22nd April 2024

Housemark

The London Borough of Camden Council

Leaseholder Satisfaction Survey 2023/24

Contents

Executive Summary 4

1. Summary of leaseholder satisfaction results (high to low) 5

2. Overview of the survey approach 6

3. Results 7

PART 1: OVERALL SATISFACTION 7

3.1. Overall satisfaction 7

PART 2: RESPONSIVE REPAIRS 8

3.2. Satisfaction with the quality of responsive repairs 8

3.3. Satisfaction with responsive repairs providing value for money 9

3.4. Satisfaction with the conduct of contractors carrying out responsive repairs 10

3.5. Satisfaction with the time taken to complete responsive repairs 11

PART 3: MAJOR WORKS 12

3.6. Satisfaction with the consultation process of the major works 12

3.7. Satisfaction with the information provided about the major works 13

3.8. Satisfaction with the quality of the major works carried out 14

3.9. Satisfaction with the value for money of the major works carried out 15

3.10. Satisfaction with the conduct of the contractors carrying out major works 16

PART 4: SERVICE CHARGES 17

3.11. Satisfaction with the information provided for your service charges 17

3.12. Satisfaction with the value for money of service charges 18

PART 5: THE LEASEHOLDER SERVICE 19

3.13. Satisfaction with the leaseholder service 19

3.14. Satisfaction with the ease of contacting the leaseholder service 20

PART 6: THE CAMDEN ACCOUNT AND LEASEHOLDER FORUM 21

3.15. Camden account and leaseholder forum 21

4. Further analysis 22

4.1. Key driver analysis 22

4.2. Benchmarking 24

5. Conclusions and Recommendations 25

Appendix 1: Summary of leaseholder dissatisfaction results (high to low) 27

Appendix 2: Qualitative analysis of free text responses 28

Appendix 2.1. Improving one thing with the London Borough of Camden 28

Appendix 2.2. Improving one thing with the London Borough of Camden (by key phrase) 29

Appendix 2.3. Further comments or suggestions for improving the London Borough of Camden 35

Appendix 3: Leaseholder survey questionnaire 36

Executive Summary

The London Borough of Camden Council commissioned Housemark to carry out a leaseholder survey in line with the Market Research Society Code of Conduct. Based on 565 respondents, the following key points can be noted:

- **Overall satisfaction -** This measure is often used as the main headline measure of service performance. The London Borough of Camden Council achieved a Leaseholder satisfaction score of **29.9%.** For context, it should also be noted that dissatisfaction with this measure was **43.0%**. When benchmarking the overall satisfaction score against the London Borough peer group, it can be seen that scores range between 24.5% and 54.0%, compared to Camden's score of 29.9%.

- **Highest scoring measures:** The top scoring measures were identified as:

  i) Satisfaction with the conduct of contractors carrying out responsive repairs: **45.1%**
  ii) Satisfaction with the information provided for your service charges: **42.7%**
  iii) Satisfaction with the information provided about the major works: **34.0%**

- **Lowest scoring measures / high dissatisfaction**: The lowest scoring measure was '*major works providing value for money'* – this achieved a satisfaction score of just 10.2% and a dissatisfaction score of 69.4%. It is worth noting that, overall, 12 of the 14 satisfaction measures reflected higher levels of *dissatisfaction* than satisfaction.

- **Identifying what drives overall satisfaction:** Based on the results, the top three service areas driving satisfaction (i.e. the key drivers, see Section 4.1) are:
  - **Information provided about major works**
  - **The consultation process for major works**
  - **The overall quality of the major works**

  Investing time and energy in these areas of service will help drive overall satisfaction for the majority of leaseholders.

Conclusions: Based on the feedback from the leaseholder survey, the key finding is that there are generally higher proportions of leaseholder *dissatisfaction* than satisfaction across 12 of the 14 satisfaction performance measures. Whilst the highest satisfaction was observed for '*satisfaction with the conduct of contractors carrying out responsive repairs'*, this could still be considered to be a relatively low ranking score of under 50% (45.1% to be precise).

Opportunities for service improvement over time should therefore be considered. One example of this could be by focussing upon the key drivers of overall satisfaction, which will help increase satisfaction perceptions for the majority of leaseholders over time, whilst consideration should also be given to areas of particularly high dissatisfaction.

Recommendations for consideration are noted in Section 5.

1. Summary of leaseholder satisfaction results (high to low)

Figure 1: Summary of satisfaction results (n= 565)

Measure	% satisfaction score
Proportion of respondents who report that they are satisfied with the conduct of contractors carrying out responsive repairs.	45.1%
Proportion of respondents who report that they are satisfied with the information provided for your service charges.	42.7%
Proportion of respondents who report that they are satisfied with the information provided about the major works.	34.0%
Proportion of respondents who report that they are satisfied with the conduct of contractors carrying out major works.	31.9%
Proportion of respondents who report that they are satisfied with the overall service from London Borough of Camden Council.	**29.9%**
Proportion of respondents who report that they are satisfied with the consultation process of major works.	29.5%
Proportion of respondents who report that they are satisfied with the ease of contacting the leaseholder service.	26.1%
Proportion of respondents who report that they are satisfied with the quality of responsive repairs.	24.0%
Proportion of respondents who report that they are satisfied with the leaseholder service.	22.7%
Proportion of respondents who report that they are satisfied with the quality of the major works carried out.	21.5%
Proportion of respondents who report that they are satisfied with the time taken to complete responsive repairs.	21.1%
Proportion of respondents who report that they are satisfied with the value for money of your service charges.	18.9%
Proportion of respondents who report that they are satisfied with the responsive repairs service providing value for money.	13.1%
Proportion of respondents who report that they are satisfied with the value for money for major works carried out.	10.2%

2. Overview of the survey approach

An overview of the survey approach is outlined in Figure 2 below, whilst the representativeness of the survey is shown over the page.

Figure 2: Overview of the survey approach

Feedback services provider (collecting, generating, and validating the reported perception measures)	Service Insights Ltd (independent research company) on behalf of Housemark
Survey fieldwork date	March 2024
Total surveyable population	7,087 (4,164 owner occupied; 2,923 private rental)
Total sample size achieved (total number of responses)	565
Statistical confidence required and achieved	This report achieved ±3.96%.
Reasons for any failure to meet the required sample size	Not applicable
Collection method	100% telephone
Type and amount of any incentives offered	None
Sampling method	Randomised sample through MS Excel randomisation
Number of leaseholder households within the relevant population that have not been included in the sample	None
Summary of representativeness	The survey sample was considered to be representative of the wider leaseholder population (see Figure 3 below)
Any weighting applied	Weighting was not required for this report.
Questions asked	18 questions comprising open and closed questions
Any other methodological issues likely to have a material impact on the survey responses reported	None

Figure 3: Representativeness of the survey responses vs leaseholder population

Population Profile			**Survey Profile**		
Owner Occupied	4,164	**58.8%**	Owner Occupied	339	**60.0%**
Private Rental	2,923	**41.2%**	Private Rental	226	**40.0%**
	7,087	**100%**		**565**	**100%**

3. Results

NOTE: This report presents detailed scores to one decimal place. Please note that percentage scores may not always add up to 100%. For example, three equal responses would give percentages of 33.3% each, giving 99.9%.

PART 1: OVERALL SATISFACTION

3.1. Overall satisfaction

Overall satisfaction is often seen as the key measure of service performance, as perceived by leaseholders in receipt of services provided. Leaseholders were asked, "*Taking everything into account, how satisfied or dissatisfied are you with the service provided by London Borough of Camden Council?*".

Figures 4 and 5 show that **a total of 29.9% (169 respondents) were satisfied**, compared to a total of 43.0% (243 respondents) who were dissatisfied, and a further 27.1% (153 respondents) who were neither satisfied nor dissatisfied.

Figure 4: Overall satisfaction (n= 565)

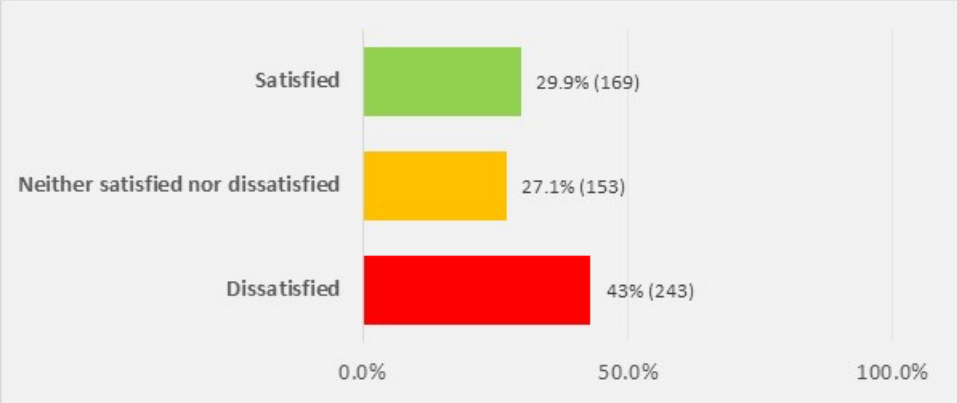


Figure 5: Individual response categories (n= 565)



PART 2: RESPONSIVE REPAIRS

3.2. Satisfaction with the quality of responsive repairs

Leaseholders were asked, "*Have there been any responsive repairs in your building in the last 12 months?*". Of those who responded, 35.4% (200 respondents) stated 'Yes' compared to 52.4% (296 respondents) who stated 'No' and 12.2% (69 respondents) who didn't know or were unsure.

Those who stated 'Yes' were then asked, "*How satisfied or dissatisfied are you with the quality of the responsive repairs carried out?*". Figures 6 and 7 show that **a total of 24.0% (46 respondents) were satisfied**, compared to a total of 58.9% (113 respondents) dissatisfied, and a further 17.2% (33 respondents) who were neither satisfied nor dissatisfied.

Figure 6: Satisfaction with the quality of responsive repairs (n= 200)

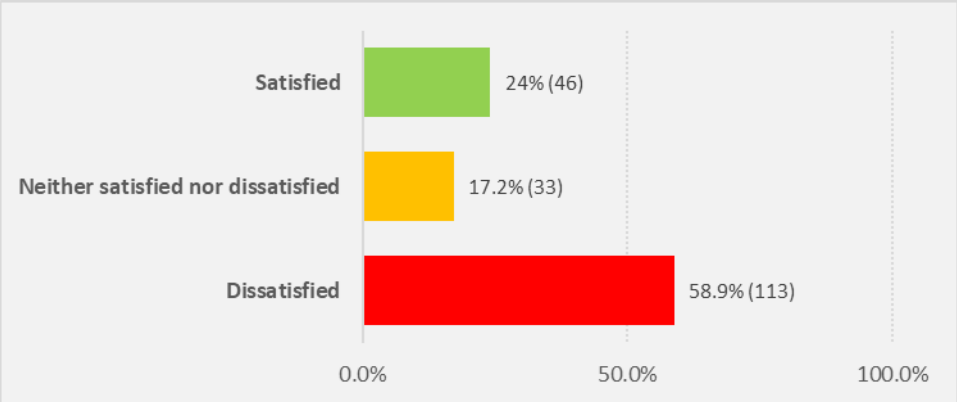
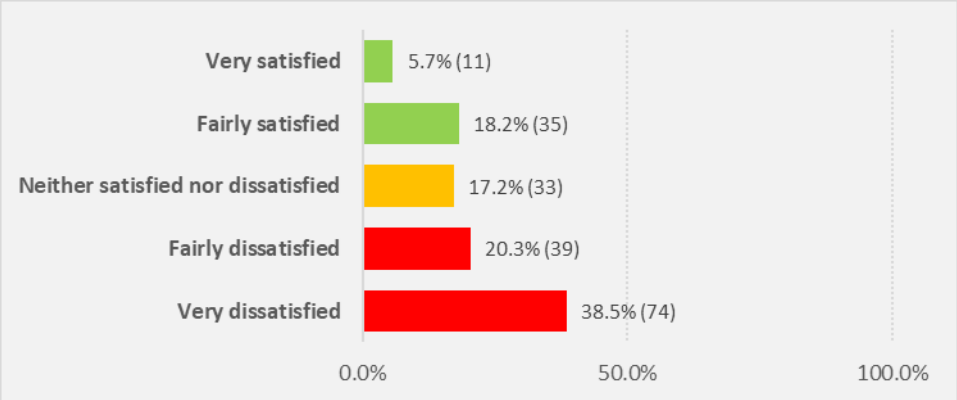


Figure 7: Individual response categories (n= 200)



3.3. Satisfaction with responsive repairs providing value for money

Leaseholders were then asked, "*How satisfied or dissatisfied are you with the value for money on any responsive repairs?*"

Figures 8 and 9 show that **a total of 13.1% (23 respondents) were satisfied**, compared to a total of 58.5% (103 respondents) dissatisfied and a further 28.4% (50 respondents) who were neither satisfied nor dissatisfied.

Figure 8: Satisfaction with responsive repairs providing value for money (n= 176)

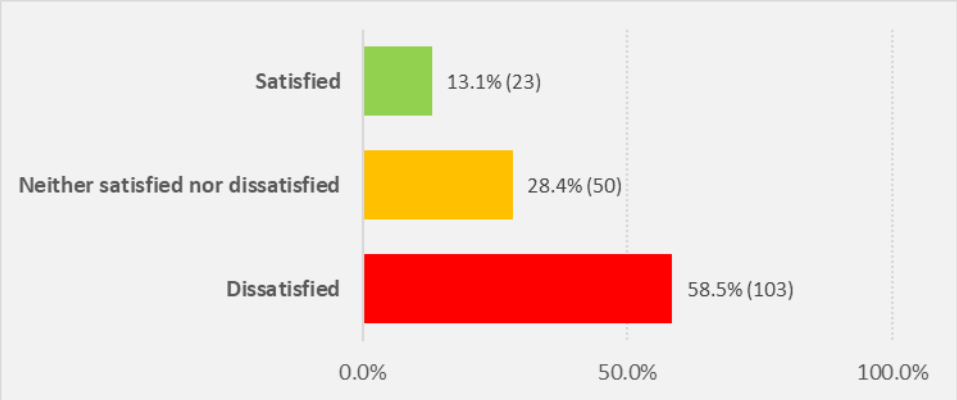
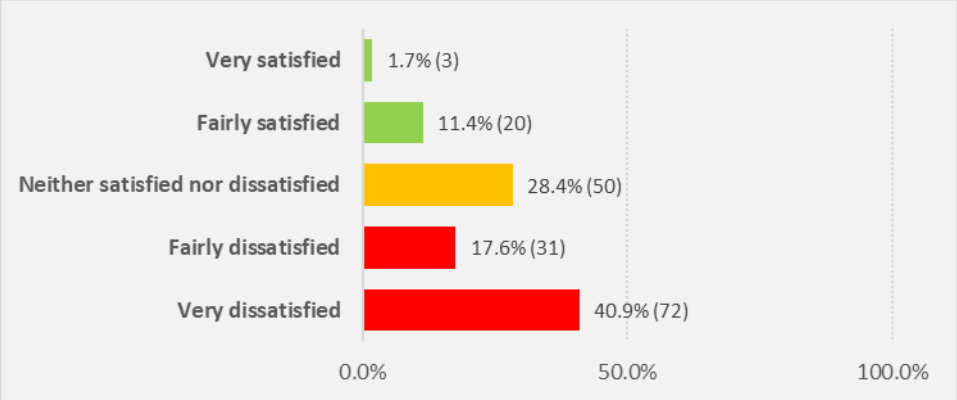


Figure 9: Individual response categories (n= 176)



3.4. Satisfaction with the conduct of contractors carrying out responsive repairs

Leaseholders were asked, "*How satisfied or dissatisfied are you with the conduct of the contractors carrying out the repairs?*".

Figures 10 and 11 show that **a total of 45.1% (79 respondents) were satisfied**, compared to 27.4% (48 respondents) dissatisfied and 27.4% (48 respondents) neither satisfied nor dissatisfied.

Figure 10: Satisfaction with the conduct of contractors carrying out responsive repairs (n= 175)

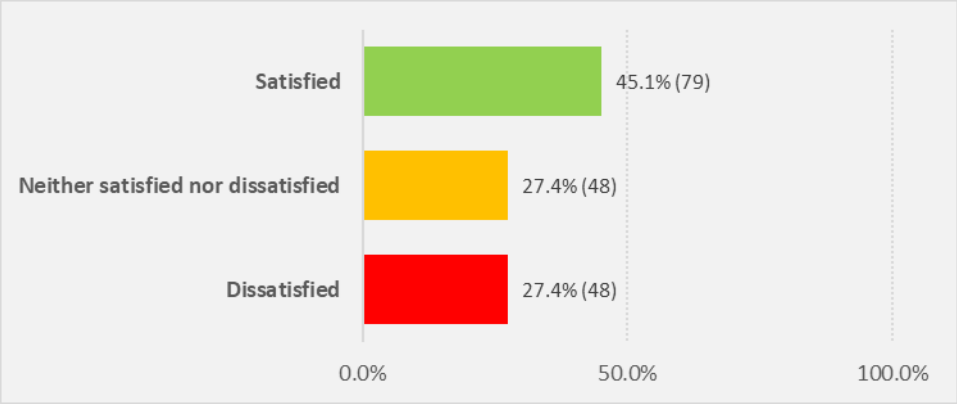


Figure 11: Individual response categories (n= 175)



3.5. Satisfaction with the time taken to complete responsive repairs

Leaseholders were asked, "H*ow satisfied or dissatisfied are you with the time taken to complete responsive repairs?*".

Figures 12 and 13 show that **a total of 21.1% (39 respondents) were satisfied**, compared to a total of 61.1% (113 respondents) dissatisfied, and a further 17.8% (33 respondents) who were neither satisfied nor dissatisfied.

Figure 12: Satisfaction with the time taken to complete responsive repairs (n= 185)

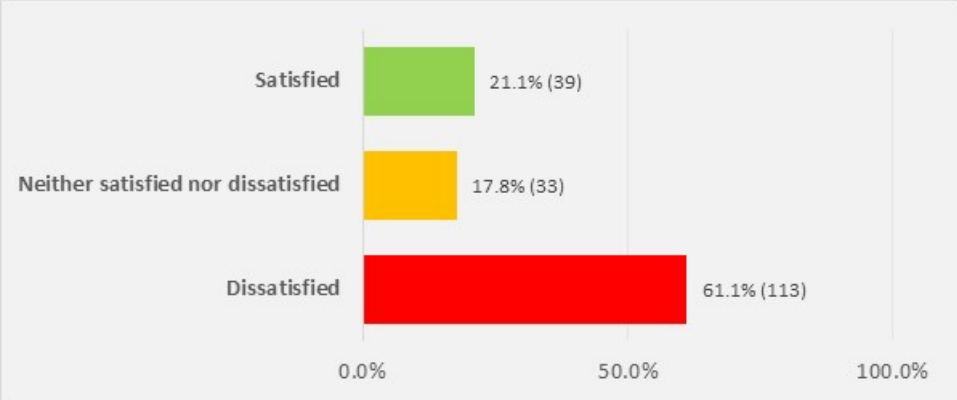
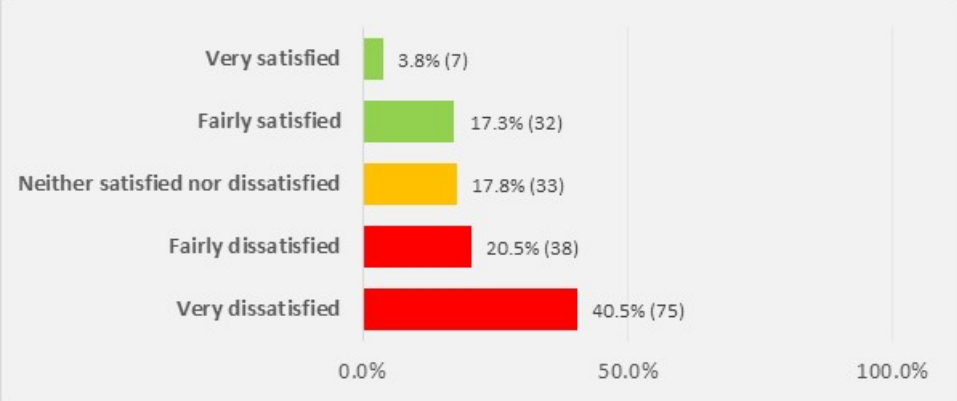


Figure 13: Individual response categories (n= 185)



PART 3: MAJOR WORKS

3.6. Satisfaction with the consultation process of the major works

Leaseholders were asked, "*Has your building had, or been notified about, any Major works in the last 12 months?*". Of those who responded either yes or no, a total of 35.9% (202 respondents) stated 'Yes' compared to 54.8% (308 respondents) who stated 'No' and 9.3% (52 respondents) who didn't know or were unsure.

Those who stated 'Yes' were then asked, "*How satisfied or dissatisfied are you with the consultation process of the Major works?*". Figures 14 and 15 show that **a total of 29.5% (57 respondents) were satisfied**, compared to a total of 51.3% (99 respondents) dissatisfied, and a further 19.2% (37 respondents) who were neither satisfied nor dissatisfied.

Figure 14: Satisfaction with the consultation process of the Major works (n= 193)

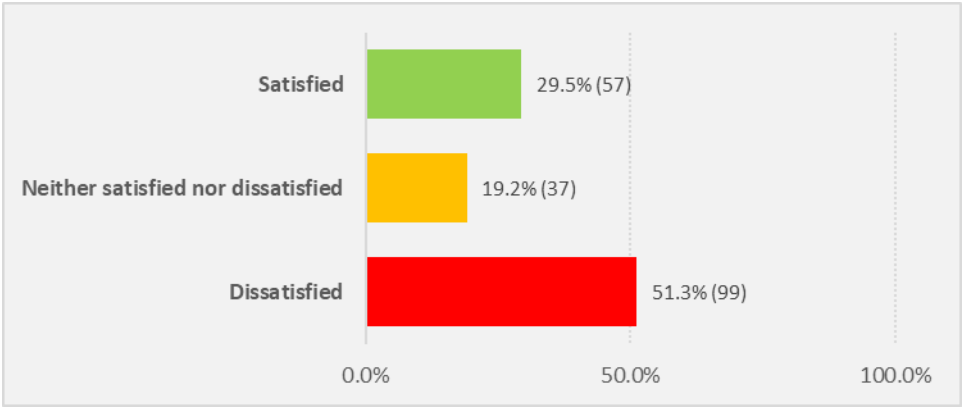
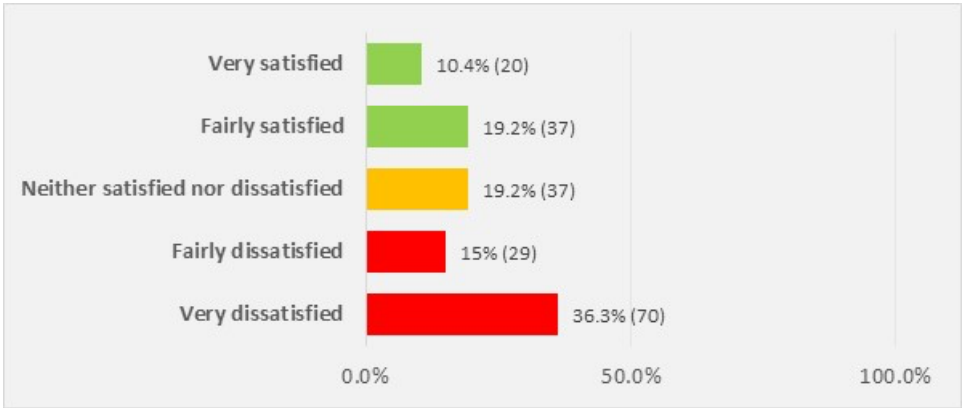


Figure 15: Individual response categories (n= 193)



3.7. Satisfaction with the information provided about the major works

Leaseholders were asked, "*How satisfied or dissatisfied are you with the information provided about the Major works?*".

Figures 16 and 17 show that **a total of 34.0% (66 respondents) were satisfied**, compared to a total of 40.2% (78 respondents) dissatisfied, and a further 25.8% (50 respondents) who were neither satisfied nor dissatisfied.

Figure 16: Satisfaction with the information provided about the Major works (n= 194)

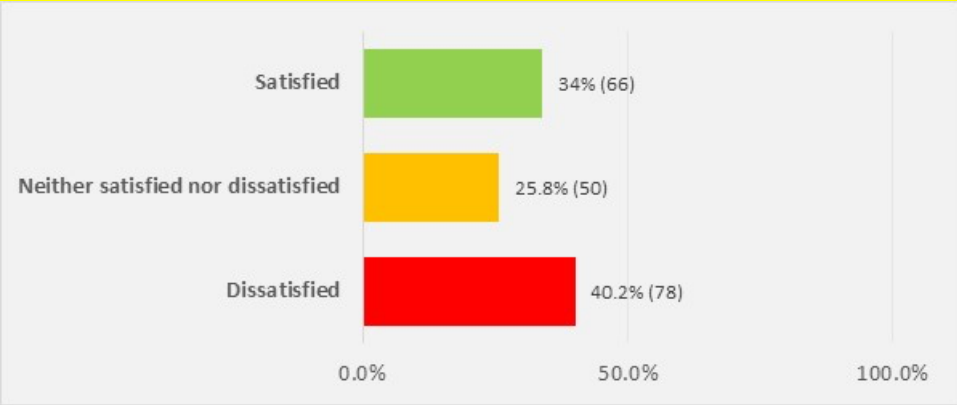


Figure 17: Individual response categories (n= 194)



3.8. Satisfaction with the quality of the major works carried out

Leaseholders were asked, "*How satisfied or dissatisfied are you with the quality of the Major works carried out?*".

Figures 18 and 19 show that **a total of 21.5% (32 respondents) were satisfied**, compared to a total of 49.0% (73 respondents) dissatisfied, and a further 29.5% (44 respondents) who were neither satisfied nor dissatisfied.

Figure 18: Satisfaction with the quality of the Major works carried out (n= 149)

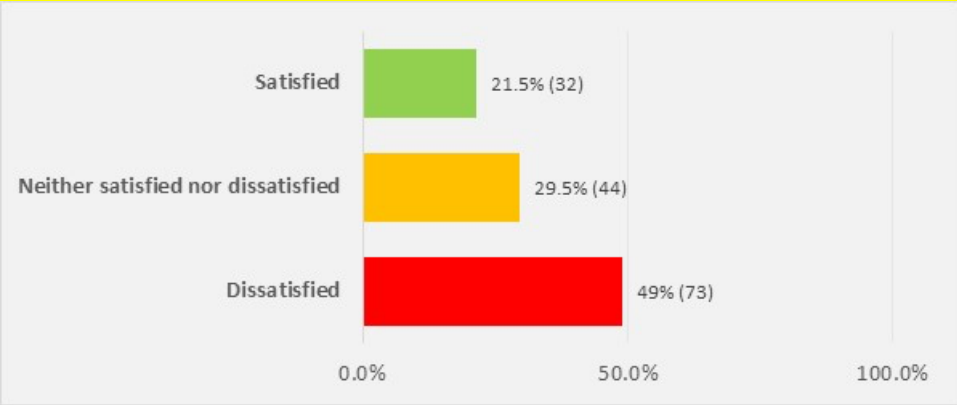
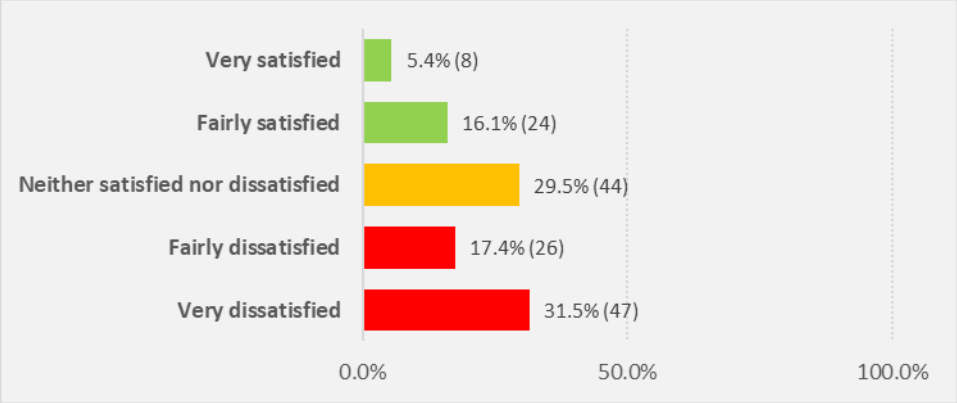


Figure 19: Individual response categories (n= 149)



3.9. Satisfaction with the value for money of the major works carried out

Leaseholders were asked, "*How satisfied or dissatisfied are you with the value for money of the Major works carried out?*".

Figures 20 and 21 show that **a total of 10.2% (16 respondents) were satisfied**, compared to a total of 69.4% (109 respondents) dissatisfied, and a further 20.4% (32 respondents) who were neither satisfied nor dissatisfied.

Figure 20: Satisfaction with the value for money of the Major works carried out (n= 157)

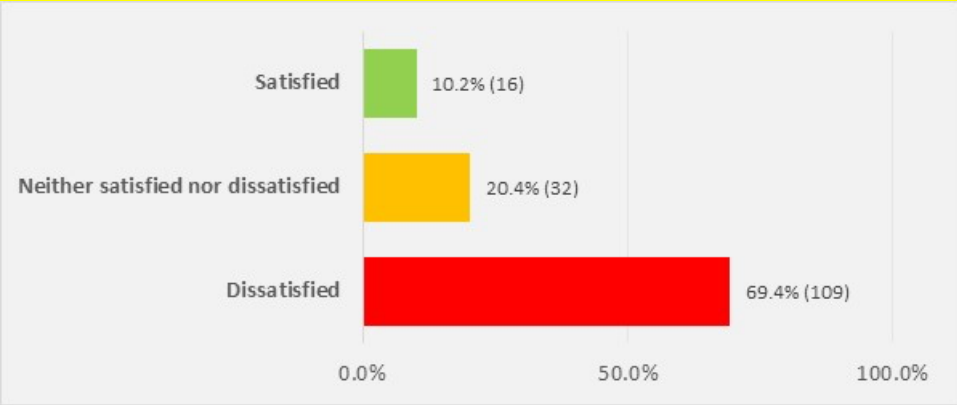


Figure 21: Individual response categories (n= 157)



3.10. Satisfaction with the conduct of the contractors carrying out major works

Leaseholders were asked, "*How satisfied or dissatisfied are you with the conduct of the contractors carrying out the Major works?*".

Figures 22 and 23 show that **a total of 31.9% (46 respondents) were satisfied**, compared to a total of 34.0% (49 respondents) dissatisfied, and a further 34.0% (49 respondents) who were neither satisfied nor dissatisfied.

Figure 22: Satisfaction with the conduct of the contractors carrying out Major works (n= 144)

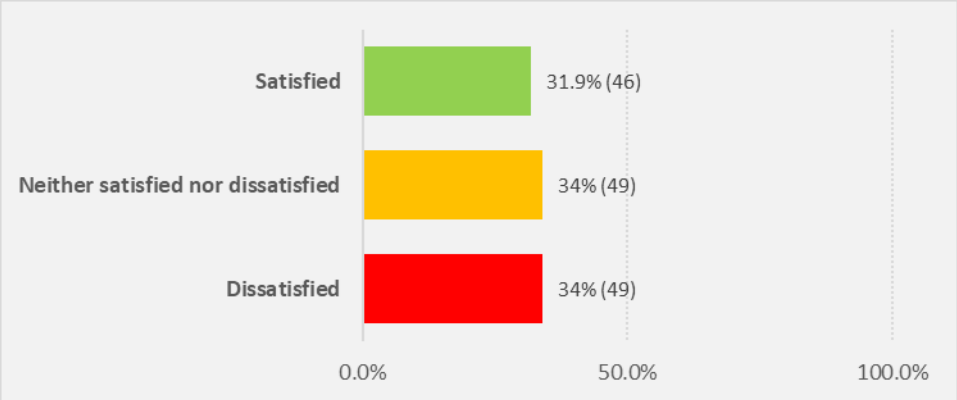
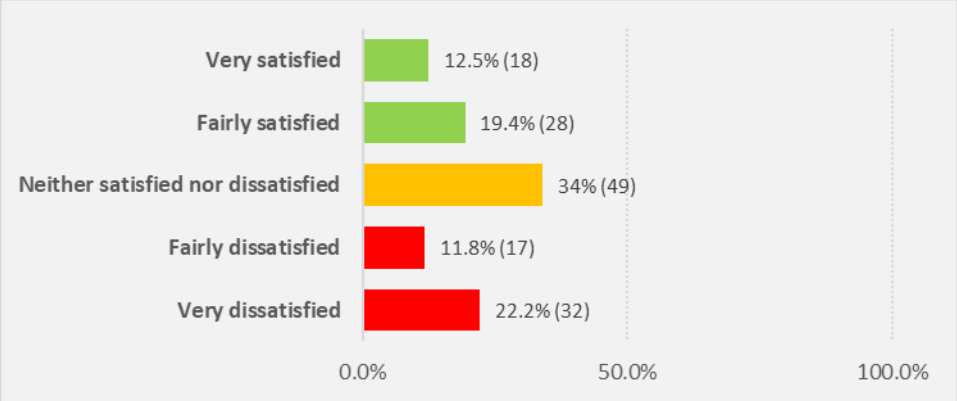


Figure 23: Individual response categories (n= 144)



PART 4: SERVICE CHARGES

3.11. Satisfaction with the information provided for your service charges

Leaseholders were asked, "*How satisfied or dissatisfied are you with the information provided for your service charges?*".

Figures 24 and 25 show that **a total of 42.7% (238 respondents) were satisfied**, compared to a total of 35.9% (200 respondents) dissatisfied, and a further 21.4% (119 respondents) who were neither satisfied nor dissatisfied.

Figure 24: Satisfaction with the information provided for your service charges (n= 557)

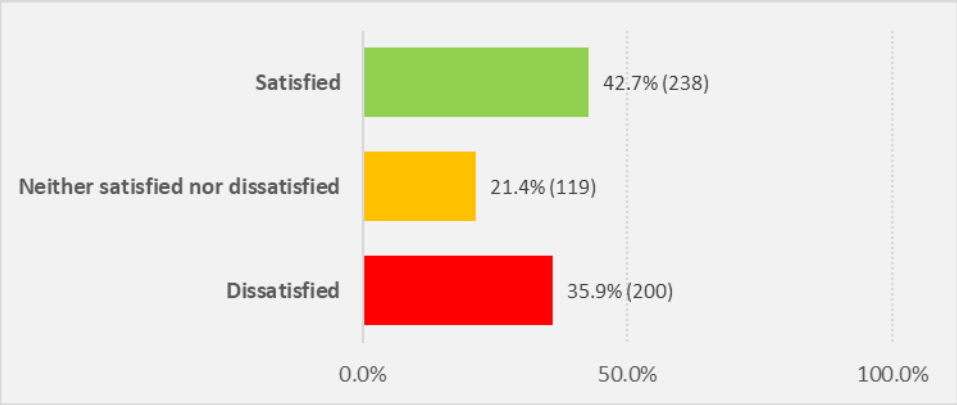
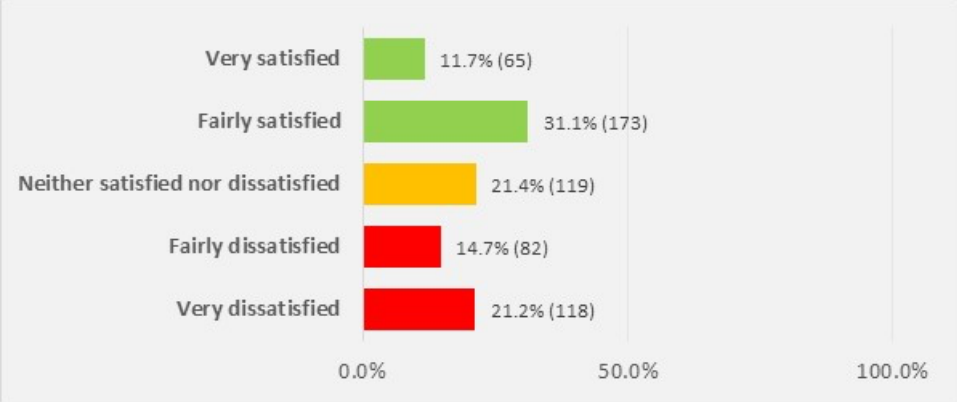


Figure 25: Individual response categories (n= 557)



3.12. Satisfaction with the value for money of service charges

Leaseholders were asked, "*How satisfied or dissatisfied are you with the value for money of your service charges?*".

Figures 26 and 27 show that **a total of 18.9% (104 respondents) were satisfied**, compared to a total of 57.2% (314 respondents) dissatisfied, and a further 23.9% (131 respondents) who were neither satisfied nor dissatisfied.

Figure 26: Satisfaction with the value for money of service charges (n= 549)

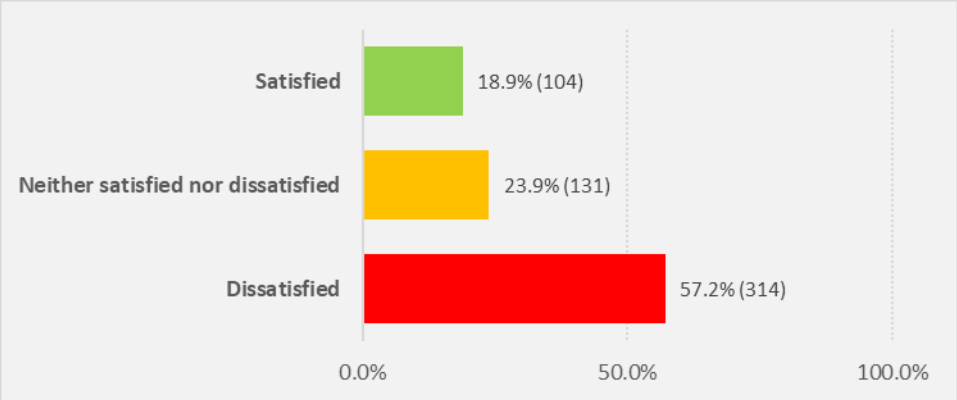


Figure 27: Individual response categories (n= 549)



PART 5: THE LEASEHOLDER SERVICE

3.13. Satisfaction with the leaseholder service

Leaseholders were asked, "*Have you contacted the Leaseholder Service in the last 12 months?"* A total of 56.8% (317 respondents) stated 'Yes' compared to 41.0% (229 respondents) who stated 'No'. A further 2.2% (12 respondents) stated they did not know.

Leaseholders that said 'yes' were asked, "*How satisfied or dissatisfied are you with the Leaseholder Service?*". Figures 28 and 29 show that **a total of 22.7% (70 respondents) were satisfied**, compared to a total of 59.4% (183 respondents) dissatisfied, and a further 17.9% (55 respondents) who were neither satisfied nor dissatisfied.

Figure 28: Satisfaction with the leaseholder service (n= 308)

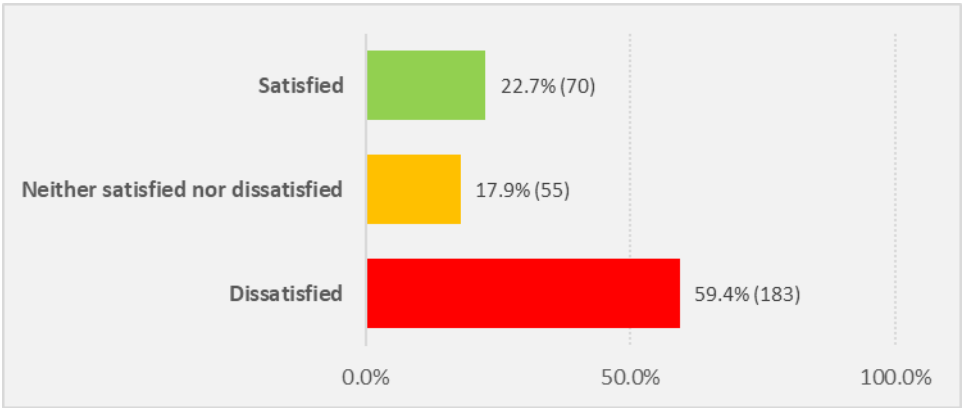
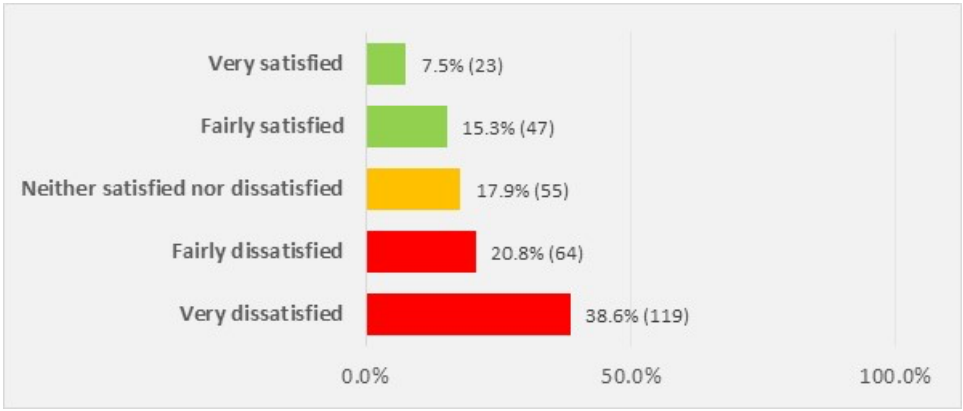


Figure 29: Individual response categories (n= 308)



Respondents indicating that they had contacted the Leaseholder Service were asked if their issues were resolved in their expected timeframe. 25.4% (75 respondents) said 'Yes' compared with 74.6% (215 respondents) who said 'No'.

3.14. Satisfaction with the ease of contacting the leaseholder service

Leaseholders were asked, "*How satisfied or dissatisfied are you with the ease of contacting the Leaseholder Service?*".

Figures 30 and 31 show that **a total of 26.1% (81 respondents) were satisfied**, compared to a total of 55.8% (173 respondents) dissatisfied, and a further 18.1% (56 respondents) who were neither satisfied nor dissatisfied.

Figure 30: Satisfaction with the ease of contacting the leaseholder service (n= 310)

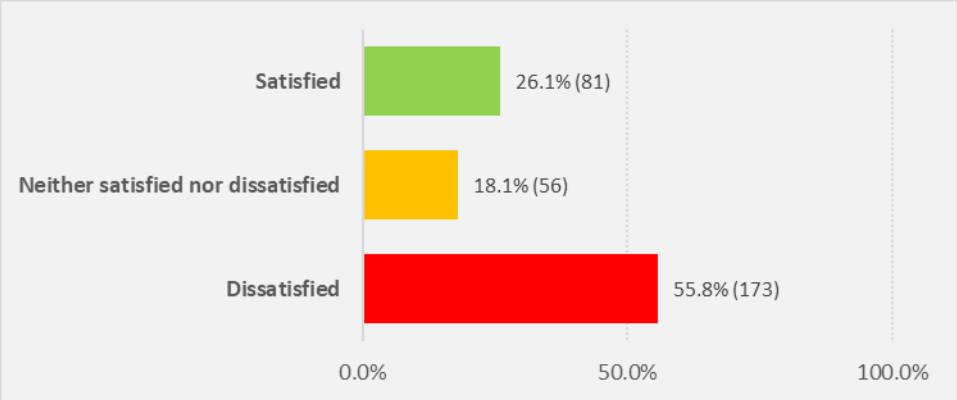
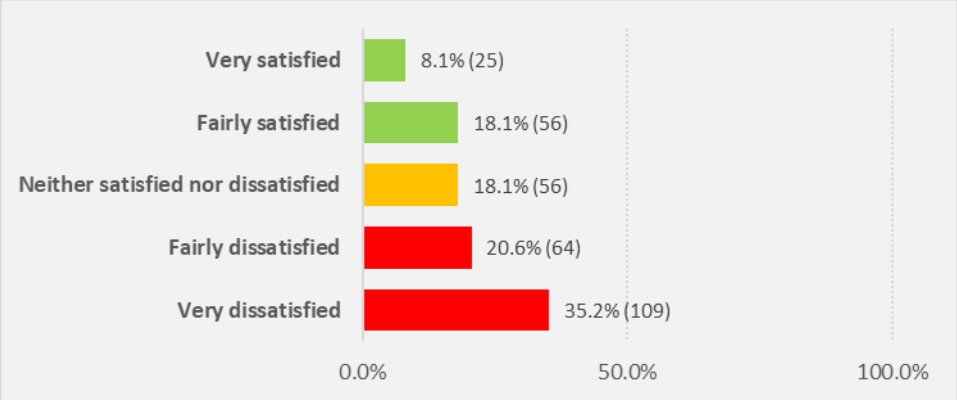


Figure 31: Individual response categories (n= 310)



PART 6: THE CAMDEN ACCOUNT AND LEASEHOLDER FORUM

3.15. Camden account and leaseholder forum

Leaseholders were asked, "*Have you used your online Camden Account in the last 12 months?*". A total of 72.4% (404 respondents) stated 'Yes' compared to 23.8% (133 respondents) who stated 'No'. A further 3.8% (21 respondents) stated they did not know.

Respondents responding 'yes' were then asked what they used it for. Figure 32 shows that the greatest use was associated with financial reasons, such as service charges or payments. For those responding 'other, this also included aspects such as car parking / parking issues, council tax, and complaints.

Figure 32: Uses of the Camden Account (n=403)

Use	Percent	Count
View service charges	54.3%	219
Make a payment	49.4%	199
Request a repair	18.4%	74
Register a sub-let	3.0%	12
Other	23.1%	93

Leaseholders were also asked, "*Are you aware of the Camden Leaseholders Forum?*". A total of 57.5% (177 respondents) stated 'Yes they are aware but not actively engaged', 16.2% (50 respondents) stated 'Yes they are aware and are actively engaged, 14.3% (44 respondents) stated 'No but please tell me more' and 7.8% (24 respondents) stated 'No and am not interested' (13 respondents did not answer the question).

4. Further analysis

4.1. Key driver analysis

Customer satisfaction can provide great insight into residents' perspectives and their experiences with services. Key driver analysis takes this insight a step further by exploring the relationships between different aspects of service to better understand what most influences overall customer satisfaction.

When exploring the question of 'what influences overall satisfaction?' this can be achieved by undertaking a correlation analysis (known as a Pearson's r) of the relationship between overall satisfaction and each of the other core variables in the survey. The correlation will determine a value between +1 and -1, whereby the closer to +1 or -1 the value is, the larger the actual relationship or effect is (positively or negatively).

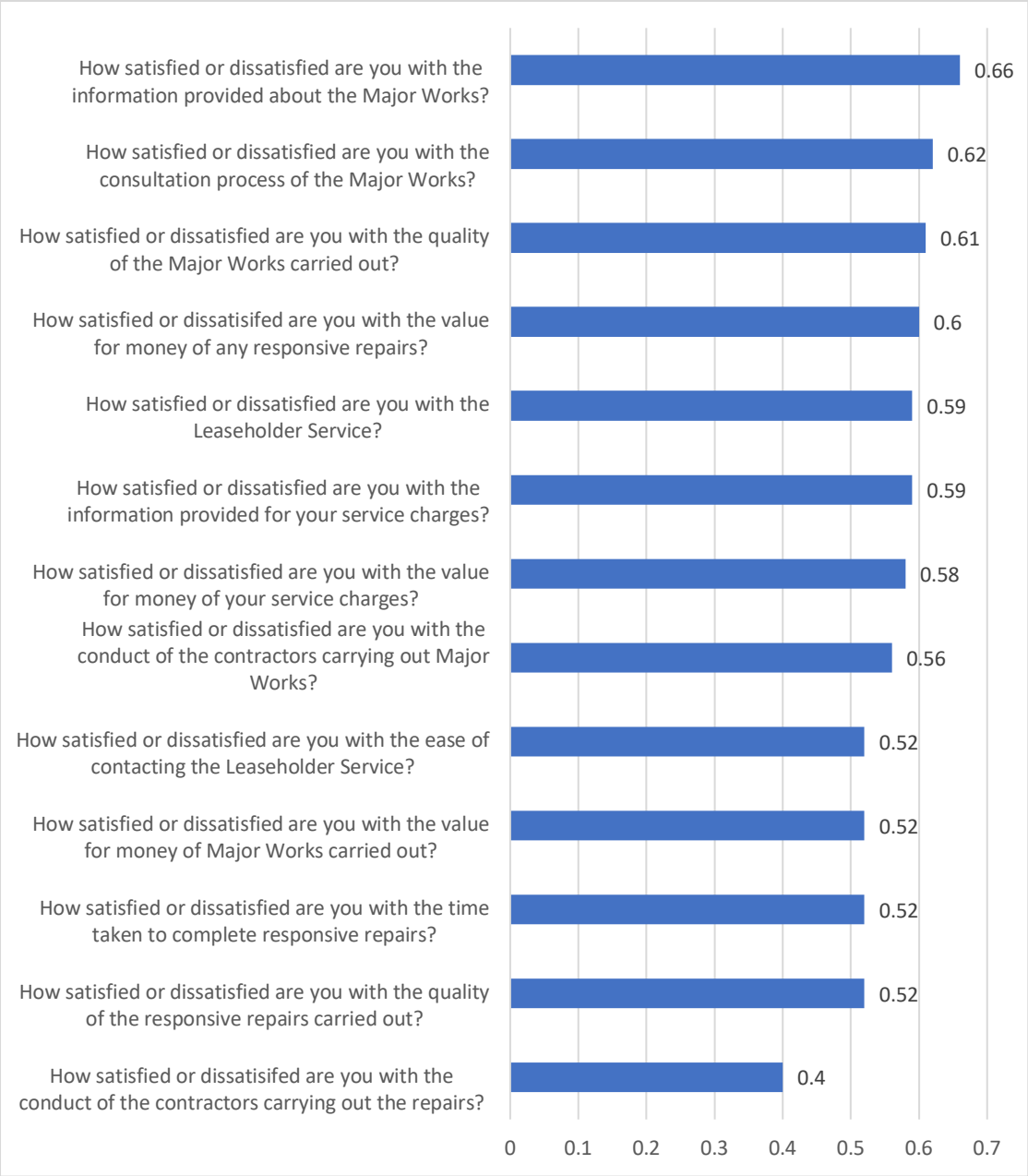
In statistics, it is generally accepted that the following scale can be used to estimate the effect size:

If r =+/- .5 it has a large effect
If r = +/- .3 it has a medium effect
If r = +/- .1 it has a small effect

When looking at the key driver results (seen over the page), it is firstly worth noting that all the items demonstrate a positive influence on overall satisfaction.

Secondly, when considering the three highest ranking items (i.e. those services or elements of service which reflect the greatest influence on overall satisfaction), this identifies **conduct of contractors carrying out responsive repairs, information provided about service charges and information provided about major works.** Investing time and energy in these areas of service will help drive overall satisfaction for the majority of residents.

Figure 33: Key driver analysis



4.2. Benchmarking

When benchmarking Camden's overall satisfaction score against the London Borough peer group (Figure 34), it is useful to note that the *range* applied to calculate the benchmarking scores is between 24.5% and 54.0%, compared to Camden's score of 29.9%.

Figure 34: Overall Leaseholder satisfaction for the London Peer Group

Quartile 1: **46.42%**
Median: **37.0%**
Quartile 3: **32.25%**

Range is between 24.5% and 54.0%

Camden overall satisfaction = 29.9%

5. Conclusions and Recommendations

The London Borough of Camden Council commissioned Housemark to carry out a leaseholder survey in line with the Market Research Society Code of Conduct. Based on 565 respondents, the following key points can be noted:

- **Overall satisfaction -** This measure is often used as the main headline measure of service performance. The London Borough of Camden Council achieved a Leaseholder satisfaction score of **29.9%.** For context, it should also be noted that dissatisfaction with this measure was **43.0%**. When benchmarking the overall satisfaction score against the London Borough peer group, it can be seen that scores range between 24.5% and 54.0%, compared to Camden's score of 29.9%.

- **Highest scoring measures:** The top scoring measures were identified as:

  i) Satisfaction with the conduct of contractors carrying out responsive repairs: **45.1%**
  ii) Satisfaction with Information provided for service charges: **42.7%**
  iii) Satisfaction with the information provided about major works: **34.0%**

- **Lowest scoring measures / high dissatisfaction**: The lowest scoring measure was 'value for money for major works' – this achieved a satisfaction score of just 10.2% and a dissatisfaction score of 69.4%. It is worth noting that overall, 12 of the 14 satisfaction measures reflected higher levels of *dissatisfaction* than satisfaction.

- **Identifying what drives overall satisfaction:** Based on the results, the top three service areas driving satisfaction are:

  - **Information provided about major works**
  - **The consultation process of the major works**
  - **The overall quality of the major works**

  Investing time and energy in these areas of service will help drive overall satisfaction for the majority of leaseholders.

Conclusions:

Based on the feedback from the leaseholder survey, the key finding is that there are generally higher proportions of leaseholder *dissatisfaction* than satisfaction across the 14 satisfaction performance measures. Whilst the highest satisfaction was observed for '*conduct of contractors carrying out responsive repairs*', this could still be considered to be a relatively low ranking score of under 50% (45.1% to be precise). Opportunities for service improvement over time should therefore be considered.

Recommendations:

Consideration could be given to the following:

- **Recommendation 1:** Communicate the survey results to all employees working with Leaseholders.

- **Recommendation 2:** Develop an action plan focussing upon the key drivers of overall satisfaction – this will help increase satisfaction perceptions for the majority of leaseholders over time, whilst also consider actions specifically to address areas of particularly high dissatisfaction.

  This could be developed by taking a co-creative approach gaining suggested actions from leaseholders themselves, Camden staff who work with leaseholders, and (if applicable) contractors working on leasehold properties. This information could be gathered via a small number of focus groups or a customer journey mapping process.

- **Recommendation 3:** Once the action plan is created, communicate both the results and the actions to be taken to leaseholders. Finally, undertake the leaseholder survey again at a similar time during the 2024/25 financial year to re-measure any service performance changes.

Appendix 1: Summary of leaseholder dissatisfaction results (high to low)

Figure 35: Summary of dissatisfaction results (n= 565)

Measure	% dissatisfaction score
Proportion of respondents who report that they are dissatisfied with the value for money for major works carried out.	69.4%
Proportion of respondents who report that they are dissatisfied with the time taken to complete responsive repairs.	61.1%
Proportion of respondents who report that they are dissatisfied with the leaseholder service.	59.4%
Proportion of respondents who report that they are dissatisfied with the quality of responsive repairs.	58.9%
Proportion of respondents who report that they are dissatisfied with the responsive repairs service providing value for money.	58.5%
Proportion of respondents who report that they are dissatisfied with the value for money of your service charges.	57.2%
Proportion of respondents who report that they are dissatisfied with the ease of contacting the leaseholder service.	55.8%
Proportion of respondents who report that they are dissatisfied with the consultation process of major works.	51.3%
Proportion of respondents who report that they are dissatisfied with the quality of the major works carried out.	49.0%
Proportion of respondents who report that they are dissatisfied with the overall service from London Borough of Camden Council.	**43.0%**
Proportion of respondents who report that they are dissatisfied with the information provided about the major works.	40.2%
Proportion of respondents who report that they are dissatisfied with the information provided for your service charges.	35.9%
Proportion of respondents who report that they are dissatisfied with the conduct of contractors carrying out major works.	34.0%
Proportion of respondents who report that they are dissatisfied with the conduct of contractors carrying out responsive repairs.	27.4%

Appendix 2: Qualitative analysis of free text responses

Appendix 2.1. Improving one thing with the London Borough of Camden

A question was asked to all respondents - *"If you could improve one thing with London Borough of Camden, what would it be?"*. Figures 36 and 37 provide an overview of the thematic analysis of these comments.

Figure 36: Improving one thing with London Borough of Camden

what could we improve -Topic	Keywords	Count	Count (%)
Communication	communication, people, money, work, service, better, leaseholders, value, repairs, time	156	33.84%
Repairs	camden, needs, work, leaseholder, service, repairs, need, leaseholders, better, communication	159	34.49%
Service charge	service, charge, work, camden, building, charges, pay, major, works, response	146	31.67%
Total		461	100.00%

Figure 37: Improving one thing with London Borough of Camden



Appendix 2.2. Improving one thing with the London Borough of Camden (by key phrase)

Figure 38: Comments related to responsive repairs

Quality of work	Improve speed and quality of work on building
Quality of work	Quality of work
Quality of work	The overcharging for service charges for major works both leaseholders being used to pay high bills and quality of work is poor and high priced, you can get a decent builder for much less and feels it is fraudulent how they inflate their prices so leaseholders pay for work that isn't up to standard, she had to pay £30k and had no choice.
Quality of software	Quality of software on website
Quality of repairs	Quality of repairs and service charge fee transparency.
quality maintenance	Improve on quality maintenance of the build and the communal areas and improve response time
quality control work	They need to quality control work better, too much waste dumping.

Figure 39: Comments related to value for money on responsive repairs

small repairs	To improve the value for money and also repair works for leaseholds are very difficult. She has to source her own repair men and she would rather pay Camden to do the repair work or would like the choice to pay a small amount of money to Camden and they deal with small repairs.
Repairs service	Repairs service to be contactable via telephone.
repairs department	Better communication of the repairs department, too many different routes for communication. It would be nice to be heard and feel valued rather than having the feeling of being a pain
Quality of repairs	Quality of repairs and service charge fee transparency.
minor repairs	little contact with their block manager, difficulty to contact and not consulted with minor repairs which is usually shoddy
housing repairs	Need to look at housing repairs
housing repairs	The housing repairs, it takes months and months and go round in circles for anything be done
example emergency repairs	Response to people with urgent needs - for example emergency repairs are very slow.
complicated repairs	Having access to someone knowledgeable to speak to about complicated repairs, as there are difficult problems. Leaseholder has problems with flat above -the floor boards needs replacing and she feels they are dangerous. she has contacted Camden but cannot get through and feels it needs to be addressed urgently.

Figure 40: Comments related to time taken to complete responsive repairs

high waiting time	Better resources for people from time perspective, there's a large back log and high waiting time. The people that she has spoken to are really nice but takes a long time.
time perspective	Better resources for people from time perspective, there's a large back log and high waiting time. The people that she has spoken to are really nice but takes a long time.
good timely fashion	Getting repairs carried out in a good timely fashion and not have to continually return to the same repair - need to resolve the issue first time
number of times	The outside paintwork has not been done for decades - this has been raised a number of times. Very dissatisfied as it's not been done. under the terms of the lease it should be done every 5 years. Camden are responsible for this as its a grade 2 listed building.
Time period	Time period in which they work, not very responsive

Figure 41: Comments related to time taken to complete responsive repairs

repairs	A few years ago we were charged £5,000 for renovations to our apartments. They said this was delayed due to the High Speed rail but we haven't heard anything since. The apartments are in a poor condition: lights not working, paint falling off the walls etc. The stairwells are cracking from a tree growing, they said they'd monitor it but nothing has happened. None of us are told if any repairs will happen. There are two green areas at the front and side of the building, we can't access them as there's a fence around them and no one picks up the rubbish dumped there. These green areas are by the bins and they're full of rubbish bags, takeaway containers etc, it seems like no one has cleaned them for years. Camden need to do more for the people who vote for them and pay their service charges.
repairs	Because no one has explained the heating cost on my meter I haven't had heating on for 2 years, the concrete walls make it very cold and make it take a long time to heat up. I've had damp and black mould in the apartment, the numbers for repairs were mixed up, so it took 4 months to resolve, during which I couldn't sleep in my bedroom. We've had leaks and the roof was not done properly. There are rats in my block, the rat catcher came but didn't give notice so he wasn't able to lay down poison in my home as I had my grandson over. I had plaster falling off outside my bedroom window which almost killed me, I reported it and on 6 occasions they said they'd come on a specific date but didn't, then they turned up without notice. I'm still getting multiple texts for appointment dates even though the repair has been completed.
repairs	If possible being to get email/ text not post. To make it easier to find the relevant persons information available for who to contact regarding service charges/ repairs etc
repairs	I'm expecting repairs in the building - worried about the money the bill may be too much for me as I am a single mother
repairs	Improve repairs of the listed properties to prevent further long term damage
repairs	I've tried to ask for repairs, I have damp in my lower bedroom, I can't get in touch with the person I need to talk to as I'm put on a loop of being redirect to various people and I've not had anyone follow up. Camden's booking system seems to be duplicated bookings for people to come for fire regulations so we've had people come for the same thing multiple times.. There's a one size fits all process, they put a fire alarm in my hallway, which is a small hallway between just 2 street properties, but the fire alarm is very large and seems to be for an office (an enormous box that lights up the hallway), same with fire door regulations. They seem to make leaseholders comply with regulations aimed at blocks of flats. This sounds negative but most of the time I fairly happy with them, they leave me alone and I leave them alone and pay my dues.
repairs	Just improve things with repairs on going complaints, they don't make it easy
repairs	Need to improve repairs to buildings - contractors don't turn up and when they do they don't do the work properly
repairs	Quicker response to repairs.

Figure 42: Comments related to information provided on Major works

lot of information	Someone came around and put gas meters on their building, they would like to do that instead of buying bulk rate and switch to see if they can receive better rates from independent suppliers. They get a lot of information sent out to them regarding fees and it is hard to read and is usually more about the council as a whole and not just their estate.
lot of information	We get a lot of information about all the work being done around the borough which is a lot of information to the point I think most people don't bother going through it wall. It would be better if they only sent residents information concerning their building and have information about work being done in the area sent through the leaseholder association. The newsletter is quite informative and gives information in a concise way. Given the current economic situation there should be more help for leaseholders who are struggling with the cost major works.
residents information	We get a lot of information about all the work being done around the borough which is a lot of information to the point I think most people don't bother going through it wall. It would be better if they only sent residents information concerning their building and have information about work being done in the area sent through the leaseholder association. The newsletter is quite informative and gives information in a concise way. Given the current economic situation there should be more help for leaseholders who are struggling with the cost major works.
relevant information	We get so much information about the whole area, it makes it difficult to find relevant information such as on major works and is a waste of paper, what information that's sent to people should be specific to their block. The service charges have doubled in the 5 years I've been a leaseholder. People calling (including this phone survey) should have an understanding of/be able to give information on Camden Council.
major works	We were told we'd have to pay £16,000 for major works. We've not been given any information on when the work is planned to start, an estimate of when it will finish etc, which would be really useful.
major works	We had major works done a few years ago, repairing the roof and installing double glazing. We were initially told that the cost would be £7,500 but then it went to £15,000, then £20,000 and then £25,000. That seems like serious incompetence or fraud. The neighbour was able to get the priced fixed at £15,000 but it's very bad that it went up so much. There are only 2 leaseholders in the building of 8 flats and I'm not sure if Camden tried to make just us two responsible for the cost. This has affected my trust in Camden around work done/charges.
major works	We get so much information about the whole area, it makes it difficult to find relevant information such as on major works and is a waste of paper, what information that's sent to people should be specific to their block. The service charges have doubled in the 5 years I've been a leaseholder. People calling (including this phone survey) should have an understanding of/be able to give information on Camden Council.
major works	They need to be clearer in their explanations of the costs of service charges and major works. Information, including on costs, so specific to each building rather than general to their entire portfolio.
major works	There is so much paper sent with information on major works that can feel like too much. With service charges there is a breakdown of expenses but unless you book an appointment and go in there isn't really a way to verify the costs so you just have to take it on face. I realise my comments sound somewhat negative but on the whole I'm happy with the service from Camden.
major works	The whole project management process around key works is very poor, causing delays in major works. They don't seem to take on lessons from previous major works due to different staff working on them.
major works	The major works done on windows a couple years back was very poor, it was meant to be double glazing but there are drafts blowing through them and they lose a lot of heat. The quality of the contractors was bad.
major works	Remove the major works, should be given to leaseholders to get the builders themselves
major works	People are struggling with the cost of living and a lot of people have lost their homes and forced into social housing with the costs for major works which aren't needed, he feels it is illegal extortion,
major works	Need to improve the 'neighbourhood' - Camden itself. Area 'degraded' and needs improving. Lots of homeless people and need to improve building from outside and inside. Receive a lot of info about major works but don't hear about outcomes - would like updates.
major works	I'm overall happy with the service. Our corridor is cleaned frequently. The courtyard area behind quite noisy but that's the nature of Central London. There should be more provision for recycling, it's a 3 to 4 minute walk to the nearest recycling facilities. With the general waste shoot so close I feel residents would recycle far more if there were recycling facilities closer to the building. For the major works, I'd prefer consultation/information to be carried out through email rather than letters as is currently done.

Figure 43: Comments related to the quality of Major works carried out

major repairs Camden	On major repairs Camden need to improve. The amount and the way service charges are calculated - increased 3 times.
major repairs	The money charged for major repairs is outrageous and, as a builder myself, the quality of the major works is so bad.
major issues	Please talk to leaseholders regarding major issues as a matter of urgency – no ongoing representative from the council visits
Major building works	Major building works need improving - for example they put in windows and they were 'unsatisfactory'. the firm went bust and it was transferred to another company. tenants complained about draughts and handles weren't fir for purpose.
large major works	Complete rethink.... she doesn't think corrupt is a too strong word. They think leaseholders have money when its not, the last large major works was extortionate and the figures were way above the going price
example major works	The ability to come and speak to someone in person when there is a serious issue or problems - for example major works. Camden have left the property for 12 months and the balcony is about is about t collapse. Leaseholder very distressed as Camden haven't taken any action and there is a risk. Leaseholder has contacted Camden for 12 months. The balcony problem is eroding the building itself.

Figure 44: Comments related to the conduct of the contractors carrying out Major works

contractors	Better information listening and what do people need - be more responsive and relate to leaseholders. Told to sort things with contractors - get the feeling we are problematic
contractors	Can leaseholders choose the contractors that repair the work, would much prefer to find good workers and would then know the amount what will be paying. She currently pays £900 for a 2 meter hallway that has two light bulbs and thinks this is very expensive.
contractors	Don't like the contractors - they do a 'shoddy job'.
contractors	Get rid of the contractors currently using
contractors	Reduce the charges and stop changing contractors
contractors	The lift takes up to a week to be repaired - always miscommunications - always having to chase contractors
contractors	They should carry out the major works and repairs needed. They're years over due to replace some of the windows, a year ago they had contractors replace 2/3 of the windows and then they stopped the contract. There wasn't any communications on why this was. They keep saying that they'll finish the work but this hasn't happed. There are tiles falling off the roof.

Figure 45: Comments related to information provided for your service charges

expensive service charge	Less expensive service charge.
breakdowns of service chargers	Need to have better trained call handlers, breakdowns of service chargers. Leaseholders fund repairs for council tenants. She has paid off £9000 from last few years fees. She feels they should be reduce but now its getting higher. She is getting into debt because of the fees, she has cancer and unable to work and cant have payment spread out as before and have now only a maximum of one year to pay the feed. She doesn't want to get into arrears and default but the doesn't know how she will find the 5.5k service charges when living alone and unable to work.
expensive service charge	Stop charging me for what I don't receive, very expensive service charge.
better breakdown of service charges	They could give you a better breakdown of service charges, e.g. x amount for door repair, rather than just the total amount charged.
costs of service charges	They need to be clearer in their explanations of the costs of service charges and major works. Information, including on costs, so specific to each building rather than general to their entire portfolio.
blanket service charge	They shouldn't be a blanket service charge.

Figure 46: Comments related to the value for money of your service charges

service charges	A few years ago we were charged £5,000 for renovations to our apartments. They said this was delayed due to the High Speed rail but we haven't heard anything since. The apartments are in a poor condition: lights not working, paint falling off the walls etc. The stairwells are cracking from a tree growing, they said they'd monitor it but nothing has happened. None of us are told if any repairs will happen. There are two green areas at the front and side of the building, we can't access them as there's a fence around them and no one picks up the rubbish dumped there. These green areas are by the bins and they're full of rubbish bags, takeaway containers etc, it seems like no one has cleaned them for years. Camden need to do more for the people who vote for them and pay their service charges.
service charges	I have not had heating or hot water to my apartment for 6 weeks, I have contacted Camden and they have done nothing despite me paying thousands in service charges. I have a leaking roof and a mould problem, I've had to buy a dehumidifier and will have to pay £450 to have the mould cleaned because Camden aren't doing anything. I've been trying to get Camden to repair the leaking roof for 15 years, it's still an ongoing problem and I don't know this will get resolved.
service charges	If possible being to get email/ text not post. To make it easier to find the relevant persons information available for who to contact regarding service charges/ repairs etc
service charges	I'm sure how they get to their figures, they don't give much information, we should be given a detailed breakdown of our service charges. They should listen to leaseholders more.
service charges	Lower the service charges, improve the cleanliness of the building, it looks a typical council flat
service charges	My upstairs neighbour reported a fire risk that Camden didn't respond to or investigate. I had to get my electrician to sort it, they didn't respond until the following week. I'm used to the Islington leaseholder system where the service charges are taken out on a direct debit and when there's a difference between the estimate and actual charge they adjust the direct debit. With Camden you have to set up a standing order and are expected to keep on top of the actual service charge and adjust the standing order yourself (with standing orders having to be set up for every 8 months rather than every 12). This makes paying service charges more complicated than they need to be. When I mistakenly didn't adjust it properly on one occasion Camden sent me a threatening letter saying they were going to bring legal action, which was unnecessary.
service charges	Need to have better trained call handlers, breakdowns of service chargers. Leaseholders fund repairs for council tenants. She has paid off £9000 from last few years fees. She feels they should be reduce but now its getting higher. She is getting into debt because of the fees, she has cancer and unable to work and cant have payment spread out as before and have now only a maximum of one year to pay the feed. She doesn't want to get into arrears and default but the doesn't know how she will find the 5.5k service charges when living alone and unable to work.
service charges	She knows prices are going up with everything but with the service charges they have changed for things like new signage, why change things that don't need doing

Figure 47: Comments related to the ease of contacting the Leaseholder Service

calls	Getting in touch can be confusing. There was a situation where one person gave me false information which resulted in me having to talk to two other people and having to wait hours on the phone. They need training on dealing with people with neurodiversity such as ADHD, especially the managers. One time that I had and issue the manager was rude, got annoyed and made me feel like there wasn't a point in contacting them. A lot of the (lower level) staff that answer the calls are doing a very good job, a lot of the higher ups have too much on that impacts how they treat you.
calls	He appreciates not everyone has expertise over the phone to do everything and calls end up getting passed around, he feels if that if they set up the text system it would be much easier with direct point of contacts
direct point of contacts	He appreciates not everyone has expertise over the phone to do everything and calls end up getting passed around, he feels if that if they set up the text system it would be much easier with direct point of contacts
spam calls	Needs to be better caretaking services - they are not cleaning properly. current service not as good as it used to be. Please note if Camden need to call please text OR ring landline and leave voice msg saying call in 'relation to survey', as leaseholder v careful about spam calls.
contact info	Understanding the website, make it clearer to find contact info for relevant departments. Loves the area and if can help with her comments happy to be contacted.
Woolly inefficiency of contact	Woolly inefficiency of contact - needed to contact ombudsmen to sort an issue, lot of people working but not producing anything

Figure 48: Comments related to the Leasehold Service

Leaseholder	Area where flat is based, its 'not secure' - leaseholder concerned that there are 'random people' around....would like more 'security'...council should go around from time to time.
Leaseholder	Camden need to give out clearer information - the windows are very old and leaseholder tried to get info and nothing given by Camden. she is now selling the property and says it will be up to Camden to deal with the windows.
Leaseholder	Closer relationship with the leaseholder - currently there is a lack of communication
Leaseholder	Having access to someone knowledgeable to speak to about complicated repairs, as there are difficult problems. Leaseholder has problems with flat above -the floor boards needs replacing and she feels they are dangerous. she has contacted Camden but cannot get through and feels it needs to be addressed urgently.
Leaseholder	Leaseholder feel that the No 1 problem is not able to make a phone call that allows her to speak to a human being who takes up issue until its completed and resolved. 2nd if you are connected it can take hours and you feel 'fobbed off'. leaseholder feels as if Camden don't care because she's a leaseholder - they act as if she has 'limited rights' and they are not interested to help with 'rights' as if they were a tenant.
Leaseholder	Leaseholder said anti social behaviour needs improving as well as cleaning.
Leaseholder	Leaseholder said better clarity on the timeline on the planning of major work - for example to know in advance (a week or so before) saying the door will be replaced, rather than calling on the day (from an unknown number) an email would be very helpful.
Leaseholder	Leaseholder said better rubbish collection. Better care of the streets would make it a nicer environment.
Leaseholder	Leaseholder said making the complaints service a smoother process - previous complaint took one year to resolve.
Leaseholder	Leaseholder said there should be more accountability when they contract work out.
Leaseholder	Leaseholder would prefer emails rather info on major works by post. its often 20 pages and a lot to file.
Leaseholder	Said they have a system for repairs where you can't call - have to use a txt to WhatsApp - will respond but you have to initiate it lots of times....you send a message but it times out...so you have to repeat the process/there is a flaw....they are great when they do respond but not straight away. also, when they do contact you, unless you answer straight away they send a msg saying 'we assume you no longer require the service'.....leaseholder would like them to allow some time to get back to them and not assume that you no longer want the service,
Leaseholder	The ability to come and speak to someone in person when there is a serious issue or problems - for example major works. Camden have left the property for 12 months and the balcony is about is about t collapse. Leaseholder very distressed as Camden haven't taken any action and there is a risk. Leaseholder has contacted Camden for 12 months. The balcony problem is eroding the building itself.

Appendix 2.3. Further comments or suggestions for improving the London Borough of Camden

A question was asked to all respondents - "Do you have any further comments or suggestions for improving *London Borough of Camden?"*. Figures 48 and 49 provide an overview of the thematic analysis of these comments.

Figure 49: Do you have any further comments or suggestions for improving London Borough of Camden?

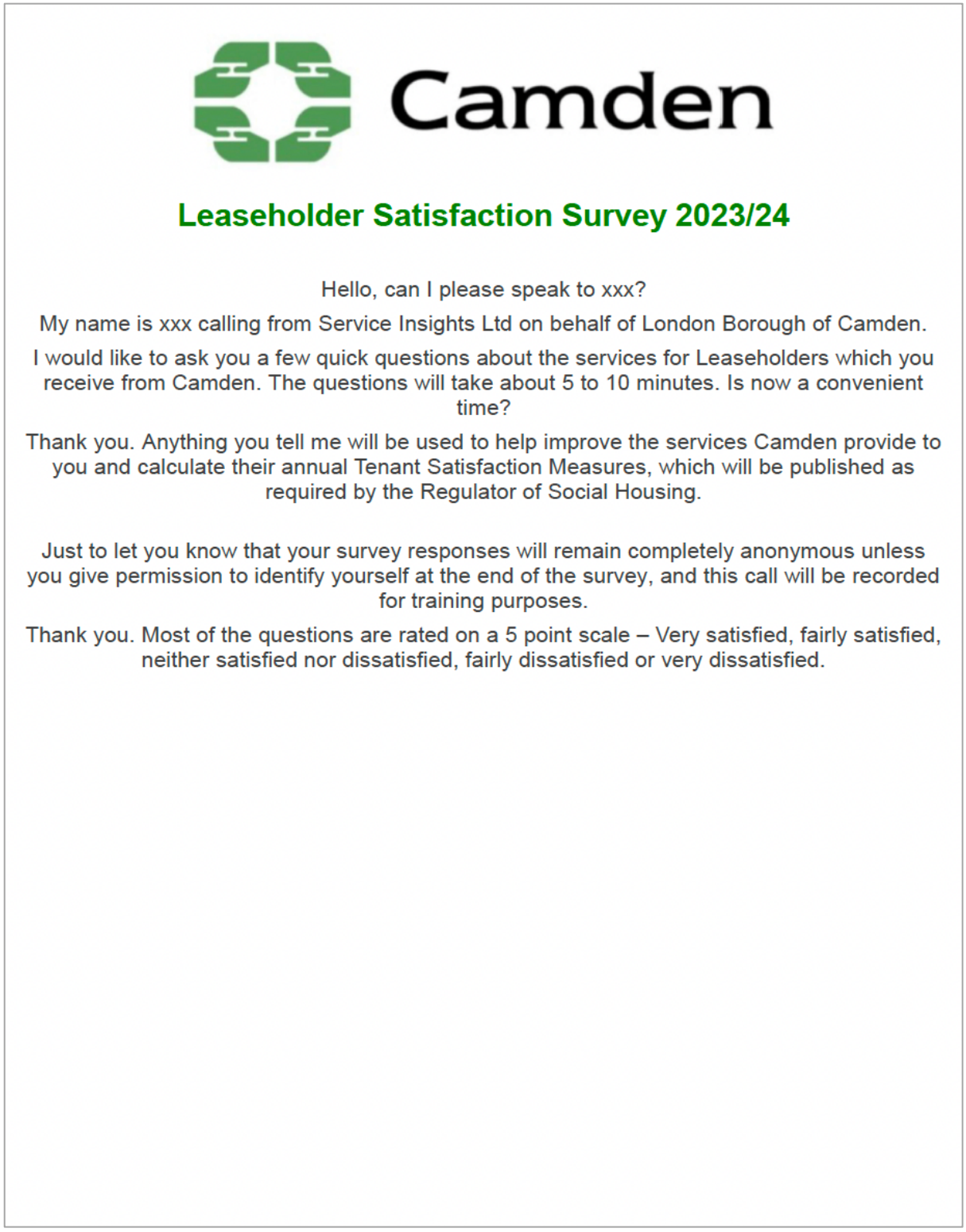
Any other comment - Topic	Keywords	Count	Count (%)
Money, service charge	work, service, people, camden, building, charge, problem, lot, time, money	68	29.18%
People and service	people, service, need, camden, repairs, money, information, charge, building, charges	92	39.48%
Time taken for work to be completed	people, work, need, service, repairs, building, information, works, good, years	73	31.33%

Figure 50: Do you have any further comments or suggestions for improving London Borough of Camden?



Appendix 3: Leaseholder survey questionnaire

Figure 51: Example leaseholder telephone survey



Camden

Leaseholder Satisfaction Survey 2023/24

Hello, can I please speak to xxx?

My name is xxx calling from Service Insights Ltd on behalf of London Borough of Camden.

I would like to ask you a few quick questions about the services for Leaseholders which you receive from Camden. The questions will take about 5 to 10 minutes. Is now a convenient time?

Thank you. Anything you tell me will be used to help improve the services Camden provide to you and calculate their annual Tenant Satisfaction Measures, which will be published as required by the Regulator of Social Housing.

Just to let you know that your survey responses will remain completely anonymous unless you give permission to identify yourself at the end of the survey, and this call will be recorded for training purposes.

Thank you. Most of the questions are rated on a 5 point scale – Very satisfied, fairly satisfied, neither satisfied nor dissatisfied, fairly dissatisfied or very dissatisfied.

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Q1 Taking everything into account, how satisfied or dissatisfied are you with the service provided by London Borough of Camden?

- Very satisfied
- Fairly satisfied
- Neither satisfied nor dissatisfied
- Fairly dissatisfied
- Very dissatisfied

Responsive Repairs - I'd now like to ask about responsive repairs. This means any repairs undertaken in a reactive way, for example, repairing an urgent unexpected water leak in the communal areas.

Q2 Have there been any responsive repairs in your building in the last 12 months?

- Yes
- No
- Don't know / Unsure

Q2a How satisfied or dissatisfied are you with the quality of the responsive repairs carried out?

- Very satisfied
- Fairly satisfied
- Neither satisfied nor dissatisfied
- Fairly dissatisfied
- Very dissatisfied

Q2b How satisfied or dissatisifed are you with the value for money of any responsive repairs?

- Very satisfied
- Fairly satisifed
- Neither satisfied nor dissatisifed
- Fairly dissatisfied
- Very dissatisfied

Q2c How satisfied or dissatisifed are you with the conduct of the contractors carrying out the repairs?

- Very satisfied
- Fairly satisifed
- Neither satisfied nor dissatisifed
- Fairly dissatisfied
- Very dissatisfied

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Q2d How satisfied or dissatisfied are you with the time taken to complete responsive repairs?

- ◯ Very satisfied
- ◯ Fairly satisfied
- ◯ Neither satisfied nor dissatisfied
- ◯ Fairly dissatisfied
- ◯ Very dissatisfied

Major Works - I'd now like to ask about Major Works. This means any work planned in during the year, such as replacement of roofs or other longer-term maintenance work.

Q3 Has your building had, or been notified about, any Major Works in the last 12 months?

- ◯ Yes
- ◯ No
- ◯ Don't know / Unsure

Q3a How satisfied or dissatisfied are you with the **consultation process** of the Major Works?

- ◯ Very satisfied
- ◯ Fairly satisfied
- ◯ Neither satisfied nor dissatisfied
- ◯ Fairly dissatisfied
- ◯ Very dissatisfied

Q3b How satisfied or dissatisfied are you with the **information provided** about the Major Works?

- ◯ Very satisfied
- ◯ Fairly satisfied
- ◯ Neither satisfied nor dissatisfied
- ◯ Fairly dissatisfied
- ◯ Very dissatisfied

Q3c How satisfied or dissatisfied are you with the **quality** of the Major Works carried out?

- ◯ Very satisfied
- ◯ Fairly satisfied
- ◯ Neither satisfied nor dissatisfied
- ◯ Fairly dissatisfied
- ◯ Very dissatisfied

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Q3d How satisfied or dissatisfied are you with the **value for money** of Major Works carried out?

- Very satisfied
- Fairly satisfied
- Neither satisfied nor dissatisfied
- Fairly dissatisfied
- Very dissatisfied

Q3e How satisfied or dissatisfied are you with the conduct of the contractors carrying out Major Works?

- Very satisfied
- Fairly satisfied
- Neither satisfied nor dissatisfied
- Fairly dissatisfied
- Very dissatisfied

Service Charges - I'd now like to ask about service charges. These are costs charged for the upkeep and maintenance of the building in which your property is based, and may include, for example, charges for the maintenance or repair of roofs, window frames, guttering, or communal areas, etc.

Q4 How satisfied or dissatisfied are you with the information provided for your service charges?

- Very satisfied
- Fairly satisfied
- Neither satisfied nor dissatisfied
- Fairly dissatisfied
- Very dissatisfied

Q4a How satisfied or dissatisfied are you with the value for money of your service charges?

- Very satisfied
- Fairly satisfied
- Neither satisfied nor dissatisfied
- Fairly dissatisfied
- Very dissatisfied

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Leaseholder Services - I'd now like to ask about Leaseholder Services. This is the customer service contact point for Leaseholder enquires. There are a number of teams within leaseholder services carrying out a wide range of tasks relating to the management of Camden's leasehold properties. [*Note: For further information, see: https://www.camden.gov.uk/information-for-leaseholders*].

Q5 Have you contacted the Leaseholder Service in the last 12 months?

- ◯ Yes
- ◯ No
- ◯ Don't know / Unsure

Q5a What was the reason for you contacting the Leaseholder Service in the last 12 months?

- ◯ Lease related (e.g. RTB, lease extension, remortgaging, letting out property)
- ◯ Service charge query
- ◯ Major works final account query
- ◯ Request for repair
- ◯ Permission for leaseholder improvements
- ◯ Other

Please say if selecting other

Q5c How satisfied or dissatisfied are you with the Leaseholder Service?

- ◯ Very satisfied
- ◯ Fairly satisfied
- ◯ Neither satisfied nor dissatisfied
- ◯ Fairly dissatisfied
- ◯ Very dissatisfied

Q5d How satisfied or dissatisfied are you with the ease of contacting the Leaseholder Service?

- ◯ Very satisfied
- ◯ Fairly satisfied
- ◯ Neither satisfied nor dissatisfied
- ◯ Fairly dissatisfied
- ◯ Very dissatisfied

Q5e Were your issues resolved in your expected timescale?

- ◯ Yes
- ◯ No
- ◯ Don't know / Unsure

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Camden Account - I'd now like to ask about the Camden Account. This refers to the online customer portal, enabling Leaseholders to view and make payments, report repairs, etc.

Q6 Have you used your online Camden Account in the last 12 months?

- ○ Yes
- ○ No
- ○ Don't know / Unsure

Q6a What did you use it for? [*Choose all that apply*]

- ☐ View service charges
- ☐ Make a payment
- ☐ Request a repair
- ☐ Register a sub-let
- ☐ Other

Q6b If 'other', please tell us what else you used it for?

Additional questions

Q7 Are you aware of the Camden Leaseholders Forum?

- ○ Yes - aware and actively engaged
- ○ Yes - aware but *not* actively engaged
- ○ No - please tell me more
- ○ No - not interested

Q8 If you could improve just one thing with London Borough of Camden, what would it be?

Q9 Do you have any further comments or suggestions for improving London Borough of Camden?

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Q10 Finally, Camden would welcome the opportunity to see your individual answers in this survey. Would you be happy for your individual responses to be attributed to you when being passed back?

- ○ Yes
- ○ No

Q11 And are you happy for London Borough of Camden to contact you about anything you have raised in this survey?

- ○ Yes
- ○ No

And that's the end of my questions. Thank you very much for your time. Your answers will be really helpful to Camden.

If you need to contact London Borough of Camden: You can call 020 7974 4444 from Monday - Friday, 8am - 6pm (except bank holidays). Only emergency calls will be handled outside of these hours.