year on Year Change

	2021	2024	Change
Overall satisfaction	95%	96%	1%
Well maintained home	88%	91%	3%
Safe home	95%	97%	2%
Repairs - Last 12 months	--	93%	
Time taken - Last repair	--	93%	
Repairs - Overall satisfaction	91%	92%	1%
Communal areas clean & well maintained	--	69%	
Positive contribution to neighbourhood	--	78%	
Energy efficiency	--	67%	
Anti-social behaviour	--	72%	
Easy to deal with	96%	97%	1%
Listens & Acts	78%	85%	7%
Keeps you informed	91%	91%	0%
Treats fairly & with respect	90%	94%	4%
Complaints handling	72%	72%	0%
Promoters	74%	80%	6%

The table to the right illustrates the results for 2024, compared with those from 2021 (where possible).

In all but two of these measures, the figures are positive, shown here in green, whilst two have remained the same.

Some of these questions have been included in the survey for the first time so currently have no trend information, but these will act as a baseline to compare future surveys against.





# Understanding Satisfaction



# Satisfaction & Dissatisfaction

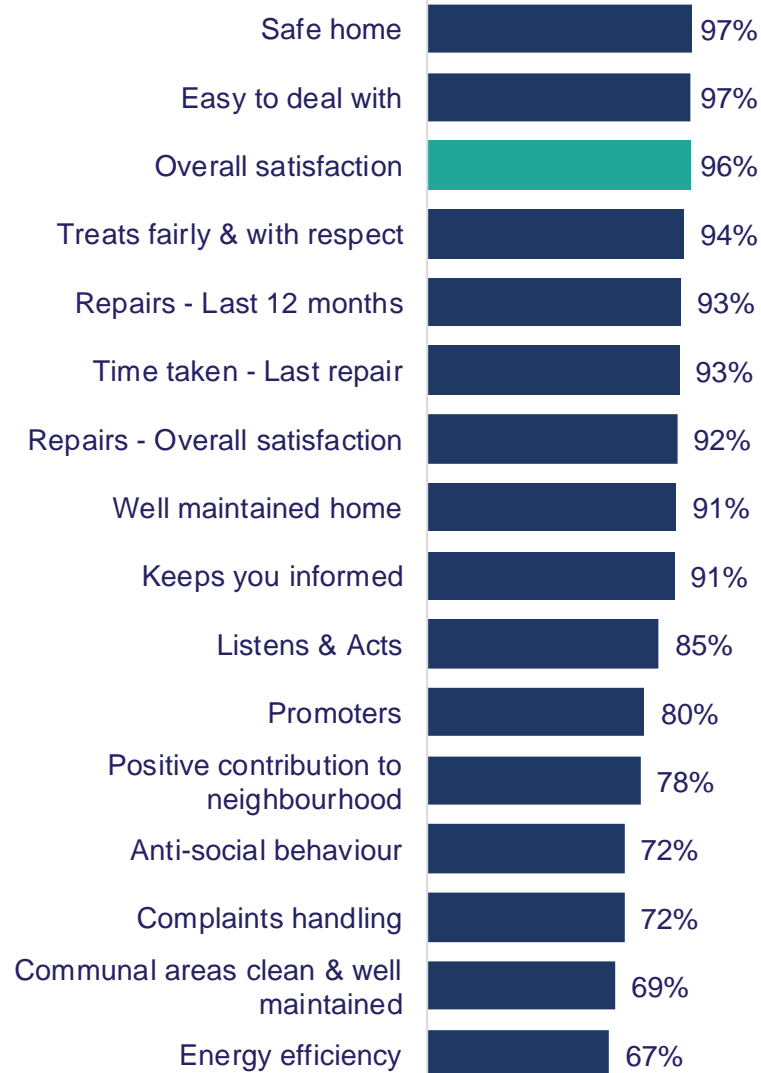
These charts show both the levels of satisfaction and dissatisfaction with the range of services provided.

Sometimes, where satisfaction is low, the remaining tenants can be split between those who fall into the neutral middle ground and those who are actually dissatisfied. This difference can signal areas where tenants do not have strong opinions or areas where a high percentage of tenants are actually dissatisfied.

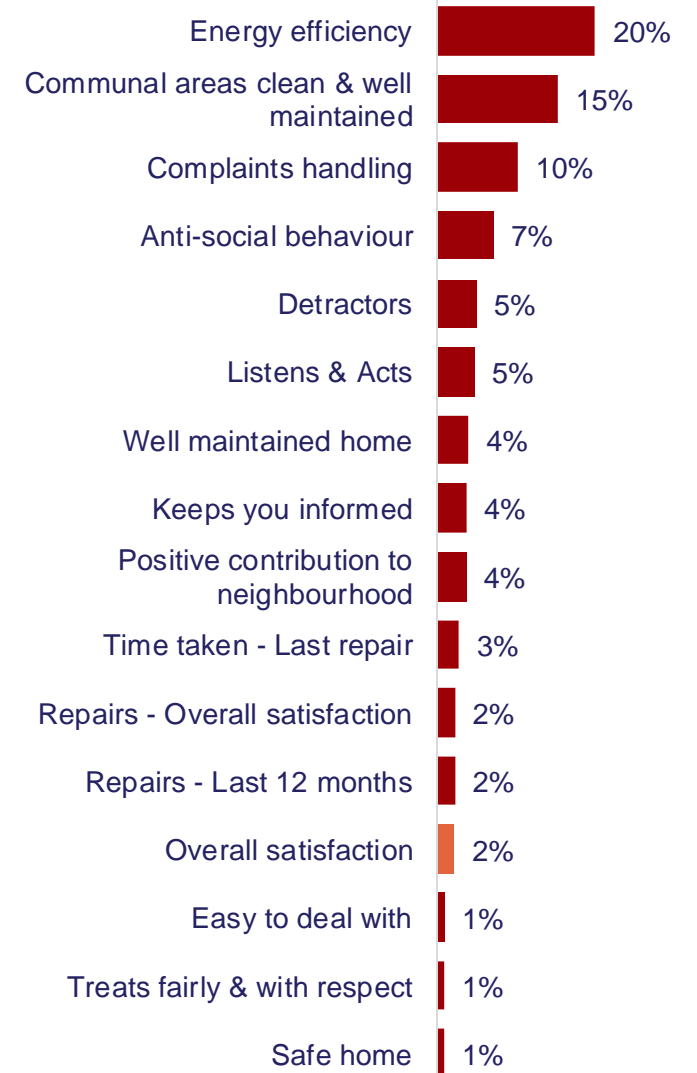
The chart sets out clearly the high level of satisfaction, with most measures having more than 90% of tenants satisfied. Correspondingly, dissatisfaction is very low, just 2% overall and all but three areas having dissatisfaction in single figures.

The exceptions are for the energy efficiency of the home where 67% are satisfied and 20% are dissatisfied, the upkeep of the communal areas, 15% being dissatisfied and the handling of complaints, 10% dissatisfied.

## Satisfaction with measures



## Dissatisfaction with measures





# Combined Comments

The tables to the right include an analysis of all comments received in the survey across the open-ended questions, with positive comments displayed in green.

Encouragingly, many of the comments made are positive about the services and when those who are dissatisfied with some aspects were asked to comment, the number of comments received is low, a reflection of the high levels of satisfaction shown.

Where there are suggestions for improvement, grounds maintenance tops the list followed by the condition of their property and the repairs service.

In particular, the maintenance of bushes and hedges is mentioned and the quality of the repair work.

However, these do emphasise that most services perform well with a few issues occurring occasionally. While there are always some areas in need of improvement, overall tenants are very happy with the service they receive from WHHA.



Top Comment Areas	
Grounds maintenance	19%
Positive comments	16%
Property condition	13%
Day-to-day repairs	13%
No comment / don't know	11%
Communications and information	10%
Home improvements	8%
Tenant services and management	5%
Organisational policies	4%
Neighbourhood problems	4%
Communal areas	3%

Hot Topics	
Other - No comment/suggestions	8%
Positive comments - Generally happy, no problems	7%
Day-to-day repairs - Quality of work	6%
Grounds maintenance - Grounds maintenance generally	6%
Positive comments - Good overall service	6%
Grounds maintenance - Bushes & hedges - maintenance / weeding	4%
Home improvements - Heating system	4%
Property condition - Condition of the property	4%
Property condition - Damp / mould / condensation	4%
Communications and information - Keep tenants up to date	3%
Grounds maintenance - Fences and gates	3%
Organisational policies - Energy efficient, environmentally friendly	3%
Property condition - External property maintenance	3%



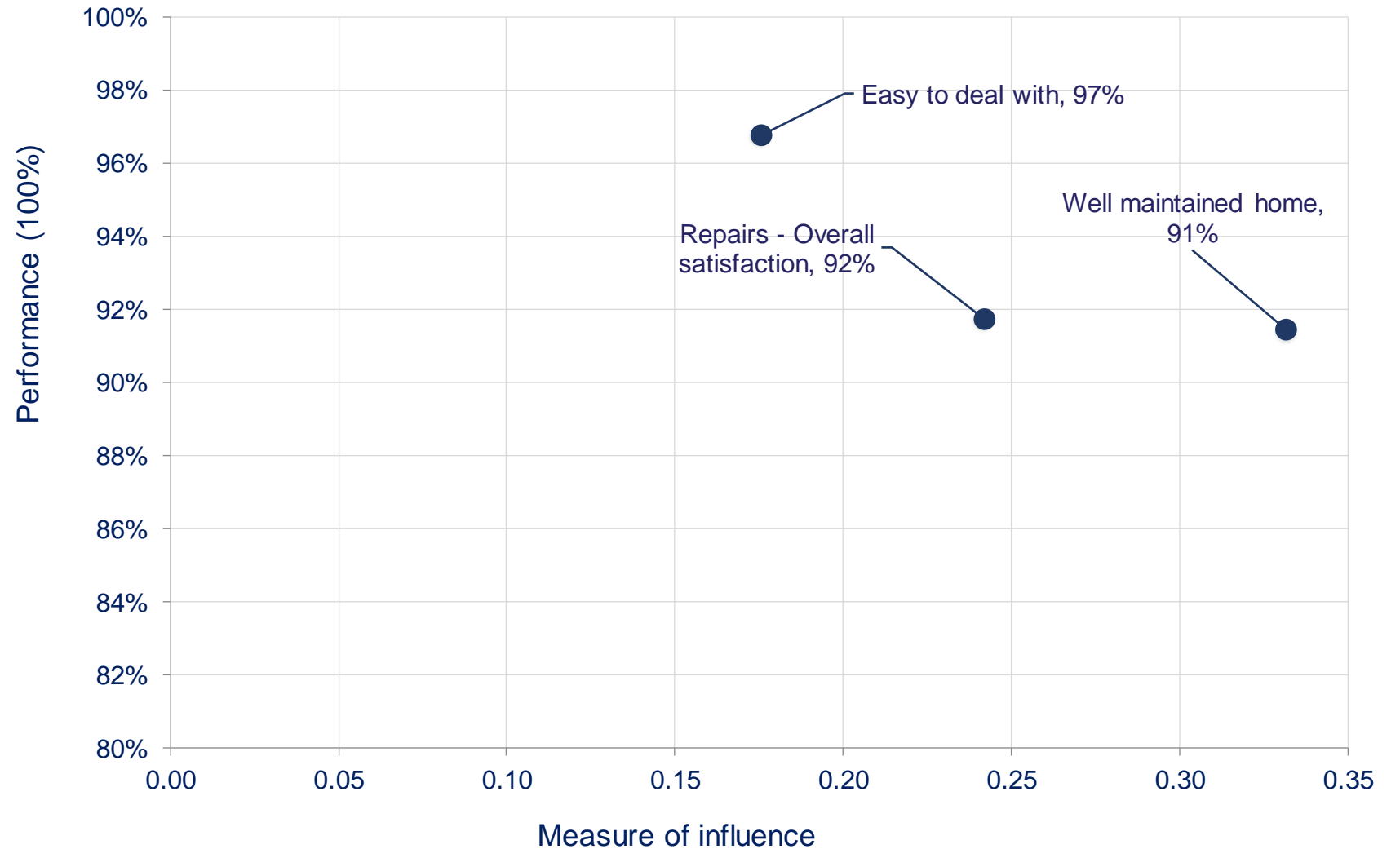
# Key Driver Analysis

Key driver analysis is used to examine the relationship between the different variables (the questions asked in the survey) and determine which elements of the service are the key drivers for tenants' overall satisfaction.

Every landlord will produce a unique pattern of influence and for WHHA the most important driver for tenants' satisfaction with the overall services is that WHHA provides a well-maintained home. The overall repairs service and WHHA being easy to deal with are also important to tenants, but not as influential. The remaining measures have little or no significant impact on overall satisfaction.

The implication of this analysis is that if improvements around the most influential measures can be achieved, it is more likely to lead to increased satisfaction with the overall services provided.

**Key Driver Analysis – Overall Satisfaction**



# Benchmarking – Acuity Clients (LCRA)

The next few pages include benchmarking information comparing the results from the WHHA with a variety of different groups of landlords, helping to provide some context to the results.

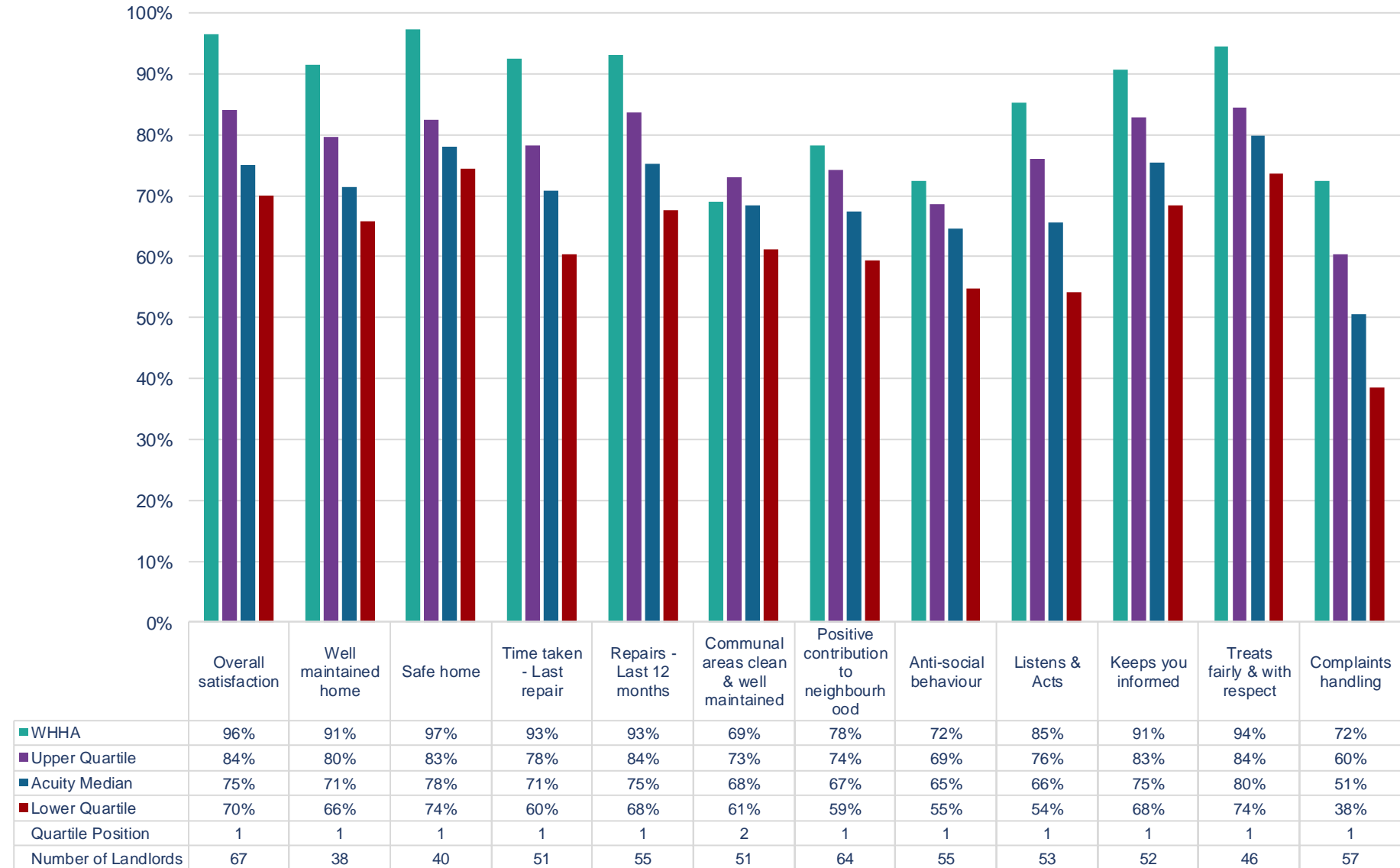
Shown here, the results for WHHA are compared with all Acuity clients who have used the TSMs in the past year, combining the results from Q1 and Q2 of 2023/24.

There are around 60 landlords in this cohort, and these vary in terms of type, size and location, so will not directly match the characteristics of WHHA.

However, satisfaction compares very well with this group, with all measures in the top quartile, apart from the upkeep of the communal areas, which falls into the second quartile.

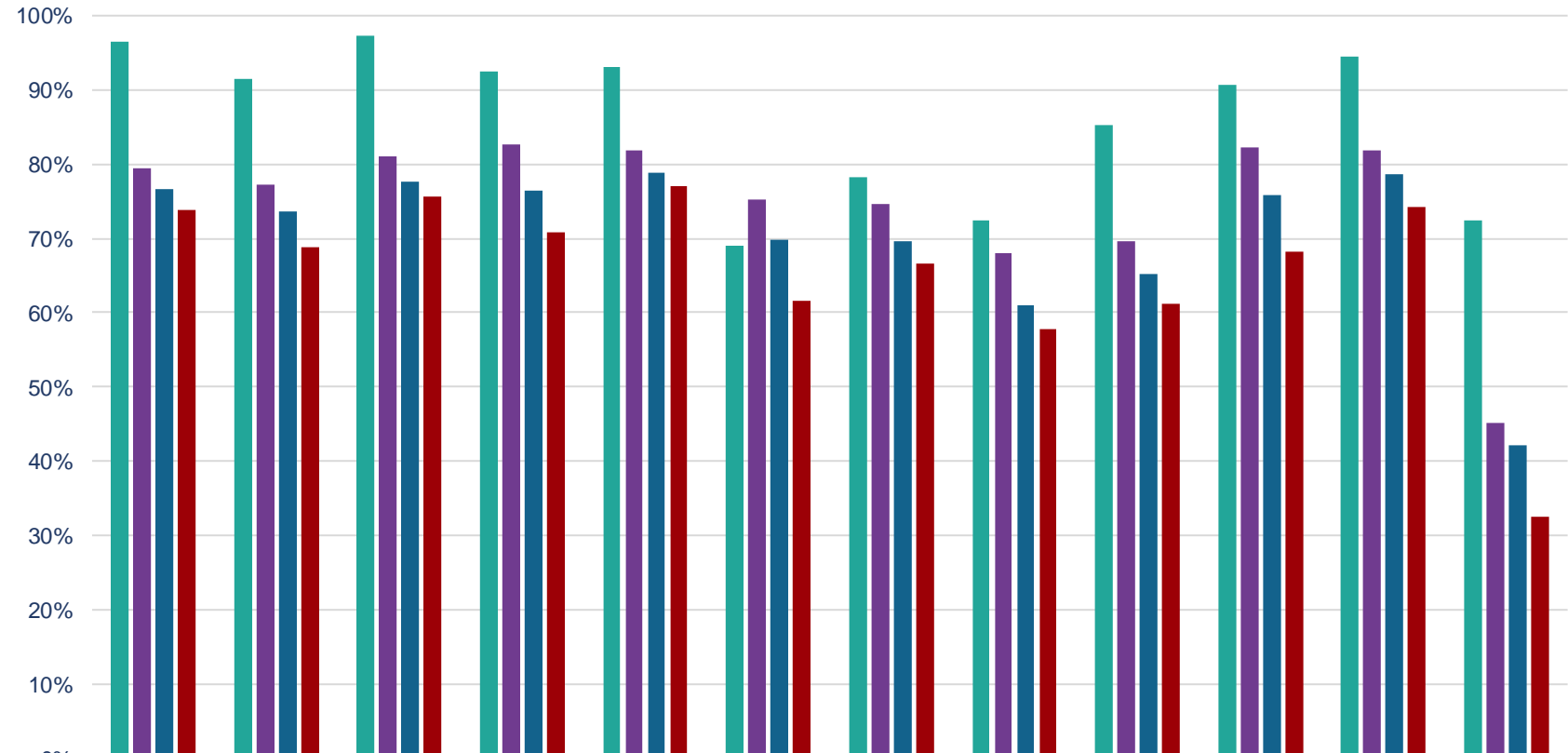
As landlord publish the results from their TSM surveys later this year, a great bank of benchmarking information will build up, allowing more accurate benchmarking.

Satisfaction Levels Acuity Median Q1 – Q2 23/24



# Benchmarking – Acuity Clients (LCRA - Smalls)

## Satisfaction Levels Acuity Median Q1 – Q2 23/24



	Overall satisfaction	Well maintained home	Safe home	Time taken - Last repair	Repairs - Last 12 months	Communal areas clean & well maintained	Positive contribution to neighbourhood	Anti-social behaviour	Listens & Acts	Keeps you informed	Treats fairly & with respect	Complaints handling
■ WCHA	96%	91%	97%	93%	93%	69%	78%	72%	85%	91%	94%	72%
■ Upper Quartile	80%	77%	81%	83%	82%	75%	75%	68%	70%	82%	82%	45%
■ Acuity Median	77%	74%	78%	76%	79%	70%	70%	61%	65%	76%	79%	42%
■ Lower Quartile	74%	69%	76%	71%	77%	62%	67%	58%	61%	68%	74%	33%
Quartile Position	1	1	1	1	1	3	1	1	1	1	1	1
Number of Landlords	15	13	14	14	14	13	13	14	14	14	13	14

Given the size of WCHA it is, perhaps, more relevant to compare the results from the survey against other smaller landlords, those with fewer than 1,000 properties.

Again, these are Acuity clients who have used the TSMs in the past year and the cohort has 15 landlords within it.

The results from the WCHA survey compare very well against this group, which is generally high performing.

Again, all measures fall into the top quartile, apart from the upkeep of the communal areas, which against this group is in the third quartile, although is only 1% below the median.



# Benchmarking – Acuity Benchmarking (SWBM)

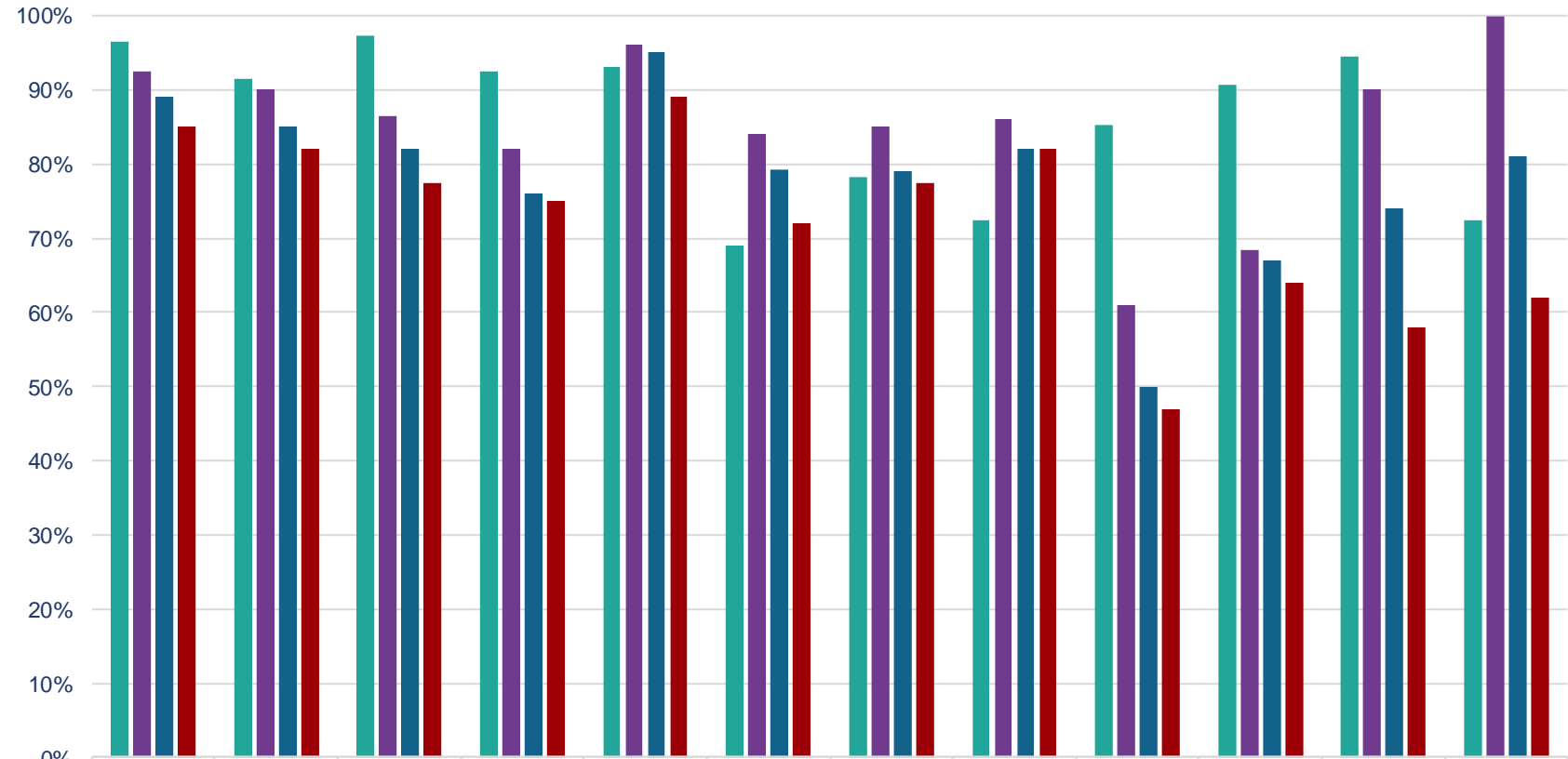
Apart from running satisfaction surveys, Acuity services a number of benchmarking clubs for smaller social landlords based on location and specific types of provision.

WHHA is a member of the South West benchmarking club so the results are compared against this club, consisting of nine members, although not all responded to each measure.

WHHA don't compare quite as well against this group, although seven of the 12 measures are in the top quartile,

The remaining four fall just below the medians with the repairs service in the last 12 months, the contribution made to the neighbourhood and handling complaints in the third quartile and dealing with ASB in the lower quartile.

Satisfaction Levels Acuity Benchmarking SWBM 2022/23



	Overall satisfaction	Well maintained home	Safe home	Time taken - Last repair	Repairs - Last 12 months	Communal areas clean & well maintained	Positive contribution to neighbourhood	Anti-social behaviour	Listens & Acts	Keeps you informed	Treats fairly & with respect	Complaints handling
■ WHHA	96%	91%	97%	93%	93%	69%	78%	72%	85%	91%	94%	72%
■ Upper Quartile	93%	90%	87%	82%	96%	84%	85%	86%	61%	69%	90%	100%
■ Acuity Median	89%	85%	82%	76%	95%	79%	79%	82%	50%	67%	74%	81%
■ Lower Quartile	85%	82%	78%	75%	89%	72%	78%	82%	47%	64%	58%	62%
Quartile Position	1	1	1	1	3	4	3	4	1	1	1	3
Number of Landlords	9	9	3	3	6	8	3	3	3	3	2	2

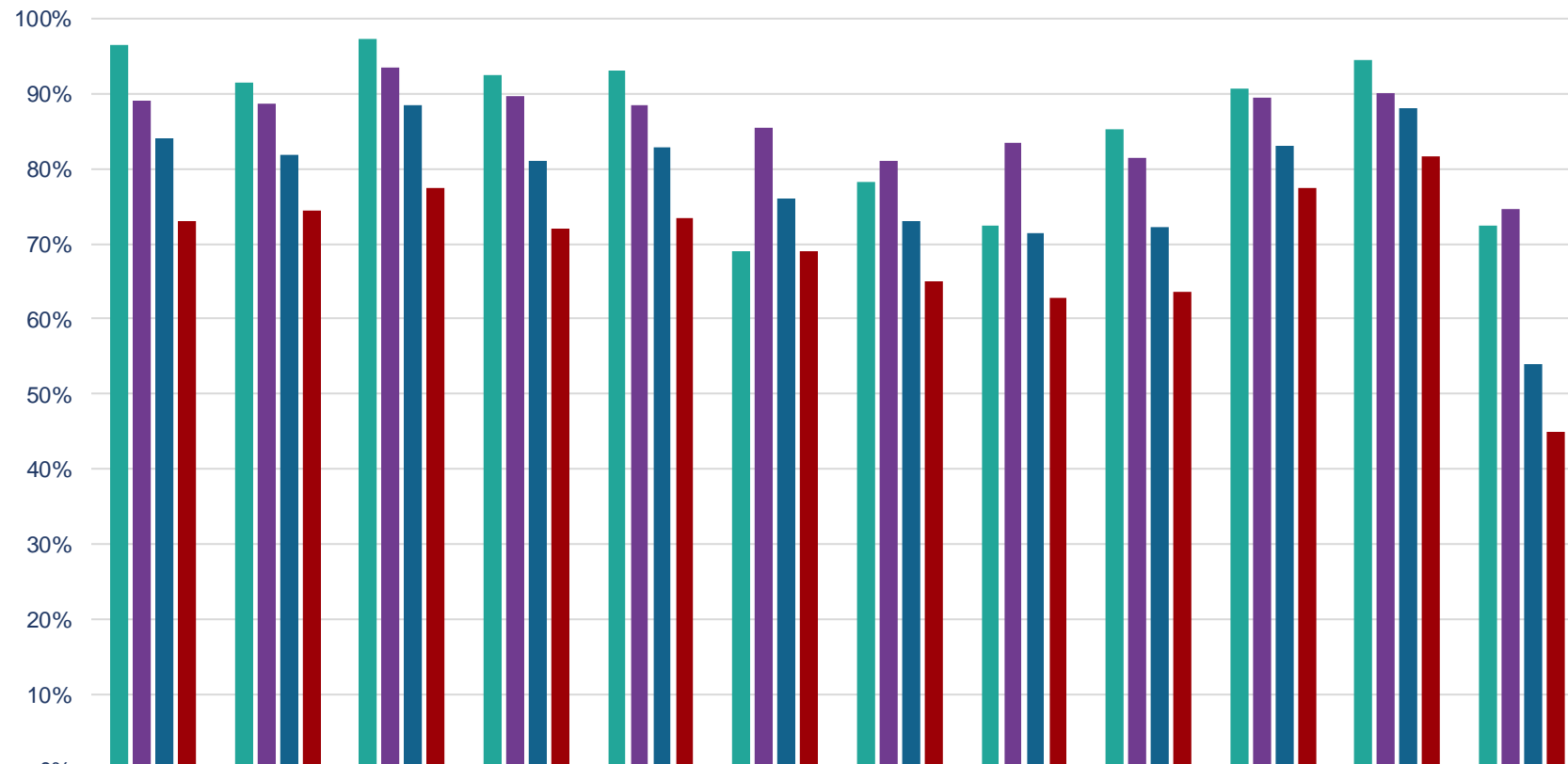


# Benchmarking – Acuity Benchmarking (All Members)

## Satisfaction Levels Acuity Benchmarking 2022/23

This chart shows the results compared against all those smaller landlords using Acuity’s benchmarking service in 2022/23 and again they compare well.

Overall satisfaction and seven other measures are within the top quartile, two measures falls into the second quartile and just the upkeep of the communal areas falls below the median into the third quartile.

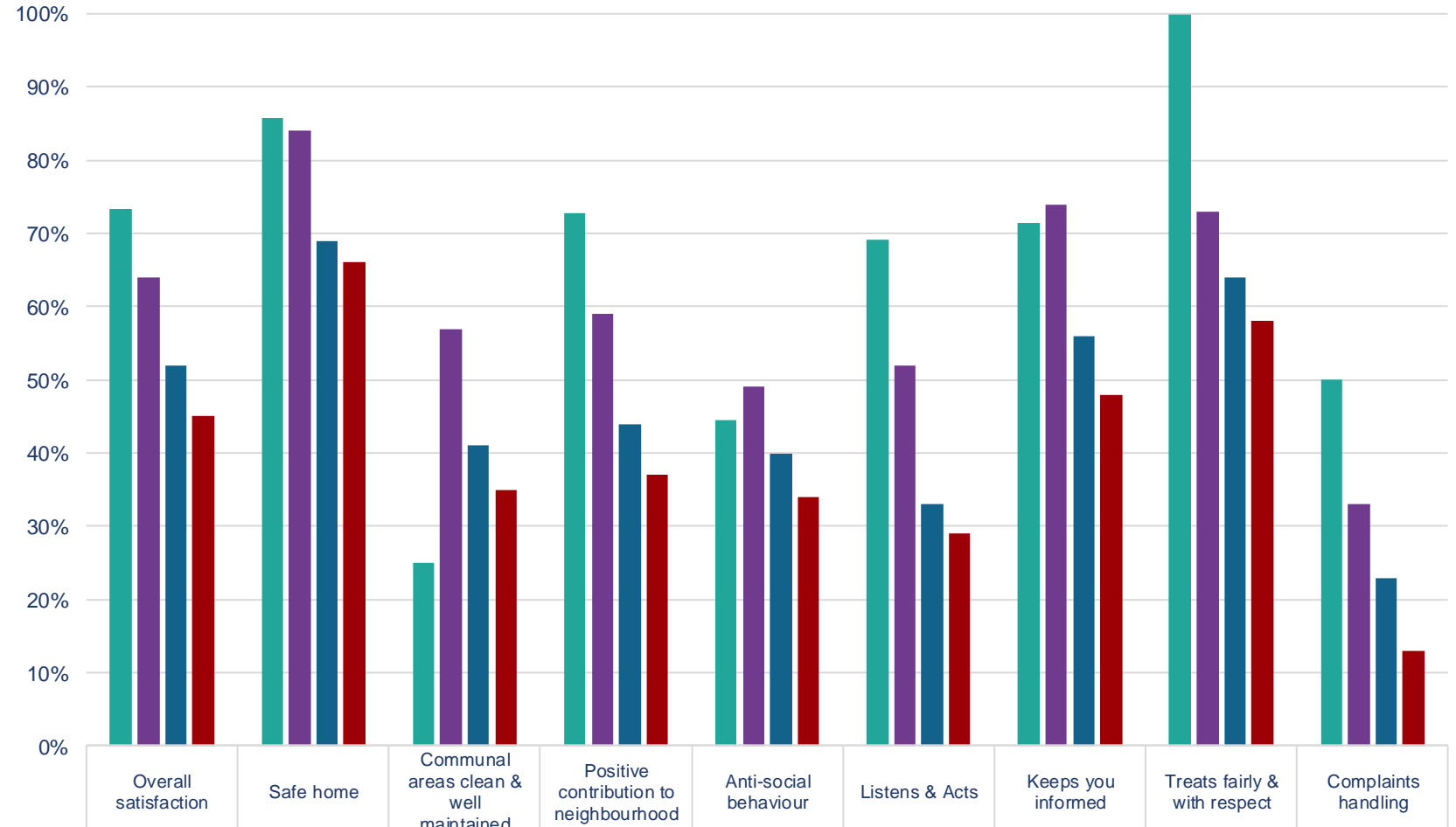


	Overall satisfaction	Well maintained home	Safe home	Time taken - Last repair	Repairs - Last 12 months	Communal areas clean & well maintained	Positive contribution to neighbourhood	Anti-social behaviour	Listens & Acts	Keeps you informed	Treats fairly & with respect	Complaints handling
■ WHTA	96%	91%	97%	93%	93%	69%	78%	72%	85%	91%	94%	72%
■ Upper Quartile	89%	89%	94%	90%	89%	86%	81%	84%	82%	90%	90%	75%
■ Acuity Median	84%	82%	89%	81%	83%	76%	73%	72%	72%	83%	88%	54%
■ Lower Quartile	73%	75%	77%	72%	74%	69%	65%	63%	64%	78%	82%	45%
Quartile Position	1	1	1	1	1	3	2	2	1	1	1	2
Number of Landlords	38	19	31	21	38	18	16	19	34	23	22	21



# Benchmarking – Acuity Clients (LCHO)

Satisfaction Levels Acuity Median Q1 – Q2 23/24



WCHA	73%	86%	25%	73%	44%	69%	71%	100%	50%
Upper Quartile	64%	84%	57%	59%	49%	52%	74%	73%	33%
Acuity Median	52%	69%	41%	44%	40%	33%	56%	64%	23%
Lower Quartile	45%	66%	35%	37%	34%	29%	48%	58%	13%
Quartile Position	1	1	4	1	2	1	2	1	1
Number of Landlords	11	11	10	11	11	11	11	11	9

Although this report focuses on the LCRAs results, for information, the results from WHHA's LCHO residents are compared against other landlords with LCHO stock who have used the TSMs this past year.

There are fewer measures shown as not all TSM questions relate to LCHO residents, but again WHHA compares well, being in the top quartile for six of the measures, including the overall service.

Of the remaining three measures, dealing with ASB and keeping residents informed fall into the second quartile, with the upkeep of the communal areas below the median and in the lower quartile.



# Stock Type

	LCRA	LCHO	Total
Overall satisfaction	96%	73%	95%
Well maintained home	91%	--	91%
Safe home	97%	86%	97%
Repairs - Last 12 months	93%	--	93%
Time taken - Last repair	93%	--	93%
Repairs - Overall satisfaction	92%	--	92%
Communal areas clean & well maintained	69%	25%	67%
Positive contribution to neighbourhood	78%	73%	78%
Energy efficiency	67%	57%	66%
Anti-social behaviour	72%	44%	71%
Easy to deal with	97%	86%	96%
Listens & Acts	85%	69%	84%
Keeps you informed	91%	71%	90%
Treats fairly & with respect	94%	100%	95%
Complaints handling	72%	50%	70%
Promoters	80%	43%	78%

Base: LCRA = 224, LCHO = 15

WHA commissioned Acuity to carry out independent satisfaction surveys of both its LCRA and LCHO residents. This report focuses on the LCRA results with a separate report for the LCHO results.

Here the two sets of results are compared, although far fewer responded to the LCHO survey, so some caution is needed in interpreting these results.

It is common that satisfaction among LCRA tenants is higher than their LCHO counterparts and WHA is no exception.

On all the comparable measures, LCRA tenants are more satisfied with a difference of 23% for the overall services, 28% for dealing with ASB and 44% for the upkeep of the communal areas. In addition, 37% more LCRA tenants would recommend WHA to other people.



# Constituency

WHHA operates over seven constituency areas with the most in Devizes, North Wiltshire and Somerton & Frome.

In terms of satisfaction those in Salisbury and South West Wiltshire are the most satisfied, 100% with the overall services.

Salisbury tenants are the most satisfied on 11 of the measures in the survey, although curiously, they are least likely to recommend WHHA to other people; the most being those in South Swindon.

Whilst those in South Swindon are the least satisfied with the overall service, although still at 90%, it is those in North East Somerset who are generally the least satisfied across six measures.

It is not clear why these differences occur, whether this is linked to local facilities, property type, demographics or service delivery. Some further work could be done to ensure service is of the same standard whatever the location.



	Devizes	North East Somerset	North Wiltshire	Salisbury	Somerton and Frome	South Swindon	South West Wiltshire
Overall satisfaction	98%	92%	98%	100%	93%	90%	100%
Well maintained home	91%	82%	93%	95%	90%	90%	92%
Safe home	100%	91%	98%	100%	93%	100%	96%
Repairs - Last 12 months	93%	89%	97%	100%	86%	100%	95%
Time taken - Last repair	95%	89%	94%	100%	91%	86%	90%
Repairs - Overall satisfaction	91%	90%	93%	89%	93%	95%	88%
Communal areas clean & well maintained	65%	63%	71%	78%	70%	60%	73%
Positive contribution to neighbourhood	62%	100%	91%	82%	79%	83%	82%
Energy efficiency	69%	45%	59%	78%	64%	89%	63%
Anti-social behaviour	78%	71%	61%	86%	69%	79%	60%
Easy to deal with	98%	91%	100%	100%	93%	95%	96%
Listens & Acts	80%	64%	89%	100%	82%	95%	83%
Keeps you informed	87%	64%	100%	94%	90%	89%	92%
Treats fairly & with respect	94%	91%	100%	100%	86%	95%	96%
Complaints handling	50%	--	86%	100%	50%	67%	86%
Promoters	81%	73%	88%	67%	71%	90%	75%

Base: Devizes = 53, North East Somerset = 12, North Wiltshire = 41, Salisbury = 19, Somerton and Frome = 43, South Swindon = 20, South West Wiltshire = 25, Chippenham = 4, North Swindon = 7



# Property Type

	House	Bungalow	Flat
Overall satisfaction	97%	100%	88%
Well maintained home	92%	96%	81%
Safe home	98%	100%	88%
Repairs - Last 12 months	93%	94%	92%
Time taken - Last repair	94%	89%	83%
Repairs - Overall satisfaction	93%	92%	79%
Communal areas clean & well maintained	67%	70%	82%
Positive contribution to neighbourhood	77%	86%	82%
Energy efficiency	68%	68%	54%
Anti-social behaviour	74%	79%	40%
Easy to deal with	97%	96%	93%
Listens & Acts	86%	91%	69%
Keeps you informed	92%	92%	75%
Treats fairly & with respect	95%	96%	87%
Complaints handling	71%	67%	100%
Promoters	81%	72%	75%

Base: House = 191, Bungalow = 25, Flat = 23

Of the three main property types, those in bungalows are generally the most satisfied and those in flats the least.

It is likely that occupants of bungalows will be older tenants who, as shown below, tend to be more satisfied and these are also a desirable form of property, usually on the level and with outside garden space.

It is likely that age is a key factor here rather than property type alone, although tenants are more likely to want their own space rather than sharing areas with others, as in the flats.



# Length of Tenancy

	1 - 3 years	4 - 5 years	6 - 10 years	11 - 20 years	Over 20 years
Overall satisfaction	96%	100%	100%	97%	92%
Well maintained home	98%	78%	90%	93%	92%
Safe home	100%	89%	100%	98%	96%
Repairs - Last 12 months	93%	87%	94%	96%	92%
Time taken - Last repair	91%	87%	94%	96%	92%
Repairs - Overall satisfaction	90%	89%	95%	100%	89%
Communal areas clean & well maintained	94%	60%	92%	59%	46%
Positive contribution to neighbourhood	95%	62%	84%	75%	65%
Energy efficiency	71%	39%	71%	63%	77%
Anti-social behaviour	92%	67%	73%	67%	65%
Easy to deal with	98%	94%	100%	97%	94%
Listens & Acts	89%	83%	87%	86%	80%
Keeps you informed	92%	89%	97%	90%	89%
Treats fairly & with respect	98%	89%	100%	95%	89%
Complaints handling	80%	25%	100%	88%	50%
Promoters	88%	67%	87%	69%	80%

Base: < 1 year = 7, 1 - 3 years = 51, 4 - 5 years = 18, 6 - 10 years = 40, 11 - 20 years = 60, Over 20 years = 48

The results are further split down by length of tenancy, and this shows that generally those of 1 to 3 years are the most satisfied and those of 4 to 5 years the least.

However, this latter age group and those of 6 to 10 years are the most satisfied overall, although the differences between the groups is small.

It is not clear why these differences occur and with no particular pattern and small differences, it is likely that length of tenancy is not as influential on satisfaction than with some landlords.



# Age Group

	25 - 34	35 - 44	45 - 54	55 - 59	60 - 64	65 - 74	75 - 84
Overall satisfaction	97%	100%	91%	97%	100%	96%	96%
Well maintained home	93%	85%	94%	89%	95%	89%	96%
Safe home	89%	100%	98%	97%	100%	100%	96%
Repairs - Last 12 months	88%	96%	87%	92%	100%	95%	100%
Time taken - Last repair	88%	95%	87%	83%	100%	100%	100%
Repairs - Overall satisfaction	82%	92%	91%	94%	100%	86%	96%
Communal areas clean & well maintained	83%	64%	65%	63%	75%	57%	67%
Positive contribution to neighbourhood	88%	75%	79%	69%	84%	73%	79%
Energy efficiency	68%	56%	59%	52%	80%	75%	85%
Anti-social behaviour	90%	78%	68%	50%	67%	75%	75%
Easy to deal with	100%	100%	93%	100%	100%	93%	93%
Listens & Acts	89%	88%	79%	82%	84%	81%	92%
Keeps you informed	93%	92%	86%	85%	95%	92%	93%
Treats fairly & with respect	93%	92%	89%	100%	100%	96%	93%
Complaints handling	67%	50%	100%	25%	100%	50%	86%
Promoters	82%	74%	84%	79%	90%	75%	78%

Base: 25 - 34 = 29, 35 - 44 = 27, 45 - 54 = 47, 55 - 59 = 36, 60 - 64 = 20, 65 - 74 = 28, 75 - 84 = 27, 85+ = 5, NO DATA = 5

It is common in surveys of this type that satisfaction increases with age and to some extent, this is true here, although satisfaction is generally high across all age groups.

The most satisfied overall are those aged 35 to 44 and 60 to 64. Age 60 to 64 are also the most satisfied on ten of the measures.

The least satisfied overall are those aged 45 to 54, whilst those aged 55 to 59 are the least satisfied on six of the measures.



# Bed Spaces

	1	2	3
Overall satisfaction	93%	97%	96%
Well maintained home	93%	91%	91%
Safe home	93%	98%	98%
Repairs - Last 12 months	95%	92%	93%
Time taken - Last repair	91%	91%	98%
Repairs - Overall satisfaction	86%	94%	93%
Communal areas clean & well maintained	68%	71%	56%
Positive contribution to neighbourhood	83%	81%	65%
Energy efficiency	58%	70%	64%
Anti-social behaviour	56%	75%	70%
Easy to deal with	97%	98%	94%
Listens & Acts	78%	90%	77%
Keeps you informed	75%	93%	91%
Treats fairly & with respect	93%	96%	91%
Complaints handling	100%	79%	43%
Promoters	79%	80%	76%

Base: 0 = 8, 1 = 30, 2 = 125, 3 = 57, 4 = 4

A further split of results is shown here by bedspaces.

This shows that the most satisfied are those with two bedspaces, although again, the differences between these groups of tenants is small.



# Gender

	Female	Male
Overall satisfaction	98%	94%
Well maintained home	93%	89%
Safe home	97%	97%
Repairs - Last 12 months	94%	91%
Time taken - Last repair	92%	91%
Repairs - Overall satisfaction	94%	92%
Communal areas clean & well maintained	57%	76%
Positive contribution to neighbourhood	74%	79%
Energy efficiency	65%	67%
Anti-social behaviour	75%	68%
Easy to deal with	97%	96%
Listens & Acts	87%	80%
Keeps you informed	90%	91%
Treats fairly & with respect	94%	95%
Complaints handling	67%	88%
Promoters	80%	78%

Base: Female = 118, Male = 80, NO DATA = 26

Female tenants outnumber their male counterparts, and they are generally the most satisfied.

Overall, 98% of female tenants are satisfied compared with 94% male.

Female tenants are more satisfied on ten measures and jointly with the home being safe.

The differences are small, just 4% overall and just 2% more would recommend WHHA to other people.



# Registered Disabled

23 tenants responding to the survey are recorded as registered disabled.

Satisfaction between the two groups varies across the different measures and in many cases the differences are small, suggesting that this is not a major factor in determining satisfaction.

	Yes	No
Overall satisfaction	96%	97%
Well maintained home	91%	91%
Safe home	100%	97%
Repairs - Last 12 months	100%	92%
Time taken - Last repair	94%	92%
Repairs - Overall satisfaction	95%	91%
Communal areas clean & well maintained	56%	71%
Positive contribution to neighbourhood	75%	79%
Energy efficiency	77%	66%
Anti-social behaviour	69%	73%
Easy to deal with	91%	97%
Listens & Acts	90%	85%
Keeps you informed	87%	91%
Treats fairly & with respect	91%	95%
Complaints handling	100%	68%
Promoters	74%	81%

Base: Yes = 23, No = 201



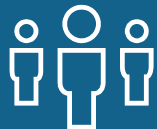
# Response Method

The survey was conducted online, by post and by telephone interview so it is possible to compare satisfaction by those using these different methods.

It is common that those responding online are less satisfied than those using other methods, whilst this is true to a point with WHHA, it is not as clearcut as with some other landlords.

One theory for this is that younger tenants, who tend to be less satisfied, are more likely to use the online method and are, perhaps, more critical of service than when responding directly to someone. Furthermore, older tenants favour postal responses and are generally more satisfied.

However, as shown throughout this report, satisfaction is very high generally and the differences between these groups is relatively small. The responses method has less of an impact on satisfaction than with other landlords.



	Online	Telephone	Postal
Overall satisfaction	96%	93%	99%
Well maintained home	94%	85%	92%
Safe home	97%	93%	100%
Repairs - Last 12 months	91%	86%	99%
Time taken - Last repair	91%	83%	99%
Repairs - Overall satisfaction	87%	88%	99%
Communal areas clean & well maintained	73%	86%	54%
Positive contribution to neighbourhood	75%	89%	78%
Energy efficiency	63%	70%	69%
Anti-social behaviour	70%	85%	72%
Easy to deal with	97%	95%	98%
Listens & Acts	80%	86%	90%
Keeps you informed	89%	87%	94%
Treats fairly & with respect	91%	93%	99%
Complaints handling	60%	60%	86%
Promoters	80%	76%	82%

Base: Online = 96, Telephone = 41, Postal = 85



# Summary of Results





## Satisfaction 2024



# Summary of Results

The survey for WHHA has incorporated the Tenant Satisfaction Measures (TSMs) for the first time, which became mandatory for all registered providers of social housing to collect from April 2023. Some of these measures are comparable to previous survey questions, however, others have been used for the first time and will provide an important baseline for WHHA going forward.

Overall, the survey shows very high levels of satisfaction with the services provided by WHHA, with all 12 TSMs scoring above the Acuity median, and all except for the upkeep of the communal areas being in the top quartile. Nearly all the tenants are satisfied with the overall service provided by WHHA (96%), while just 2% are dissatisfied. This ranks among the highest-performing metrics in this survey. Satisfaction is highest for the provision of a safe home and that WHHA is easy to deal with (both 97%).

Just two measures fall below 70% in satisfaction, the energy efficiency of homes (67%), and keeping the communal areas clean and well-maintained (69%).

Correspondingly, all measures having dissatisfaction are in single figures apart from the energy efficiency of the home (20%), the upkeep of the communal areas (15%) and the handling of complaints (10%).

The survey included several open-ended questions giving tenants the opportunity to expand on their answers and reasons for any dissatisfaction. Many tenants gave positive views of the services and the relatively small number of comments made on some of these questions reflects the high levels of satisfaction. However, when asked about possible improvements to service, tenants referred to the condition of their property, including the external maintenance such as gutter clearance and painting, and grounds maintenance. Some would also like to have improved heating and for their homes to be more energy efficient.

Compared with the previous survey, which was carried out in 2021, satisfaction has improved in several areas, including the how WHHA listens to views and acts upon them (up 7p.p), treating tenants fairly and with respect (up 4p.p) and the maintenance of the home (up 3p.p). Satisfaction has stayed the same as in 2021 for keeping tenants informed and the handling of complaints. These changes are small but, in many cases, there is little room for further improvement and the challenge for WHHA is to maintain satisfaction at these high levels.

This report has also analysed the ratings by several different subgroups. This demonstrates that satisfaction does tend to increase with age, female tenants are a little more satisfied than their male counterparts, those in Salisbury are the most satisfied, as are those responding by post.

# Recommendations

WHHA aims to provide a quality service and focuses on building homes to high environmental and space standards.

The survey reveals many areas of very good performance, but it has also highlighted a few areas where improvements could be made.

The comments made by tenants give insight into what they are most concerned about and will help WHHA target services that may need some improvement.

Shown opposite are some recommendations that WHHA may wish to follow up on to help improve satisfaction in the future.



## Grounds maintenance

The upkeep of the communal areas receives one of the lowest ratings in the survey at 69% with 15% dissatisfied. When asked about improvements to service, whilst some tenants have issues with the cleaning of these areas, grounds maintenance features the strongest. Tenants mention the maintenance of the bushes and hedges, paths, fences, trees and the grass cutting, for instance *“Grassed areas not cut often enough. Dead trees that need to be cut down.”* These comments do highlight possible service issues, so it is suggested the service is reviewed at a local level to identify improvements.



## Repairs and maintenance

The way repairs and maintenance is delivered is key for any tenant and satisfaction with WHHA's repairs service is good, 92% are satisfied with the overall service. However, some tenants have concerns about the time taken to complete repair, the quality of work and the performance of the contractors. In this respect, these are similar concerns to the previous survey, which may suggest more needs to be done to correct this. Issues with damp and mould have also come to the fore and some tenants feel they have problems in this area. These need to be addressed as a matter of urgency.



## How complaints are dealt with

Dealing with complaints has become a hot topic across the sector with a new focus on this as part of the TSM questions. For WHHA, satisfaction with the way complaints are handled is generally good at 72%, this comparing very well with other landlords. However, there is an issue with how these complaints are perceived, are they genuine complaints or service requests yet to be actioned. Whilst this is confused by the wording of the question, WHHA needs to monitor these closely to determine whether there has been a failure of service and, if so where things have gone wrong, so they can be fixed. The TSM question on complaints, perhaps, gives more questions than answers so this extra monitoring is needed.

This research project was carried out to conform with ISO20252:2019 and the MRS Code of Conduct.

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