

London Borough of Camden

2016 Leaseholder Satisfaction Survey Report

July 2016

Customer Survey 2016

Prepared for: Camden Council

by: Acuity

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Produced by Acuity

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Executive Summary

Camden commissioned Acuity to carry out a resident satisfaction survey. This report covers the views of Camden leaseholders using a combination of results from 340 postal surveys and 341 online surveys during May and June 2016. The results from the survey have some positive elements on the whole, with five ratings at higher levels than the previous survey and three maintaining the levels recorded in 2015. The highest ratings in the survey were for neighbourhood as a place to live, appearance of neighbourhood, quality of home and grounds maintenance (63% to 77%).

Key findings

Overall satisfaction

Just under two-fifths of leaseholders are satisfied with the services provided by Camden (37%); however, satisfaction has dropped by 5% since the 2015 survey.

The home

The majority of Camden's leaseholders are satisfied with the overall quality of their home (63%). Satisfaction with the quality of the home has remained at the same level as recorded in 2015.

Value for money (service charge)

Just over a fifth of leaseholders are satisfied with the value for money of their service charge (21%), a 1% increase on last year's survey.

Higher ratings were given in respect of value for money for the service charge in respect of block door entry systems (50%), caretaker services (41% Block and Estate), grounds/tree maintenance (44%), heating/hot water/gas supply (46%) and the insurance premium (41%).

Only around a quarter of leaseholders, however, felt that the amount charged for lift maintenance (25%), block repairs & maintenance and estate management repairs and maintenance (21%) represented value for money.

The neighbourhood

Over three-quarters of leaseholders are satisfied with the neighbourhood as a place to live (77%) which is at the same level as recorded in 2015. The appearance of the neighbourhood is also rated at 77%; however this represents a 17% increase since 2015. Both these ratings are the highest in the survey.

The key local neighbourhood problems are rubbish/litter (80%), dog fouling/mess (66%), noisy neighbours (61%) and car parking (58%). Except for dog fouling/mess these problems are at a slightly higher level than in 2015 (1% to 3% higher).

Estate services

Three-fifths of leaseholders were satisfied with the grounds maintenance (60%) and over half with recycling arrangements (56%). Around a third or more were satisfied with repairs to communal areas (31%), refuse and cleaning of communal areas (39%) and cleaning and upkeep of communal areas (44%). The lowest rating was for external building repairs & maintenance (29%).

Day-to-day repairs and maintenance service

Around a third of leaseholders are satisfied with the repairs and maintenance service (30%). This is a 2% increase on the rating recorded in 2015.

Contact method

Four-fifths of leaseholders would prefer to contact Camden by email (80%) followed by preferences for telephone contact (52%) and in writing (43%).

Communication and information

Just under a fifth of leaseholders felt that their landlord listens to their views and acts upon them (19%); this is a 3% decrease on last year's survey.

A third of leaseholders are satisfied with how Camden deal with enquiries generally (34%) – a 7% drop in satisfaction since the 2015 survey.

Complaints procedures

A quarter of leaseholders are satisfied with the way in which Camden handled their complaint (25%). This is a 5% decrease in satisfaction levels since 2015.

Anti-social behaviour complaints

A third of leaseholders are satisfied with the way their anti-social behaviour complaint was handled (33%). This represents a 7% decrease since 2015.

Leaseholder comments

A total of 338 leaseholders were happy to offer their views on Camden services, providing a total of 402 separate comments.

Out of the 402 comments, 6% were positive, with leaseholders generally happy with services.

The majority of negative comments related to customer contact and the management of leasehold properties (31%). A lack of response to calls, emails and letters was also highlighted as a cause for concern as was the length of time to get through.

Value for money for services received comprised 27% of the total comments made, with overpriced services, poor quality and issues around service charge statements being the key areas of complaint.

The repairs service accounted for 6% of comments. Issues raised were the need for quicker repairs, keeping appointments, improving the quality of work and better qualified contractors.

Estate services were commented on by 7% of leaseholders, citing lack of maintenance of communal areas, internally and externally and poor caretaking services.

Neighbourhood problems were an issue for 5% of respondents, covering problems with neighbours, crime, car parking, litter and rubbish.

Further analysis

Change in satisfaction

Encouragingly, the latest survey found five areas where there has been an upward trend in satisfaction, particularly with appearance of neighbourhood, and a further three areas where satisfaction has remained at the same level as recorded in 2015.

Satisfaction rises include:

- Appearance of neighbourhood (17% increase)
- Ease of understanding the service charge invoice (7% increase)
- Information about how service charges are calculated (6% increase)
- Overall repairs service (2% increase)
- Value for money of service charge (1% increase)

There were however eight areas where satisfaction has dropped (1% to 7% lower) and these are services which need careful monitoring.

- External building repairs & maintenance (1% decrease)
- Repairs to communal areas (2% decrease)
- Listening to views and acting upon them (3% decrease)
- Services provided by landlord (5% decrease)
- Cleaning & upkeep of communal areas (5% decrease)
- Dealing with complaints (5% decrease)
- How enquiries are dealt with generally (7% decrease)
- Dealing with anti-social behaviour (7% decrease)

Areas of dissatisfaction

The survey found a few areas with noticeably higher levels of dissatisfaction. There are some ratings where more than two in five leaseholders are dissatisfied at Camden:

- Value for money of service charge (62% dissatisfied)
- Repairs & maintenance – Estate management (61% dissatisfied)
- Repairs & maintenance – Block (58% dissatisfied)
- Listens to views and acts on them (53% dissatisfied)
- External building repairs & maintenance (52% dissatisfied)
- Overall repairs service (52% dissatisfied)
- The handling of complaints (51% dissatisfied)
- Information about how service charge is calculated (48% dissatisfied)
- How enquiries are dealt with generally (48% dissatisfied)
- Repairs to communal areas (47%

dissatisfied)

- Lift charges (47% dissatisfied)
- Overall landlord services (46% dissatisfied)
- Cleaning & upkeep of communal areas (46% dissatisfied)
- Refuse and cleaning of communal areas (43% dissatisfied)
- Caretaker services – Block (43% dissatisfied)
- Caretaker services – Estate (39% dissatisfied).

These may be areas which Camden wish to investigate further and may help to explain why 46% leaseholders are dissatisfied with the overall services they receive from the Council.

Comparison with other landlords

When the satisfaction ratings are compared against other leaseholder social housing providers Camden is 25% below the HouseMark median (62%). Other key service areas (apart from the neighbourhood as a place to live) fall into the fourth quartile, being some 16% to 25% below average.

Satisfaction at district level

The results from general needs leaseholders are analysed at district level and the survey found differences in some areas, which may require further investigation once leaseholder demographics, property type, stock condition and neighbourhood and environmental issues are taken into account:

- Camden Town – some of the highest satisfaction ratings were recorded from leaseholders in Camden Town: services overall (45%), cleaning and upkeep of communal areas (54%), grounds maintenance (69%), external building repairs & maintenance (40%), recycling arrangements (65%), value for

money of caretaker services block (52%) and estate (46% along with Holborn), value for money for electricity charges in block (47%), value for money of grounds maintenance (49%), listening to views (26%), dealing with anti-social behaviour (38%), dealing with complaints (30%) and information provided in the Homeowner newsletter (57%). In one area only, Camden leaseholders gave the lowest rating: value for money for the estate management charge (18%).

- Holborn – leaseholders in Holborn also gave some top ratings: value for money for service charge (35%), understanding the service charge invoice (43%), neighbourhood as a place to live (84%), repairs to communal areas (41%), value for money of estate caretaker services (46% along with the Camden Town), value for money of block door entry systems (60%), value for money of the insurance premium (46%), value for money of lift charges (33% along with Kentish Town), value for money for block repairs & maintenance (33%), value for money of estate management charge (31%), overall repairs & maintenance (37%), dealing with enquiries generally (41%), new service charge guide on Camden website (41%) and services delivered through the Camden account (51%).
- Hampstead – this district gave the highest satisfaction ratings for value for money of the heating/hot water/gas supply (51%) and dealing with anti-social behaviour (38% along with Camden Town). Hampstead leaseholders also gave the lowest ratings for understanding the service charge invoice (47%), dealing with complaints (19%), information

provided in the Homeowner newsletter (36%), new service charge guide on Camden website (23%) and services delivered through the Camden account (45% along with Kentish Town). Other areas were neither the highest nor the lowest.

- Kentish Town – leaseholders in this district gave the highest rating for refuse and cleaning of external areas (43%) and value for money of lift charges (33% along with Holborn). Leaseholders also gave the lowest ratings in a number of areas: value for money of the service charge (17%), information on how service charge is calculated (36%), cleaning & upkeep of communal areas (36%), overall repairs & maintenance (25%), listening to views (15% along with Gospel Oak) and services delivered through the Camden account (45%).
- Gospel Oak – leaseholders in this district awarded the majority of the lowest satisfaction ratings out of all the districts. The key areas of low satisfaction were appearance of neighbourhood (54%) and value for money of block caretaker services (29%). Ratings were between 2% and 23% lower than the overall leaseholder ratings.

Analysis by key strands of diversity and property type

Throughout the report, satisfaction with different services is analysed by the key strands of diversity. Leaseholders aged between 35 and 59 years were generally less satisfied than younger leaseholders (those under 35 years) and older leaseholders (60+ years). Male leaseholders consistently awarded lower ratings than female leaseholders, non-disabled leaseholders gave higher ratings than disabled leaseholders and

leaseholders in one and two-bedroom properties generally gave lower ratings than leaseholders in bedsits or larger properties.

Recommendations

The survey found a number of areas where Camden may wish to continue their investigations into service area improvements.

Customer services – Work was recommended last year in respect of improving contact, communication and listening to views. It may be that changes put in place have not yet had time to bed in and make a difference to ratings. However close monitoring of services in this area should be maintained to ensure that improvements are being made, particularly in ensuring that leaseholders are kept up-to-date with progress on their enquiry and a procedure is in place to ensure all calls, letters and emails are responded to quickly.

Estate services – Satisfaction ratings for estate services are at a lower level than in 2015. This will have had an impact on the overall service rating as this is where the key influences are on satisfaction levels. Greater liaison with leaseholders should take place to ensure that, where applicable, the standard of service provided to other residents matches that received by leaseholders.

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1. Introduction

Acuity Research & Practice (an independent research agency) was commissioned to undertake an independent survey of the London Borough of Camden's (Camden) residents (tenants and leaseholders) to collect data on their opinions and attitudes towards their landlord and the services provided. The survey was designed using HouseMark's STAR questions for resident satisfaction surveys. This report is based on the survey of Camden's leaseholders. The survey of tenants is covered in a separate report.

1.1 About STAR

In July 2011 HouseMark launched STAR – a set of questions designed to measure tenant and leaseholder satisfaction in the housing sector.

The approach ensures social housing providers remain equipped with the means of comparing key satisfaction results with other landlords and also provides a framework for trend analysis.

Undertaking STAR surveys is just one of many different methods of involvement which landlords are able to use to engage with their residents as part of a wider and coordinated customer engagement strategy.

1.2 Aim of the surveys

The aim of these surveys is to provide data on resident satisfaction, which will allow Camden to:

- Provide an up-to-date picture of leaseholders' satisfaction with their homes and customer experience with Camden for service users
- Examine the results in different management areas
- Compare the current performance against previous surveys where possible

- Compare the performance of Camden as a landlord with that of other social landlords who have undertaken STAR surveys
- Inform decisions regarding service reviews.

1.3 Sampling frame and fieldwork

Sampling

The sampling frame was designed to achieve a sampling error of $\pm 4.0\%$ at the 95% confidence interval, for leaseholders.

Fieldwork

Camden sent out an online survey to all residents with an email address (with individual login codes) in advance of a postal survey. The number of leaseholders included in the postal survey depended upon the success of the online survey. The postal survey consisted of three individual mailings. Acuity carried out the administration of the first mailout, which was sent out on 9 May 2016. This consisted of a copy of the questionnaire, a covering letter written by Camden and a reply-paid envelope. All questionnaires were returned to Acuity.

After two weeks, Acuity sent any leaseholder who had not responded a postcard reminder. On 6 June a final reminder comprising a full survey pack

was sent to all leaseholders who had not responded. The final closing date for the survey was extended to 24 June, when the final questionnaires were sent for data entry.

Incentives

Incentives were used to boost the response rate. Three questionnaires were drawn at random from those returned and the lucky winners won high street shopping vouchers of £100 each.

1.4 Questionnaire design

STAR questionnaires were designed for the survey: one for general needs, sheltered housing, and leaseholders. The leaseholder comprised 21 questions in a 4-page booklet. A copy of the leaseholder questionnaire can be found in Appendix 3.

1.5 Response rates

A sample of 1,599 leaseholders were surveyed, of whom 681 responded – either to a postal survey (340) or online (341). The overall response from all leaseholders was 43% (an increase on the 25% response for the previous survey). See Figure 1.1 for the full figures and response rates.

1.6 Accuracy

For the overall results, Acuity and HouseMark recommend that surveys of over 10,000 population achieve a sampling error of at least $\pm 3\%$ at the 95% confidence level. This means, for example, that if 35% of leaseholders answered “Yes” to a particular question, there are 95 chances out of 100 that the correct figure for all leaseholders – including those who did not respond – would be between 31% and 39%.

For Camden, when the data is analysed for all general needs leaseholders, 681 responses were achieved. This response was high enough to conclude that any figures quoted at this level are accurate to within $\pm 3.6\%$ at the 95% confidence interval.

The raw data has been checked to take into account any differences between the responding leaseholders and the total leaseholder population. As the response was representative at district level, no weightings have been applied.

1.7 Presenting the findings

This report presents the findings of the survey for leaseholders. The report focuses on the key findings of the survey and the results are analysed by:

- Leaseholder and property characteristics
- Management area
- Comparison with previous surveys, and
- Comparison with the results from other landlords.

1.8 Notes to figures

Throughout this report, the figures show the results as percentages and base numbers are also shown where appropriate.

Rounding

Throughout this report, the vast majority of figures show the results as percentages. The percentages are rounded up or down from one decimal place 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. In some parts of the report percentages may be expressed to one decimal place.

Excluding 'don't know' and 'no opinion'

In general, in line with the convention for satisfaction surveys, only valid responses to questions have been included and all non-valid responses (for example, where a response to a question has not been stated) have been excluded. Responses such as 'no opinion', 'can't remember' or 'don't know' (where these were possible responses to questions) are also excluded from the base in this report. Where these results are excluded this is noted in the written comments and charts.

1.9 Acknowledgements

Our thanks go firstly to the leaseholders of Camden who took part in the survey. We would also like to thank the staff of Camden for their assistance with the project, and our particular thanks go to Simone Melia (Principal Officer, Strategy & Change) for her help throughout the project.

Figure 1.1 Survey sampling, response and reliability

	Total Leaseholder population	Completed surveys	Completed interviews	Sampling error (%)
Camden	2213	149	7%	7.8%
Gospel Oak	1645	145	9%	7.8%
Hampstead	2073	130	6%	8.3%
Holborn	1160	87	8%	10.1%
Kentish Town	1948	157	8%	7.5%
TMO	178	13	7%	26.2%
Total	9217	681	7%	3.6%

2. Overall satisfaction with services

The following sections look at the results from the survey based on the views of all Camden’s leaseholders surveyed. In this section, comment is made where there is a noticeable difference in satisfaction between the different subgroups identified in the survey and by the diversity of leaseholders. The ratings for leaseholders have also been compared with the previous surveys undertaken in the last four years. This section examines the overall rating for Camden’s services that is often seen as the headline figure in the survey. Later on in the report, Section 12 explores the differences in the relationship between the overall rating and individual ratings to focus on what is driving overall leaseholder satisfaction at Camden.

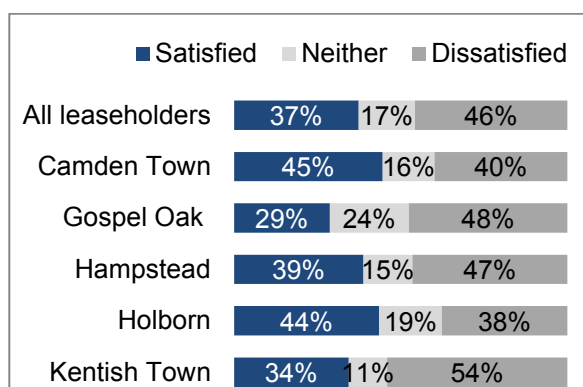
2.1 Landlord services

37% Leaseholders were asked, “Taking everything into account, how satisfied or dissatisfied are you with the services provided by Camden?” Just over a third of Camden’s leaseholders are satisfied with the services provided by Camden (37%).

Almost a half of leaseholders are dissatisfied with services (46%) and one in six is neither satisfied nor dissatisfied (17%).

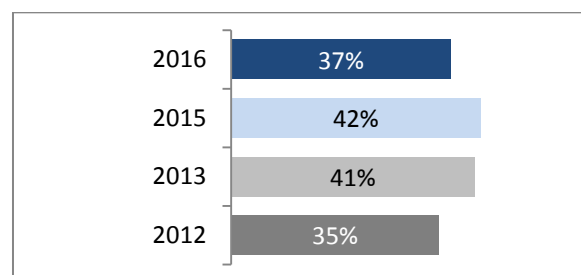
Overall satisfaction varies between the different districts with leaseholders in Camden Town (45%) and Holborn (44%) more satisfied than those in Hampstead (39%) and Kentish Town (34%) and particularly Gospel Oak (29%).

Figure 2.1: Satisfaction with services provided by Camden



There has been a drop in overall satisfaction in the past three years (4% to 5% lower); however the rating is still above that recorded in 2012 (35%).

Figure 2.2: Change in satisfaction with services provided by Camden



Demographic and property analysis

The results for leaseholders have been examined in more detail and differences in satisfaction noted, when compared to the overall results in terms of demographics and other factors. It should be noted, however, that the differences do not necessarily mean that there is a causal link.

For example, surveys often find that leaseholders with disabilities are frequently more satisfied than those with none. However, it is invariably the case that leaseholders with disabilities have an older age profile than those without and further analysis often reveals that it is the age of the leaseholder that is the reason for the higher satisfaction ratings rather than any disability.

In this survey the number of respondents in flats far outweighs those living in houses or bungalows and no useful interpretations can be gained from comparing the results by property type.

Age – Analysis by age found that those leaseholders in the middle age of between 35 and 59 years were less satisfied (32%) than younger leaseholders (38% - 34 years and under) and particularly older leaseholders (51% - 60+ years) with the overall services provided.

Gender – The survey found that male leaseholders were more satisfied with overall services (36%) than female leaseholders (40%).

Ethnic origin – The survey found that White British leaseholders were more satisfied with overall services (41%) than Non-White British leaseholders (33%).

Disability – The survey found that leaseholders with a disability were less satisfied with overall services (31%) than leaseholders without a disability (39%).

Number of bedrooms – The survey shows leaseholders in bedsits are much more satisfied (52%) than those in one, two or three-bedroomed properties (38%, 33% and 39% respectively).

3. The home

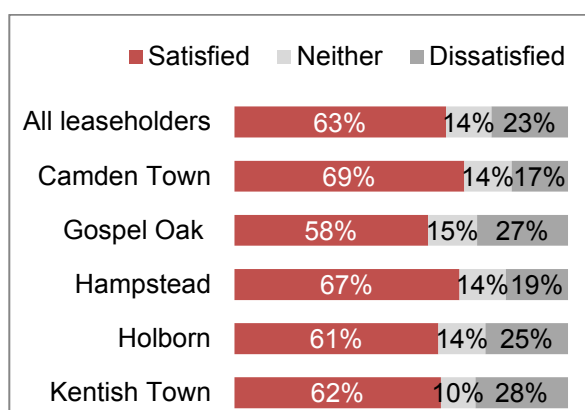
This section investigates the results from the survey based on the views of all Camden's leaseholders in relation to their homes. Landlords are required to ensure that leaseholders' homes meet quality standards and Camden are continuing their work to improve Council homes through their Better Homes and Spring Clean estate improvement programmes.

3.1 Overall quality of the home

63% Almost two-thirds of Camden's leaseholders are satisfied with the overall quality of the home (63%). Around a fifth of leaseholders, however, remain dissatisfied (23%), with 14% neither satisfied nor dissatisfied.

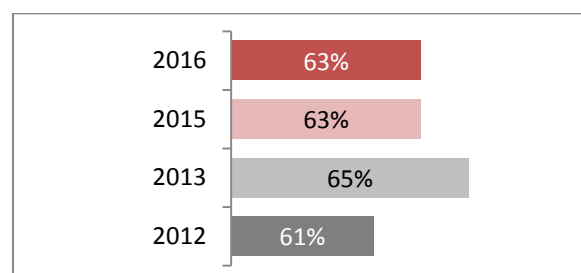
Satisfaction rates are higher in Camden Town (69%) and Hampstead (67%), with lower ratings in Kentish Town (62%), Holborn (61%) and particularly Gospel Oak (58%).

Figure 3.1: Satisfaction with the quality of the home



Looking at previous surveys, the percentage satisfied with the quality of the home has remained fairly consistent since 2012.

Figure 3.2: Change in satisfaction with the home since 2012



Demographic analysis

Age - Analysis by age found that middle-aged leaseholders (59%) were less satisfied than either younger leaseholders (65%) or older leaseholders (76%).

Gender - The survey found no significant difference in satisfaction with the home between male and female leaseholders.

Ethnic origin - The survey found that more 10% more White British leaseholders (69%) are satisfied with the quality of the home compared with Non-White British leaseholders (59%).

Disability - The survey found that leaseholders with a disability are much less satisfied with their home (53%) than those without a disability (66%).

Number of bedrooms - Satisfaction with quality of home appears to increase along with the number of bedrooms, rising in steps from 56% from those in bedsits up to 65% from those in three and four-bedroomed properties.

4. Service charge

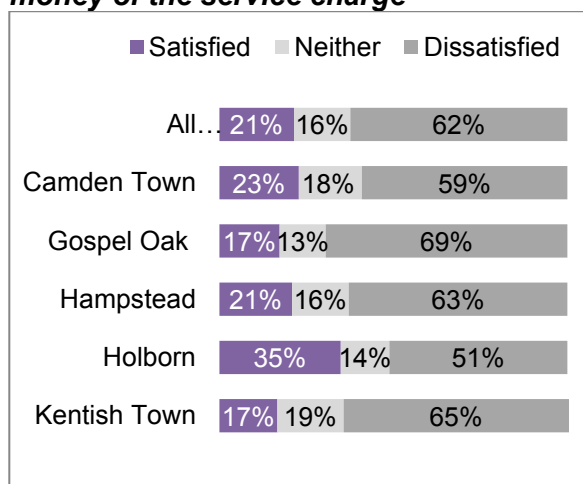
Service charges are payable by leaseholders towards the costs of providing and maintaining services and benefits provided for them beyond the benefit of enjoying occupation of their home. Landlords are expected to ensure that service charges closely reflect what is being provided; these include costs such as repair and maintenance of special facilities – lifts, door entry systems, caretakers and communal buildings – provided by, or on behalf of, the landlord.

4.1 Value for money provided by service charge

21% A fifth of leaseholders are satisfied with the value for money provided by the service charge (21%). More than two-fifths of leaseholders are dissatisfied (62%), with 16% neither satisfied nor dissatisfied.

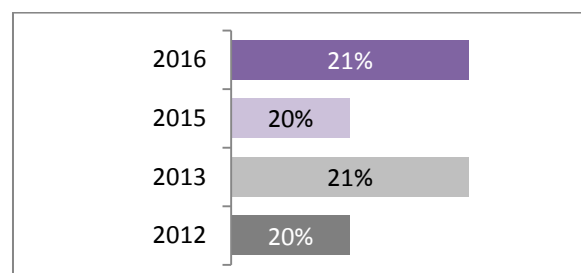
Satisfaction with value for money for service charge is highest in Holborn (35%) and lowest in Gospel Oak and Kentish Town (17%). Gospel Oak also has the highest dissatisfaction rating (69%).

Figure 4.1: Satisfaction with value for money of the service charge



Satisfaction with the value for money of the service charge has barely changed since the 2012 survey.

Figure 4.2: Change in satisfaction with the value for money of the service charge



Demographic analysis

Age – Analysis by age found that satisfaction is lowest among middle-aged and younger leaseholders (18%), with older leaseholders being 14% more satisfied with value for money for the service charge.

Gender – The survey found that slightly more women (23%) than men (21%) were satisfied with the value for money of the service charge.

Ethnic origin – The survey found that slightly more White British leaseholders (23%) than Non-White British (20%) were satisfied with the value for money of the service charge.

Disability – Fewer leaseholders, who consider themselves to have a disability, are satisfied with the value for money of the service charge (19%) than leaseholders with no disability (22%).

Number of bedrooms – Leaseholders in bedsits (25%) and one-bedroom

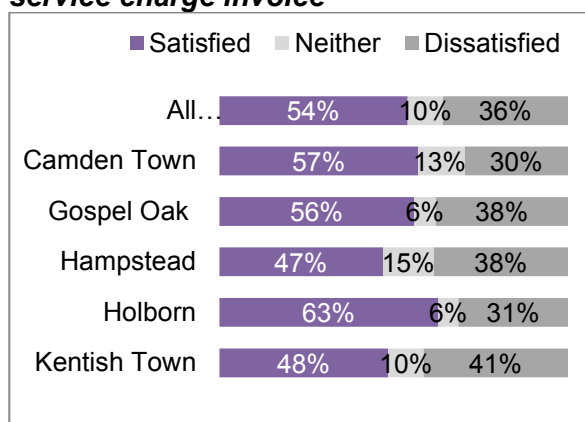
properties (26%) are more satisfied with the value for money of the service charge than those with more two or three bedrooms (21% and 14%).

4.2 Ease of understanding the service charge invoice

54% Over half of leaseholders are satisfied with the ease of understanding their service charge invoice (54%), with a third dissatisfied in this respect (36%) and 10% with no view either way.

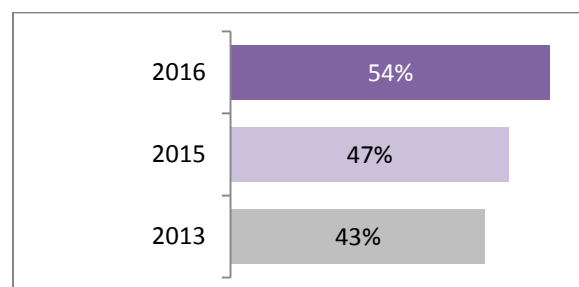
Satisfaction is highest among leaseholders in Holborn (63%) and lowest from those in Hampstead (47%). Dissatisfaction was highest in Kentish Town (41%).

Figure 4.3: Ease of understanding the service charge invoice



Encouragingly, satisfaction with ease of understanding the service charge invoice has increased by 7% since the last survey in 2015.

Figure 4.4: Change in satisfaction with the ease of understanding the service charge invoice

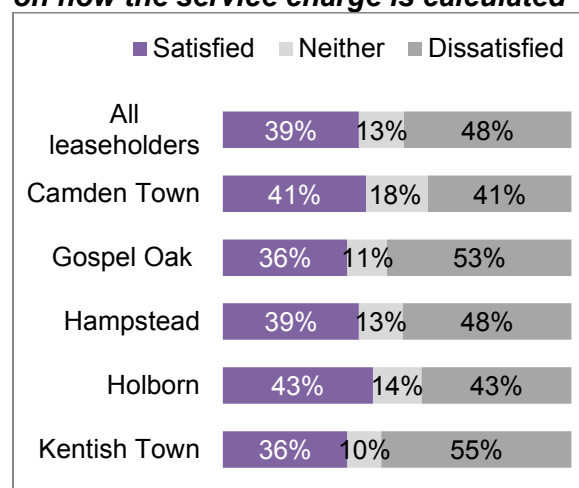


4.3 Information on how service charges are calculated

39% Two-fifths of leaseholders are satisfied with the information provided on how the service charge has been calculated (39%). Almost a fifth of leaseholders are dissatisfied (48%), with 13% neutral.

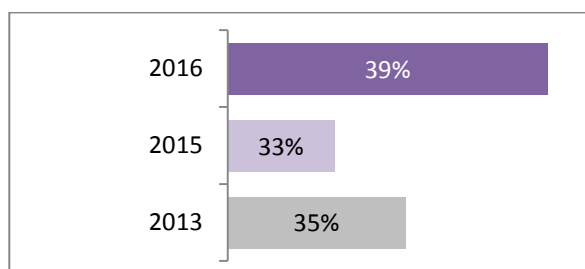
Satisfaction with information on how service charges are calculated is highest in Holborn (43%) and lowest in Gospel Oak and Kentish Town (36%), two areas which also have the highest dissatisfaction ratings (53% and 55%).

Figure 4.5: Satisfaction with information on how the service charge is calculated



Satisfaction with information on how service charges are calculated has increased by 6% since the last survey.

Figure 4.6: Change in satisfaction with information on how the service charge is calculated



4.4 Value for money of specific services

Half of leaseholders (50%) are satisfied that the element of charge relating to door entry systems within blocks is value for money.

Two-fifths or more of leaseholders consider that the charge for heating/hot water/gas supply (46%), grounds and/or tree maintenance (44%), caretaker services (41%) and the insurance premium is value for money.

Just under two-fifths feel that electricity charges within the block (39%) are value for money and just a quarter or less consider that lift charges (25%), repairs & maintenance in blocks (24%) or estates (21%) are value for money.

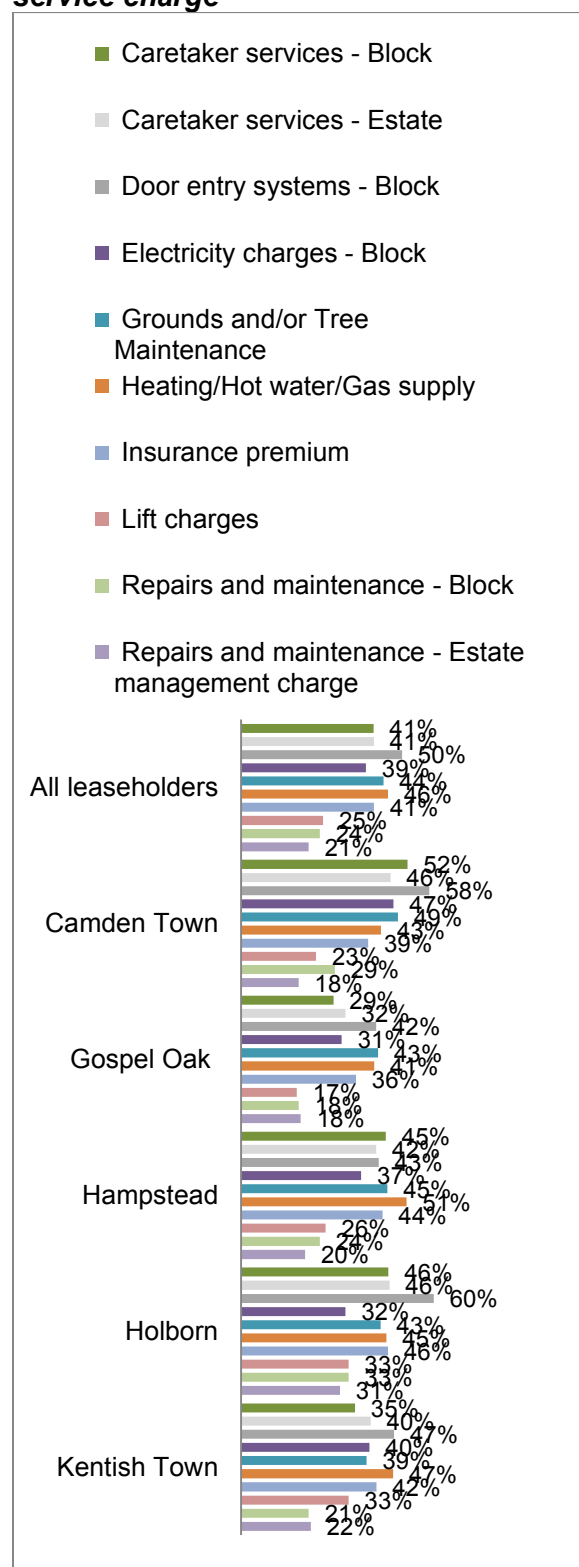
Leaseholders in Camden Town were the most satisfied that caretaker services (block and estate), electricity charges and grounds/tree maintenance were value for money.

Leaseholders in Holborn were the most satisfied that caretaker services (Estate), door entry systems, insurance premiums, lift charges and repairs & maintenance were value for money.

Leaseholders in Gospel Oak were the least satisfied with value for money in all areas except grounds/tree maintenance,

where Kentish Town leaseholders were the least satisfied.

Figure 4.7: Satisfaction with value for money of individual elements within the service charge



Reasons for dissatisfaction

Altogether 443 leaseholders provided one or more comments (total of 588) detailing why they were dissatisfied with the value for money of specific services.

A fifth of leaseholders are satisfied with the value for money provided by the service charge (21%). Around three-fifths of leaseholders are dissatisfied (62%), with 16% neither satisfied nor dissatisfied. Survey respondents were asked to state their reasons for any dissatisfaction.

The majority of the comments related to repairs and estate services (44%), citing dissatisfaction with the quality of work carried out or that work is not carried out at all. Grounds maintenance and cleaning and upkeep of communal areas also came in for criticism.

A similar number of comments were directly concerned with value for money (42%). Many leaseholders feel that the service charge and major works costs are excessive for the poor quality of the work done. It was also felt that much of the work carried has been unnecessary and there is a lack of information or detail on the actual work carried out.

Other comments related to local neighbourhood problems (4%), the management of leasehold properties (poor communication and poor invoicing/overcharging) 3%, planned works 3%, and poor condition of property (2%).

COMMENTS (581 comments)	(%)
Value for money	42%
Charges excessive Communal electricity too expensive Consultation very poor Lack of information or detail on what works/services have been carried out Large increases but no improvement in services Lower heating costs Poor quality services Services not carried/not properly explained Some repairs not covered/rechargeable Work seems overpriced/feel ripped off Unfair distribution of costs Need to demonstrate value for money for major works	
Leasehold management	3%
Consideration for older residents/heath issues Resolve queries, respond quickly Lack of oversight in property management Poor communication Property adaptations needed/wet rooms etc. Poor/incorrect invoicing Lack of access to electricity meter	
Day-to-day repairs & maintenance and estate services	44%
Poor quality repair work Repairs service generally Caretaker never around/not available Takes too long to get repairs done Repairs – right first time Cleaning & upkeep of communal areas very poor Door entry system unreliable/old Poor estate maintenance/appearance of neighbourhood	

<p>Grounds maintenance not carried out</p> <p>Poor gardening service/not good value</p> <p>Poor health & safety in communal areas</p> <p>Improve contractors</p> <p>Keep appointments</p> <p>Lack of co-ordination on external works</p> <p>Lift unreliable/not cleaned/not maintained</p> <p>Leaks not dealt with</p> <p>Outstanding repairs</p> <p>Poor condition at letting</p>	
Poor condition of property	2%
<p>Poor property condition</p> <p>Damp</p> <p>Insulation needed</p> <p>Roof repairs</p> <p>Problems with pests/vermin</p>	
Planned works such as replacement kitchens and bathrooms	3%
<p>Central heating/better heating system</p> <p>Doors – internal or external/porch</p> <p>Improvement works (kitchens/bathrooms, windows etc.)</p>	
Neighbours, neighbourhood or local problems	4%
<p>Car parking</p> <p>ASB</p> <p>Problems with neighbours, noise</p> <p>Drugs related problems</p> <p>Litter/rubbish</p> <p>Problem with rubbish collection/areas/skips</p>	
Other	2%
<p>Not as good as it once was</p> <p>Neutral comment/not applicable</p> <p>Other</p>	

5. Neighbourhood and estate services

Camden is an inner London authority with a diverse population and pockets of deprivation. It is committed to providing a safe and attractive environment by building and strengthening communities and supporting individual leaseholders. This section looks at leaseholders' satisfaction with estate services and the neighbourhood as a place to live.

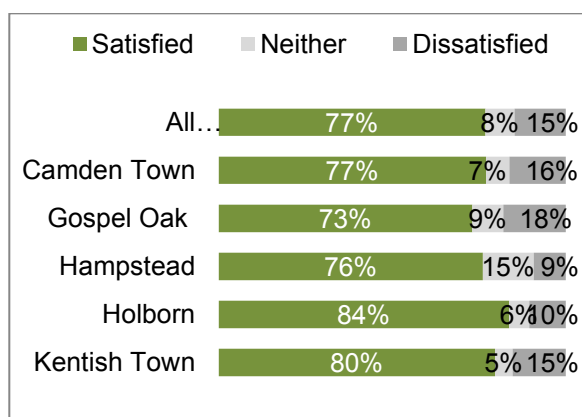
5.1 A place to live

77%

Over three-quarters of leaseholders are satisfied with the neighbourhood as a place to live (77%). One in seven leaseholders are dissatisfied with their neighbourhood (15%), while 8% are neither satisfied nor dissatisfied.

Leaseholders in Holborn (84%) and Kentish Town (80%) gave the highest satisfaction ratings for neighbourhood as a place to live, with the lowest rating coming from leaseholders in Gospel Oak (73%). The highest dissatisfaction ratings were from leaseholders in Gospel Oak (18%) and Camden Town (16%). More leaseholders in Hampstead were neither satisfied nor dissatisfied (15%) than in other districts.

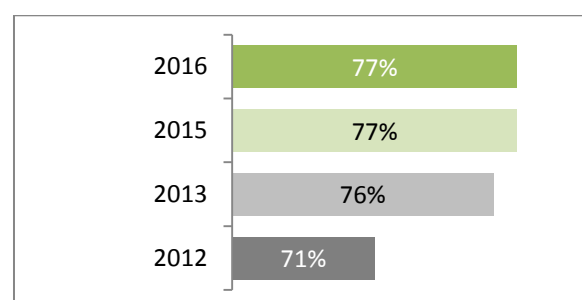
Figure 5.1: Satisfaction with the neighbourhood as a place to live



Satisfaction with the neighbourhood as a place to live for all leaseholders has remained at the same level for the past

three years.

Figure 5.2: Change in satisfaction with the neighbourhood over the last four years



Demographic analysis

Age – Younger leaseholders are less satisfied with their neighbourhood as a place to live (70%) than either middle-aged leaseholders (78%) or older leaseholders (84%).

Gender – Male leaseholders are less satisfied with their neighbourhood (75%) than female leaseholders (80%).

Ethnic origin – White British leaseholders are 13% more satisfied (83%) than Non-White British leaseholders (70%) with the neighbourhood as a place to live.

Disability – Satisfaction with the neighbourhood is 3% higher from those leaseholders who consider themselves to be disabled than those who do not.

Number of bedrooms – satisfaction with the neighbourhood is higher among those in one-bedroom and three-

bedroom properties (78%) than in either bedsits (72%) or two-bedroom properties (75%).

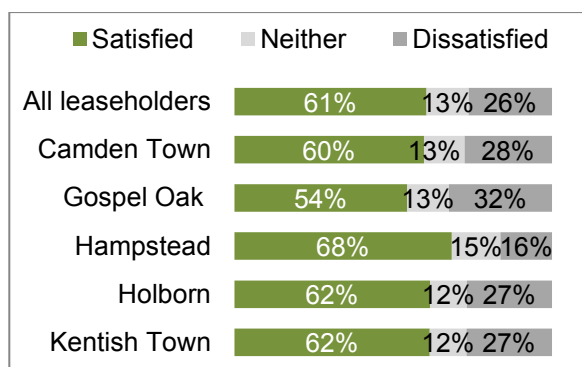
5.2 Appearance of the neighbourhood

61%

Lower ratings were given for the appearance of the neighbourhood with three-fifths of leaseholders satisfied (61% - 16% lower than the rating for neighbourhood as a place to live). Over a quarter of leaseholders are dissatisfied with the appearance of their neighbourhood (26%), while 13% are neither satisfied nor dissatisfied.

Leaseholders in Hampstead are the most satisfied (68%) with leaseholders in Gospel Oak the least satisfied (54%) and where a third are dissatisfied (32%).

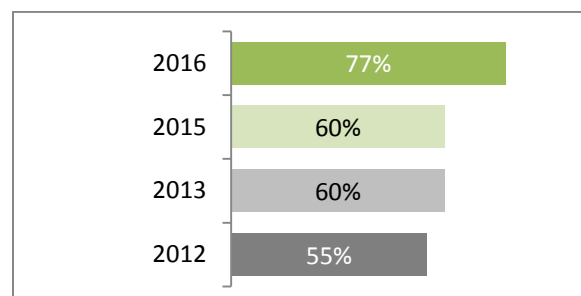
Figure 5.3: Satisfaction with the appearance of the neighbourhood



Change in satisfaction

Satisfaction with neighbourhood appearance has increased significantly over the past four years – a 22% increase since 2012 and up 17% since 2013. See Figure 5.4.

Figure 5.4: Change in satisfaction with the appearance of the neighbourhood over the last four years



Demographic analysis

Age – Older leaseholders are much more satisfied with the appearance of the neighbourhood (71%) than either middle-aged or younger leaseholders (58%-59%).

Gender – Male leaseholders are less satisfied with the appearance of the neighbourhood (58%) than female leaseholders (64%).

Ethnic origin – White British leaseholders are 5% more satisfied (63%) than Non-White British leaseholders (58%) with the neighbourhood appearance.

Disability – Satisfaction with the appearance of the neighbourhood is 5% lower from those leaseholders who consider themselves to be disabled than those who do not.

Number of bedrooms – satisfaction with the appearance of the neighbourhood is higher among those in two-bedroom properties (63%) than in either other sized properties (52% to 59%).

5.3 Local problems

Leaseholders were asked to what extent they considered a range of issues were a problem (either major or minor, or not a problem) in their neighbourhood.

Figure 5.5 shows that by far the greatest issue for four-fifths of problems cited (either minor or major) is with rubbish/litter (80%). Over half of leaseholders also have problems with dog fouling/dog mess (66%), noisy neighbours (61%) and car parking (58%).

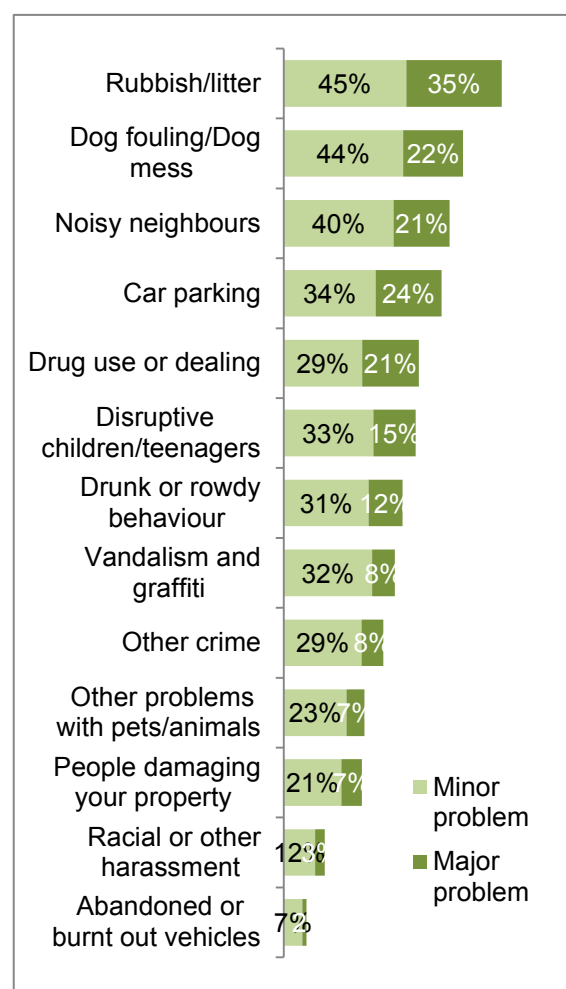
Around two-fifths or more of leaseholders said that there are local problems with drug use or dealing (49%), disruptive children/teenagers (48%), drunk or rowdy behaviour (43%) and vandalism and graffiti (41%).

Around a third of leaseholders are affected by other crime (36%), other problems with pets/animals (30%) and people damaging property (29%).

Fewer leaseholders were affected by racial or other harassment (15%) or abandoned or burnt out vehicles (8%).

It should be noted that many local problems are minor rather than major problems. Only two issues are major problems for more than a quarter of the leaseholder population – car parking (24%), rubbish or litter.

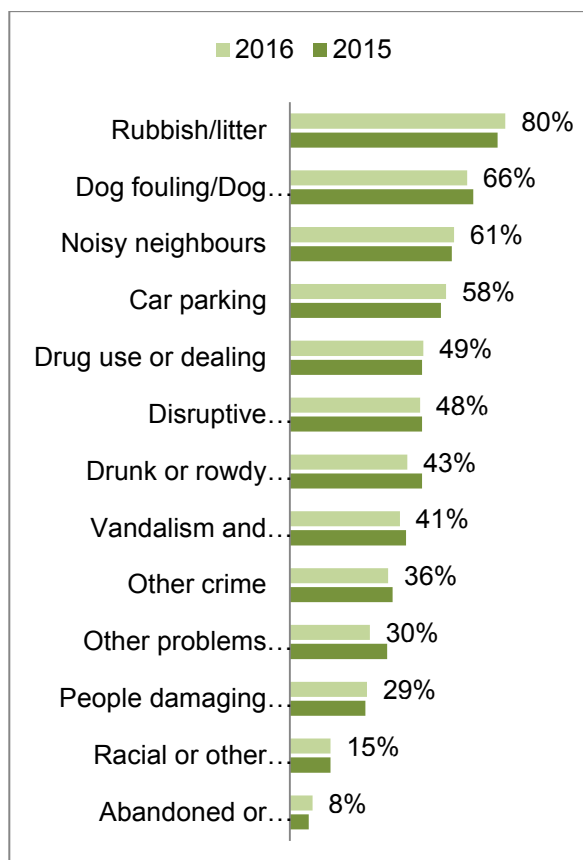
Figure 5.5: Local problems (minor and major) all leaseholders



Change over time

Although there are differences in the percentages and the proportion of major and minor problems, the order that issues have been placed in is the same as for the previous survey last year.

Figure 5.6: Change in satisfaction with local problems over the past year



Local problems in each district

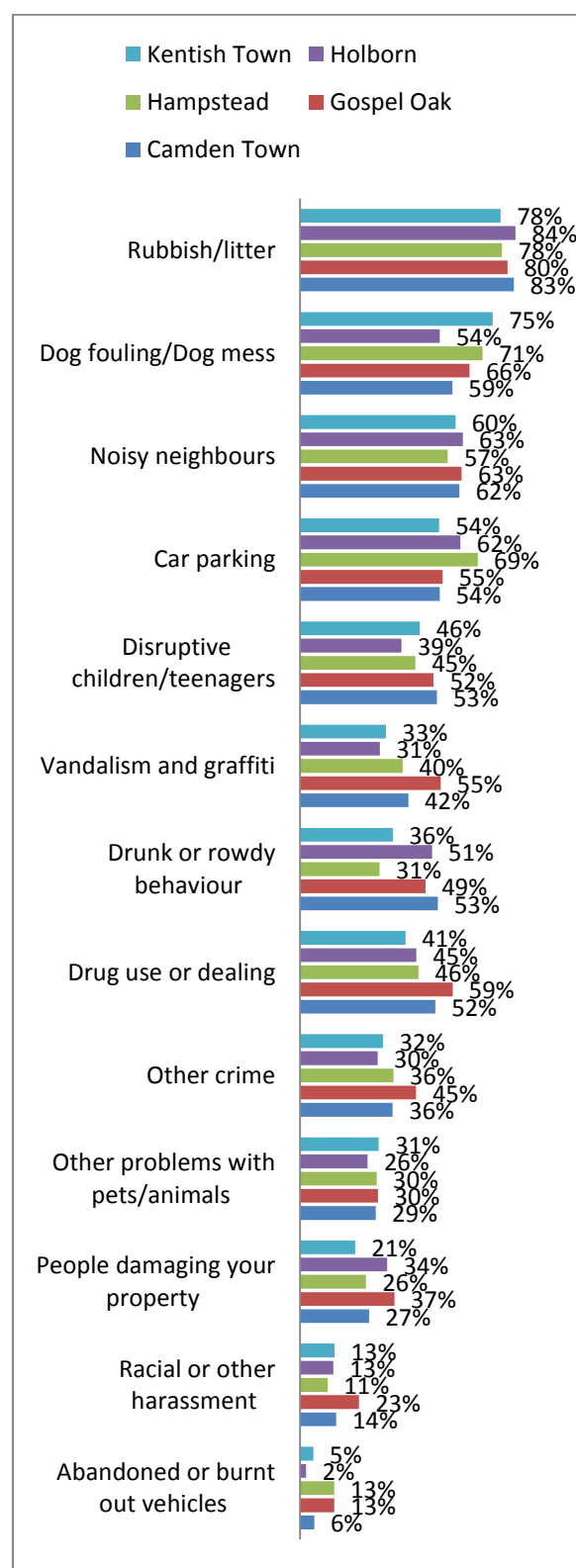
Leaseholders in Gospel Oak appear to be more affected with local problems than other districts in most cases.

Holborn and Camden Town leaseholders are the most affected by rubbish/litter (83% - 84%) and leaseholders in Kentish Town are the most affected by dog fouling/dog mess (75%).

Car parking is a bigger issue in Hampstead than other districts (54% to 62%).

Drug use or dealing is considered more of a problem in Gospel Oak (59%) and Camden Town (52%) than in other districts (41% to 52%).

Figure 5.7: Differences in the levels of local problems reported by leaseholders in each district



5.4 External services

Leaseholders were asked to think about the property, block or scheme that they lived in, and to rate their satisfaction for the cleaning and upkeep of communal areas, external building repairs and maintenance, grounds maintenance (such as grass cutting), repairs to communal areas, refuse and cleaning of external areas and recycling arrangements.

The percentage satisfaction rates are given in Figure 5.8, and show that over two-fifths of leaseholders are satisfied with the cleaning and upkeep of communal areas (44%).

Almost a third of leaseholders are satisfied with external building repairs and maintenance (29%), and with repairs to communal areas (31%), while three out of five are satisfied with grounds maintenance (60%).

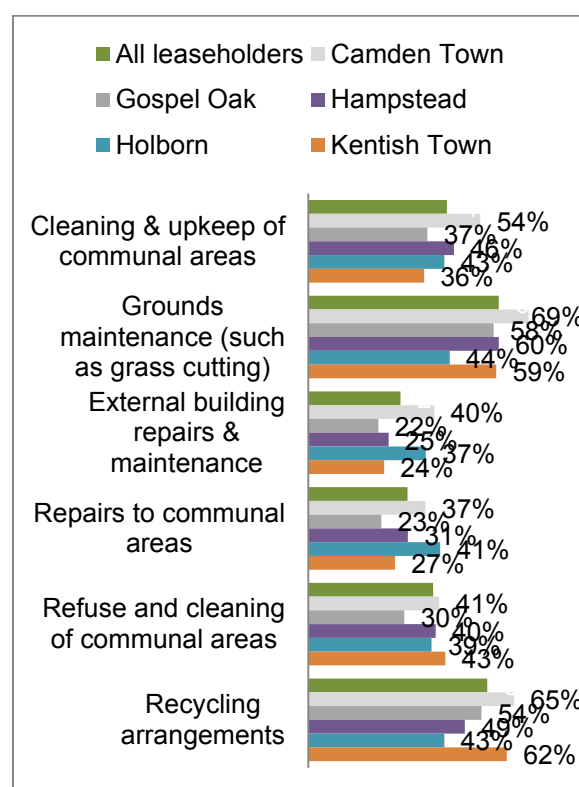
Two-fifths are satisfied with refuse and cleaning of communal areas (39%) and over a half are satisfied with the recycling arrangements (56%).

Fairly high levels of dissatisfaction were also recorded for four of the six questions (43% to 52%), with just grounds maintenance and recycling arrangements having a dissatisfaction rating of below 30% (at 28% and 25% respectively).

Camden Town leaseholders gave the highest ratings for cleaning & upkeep of communal areas, grounds maintenance, external building repairs & maintenance and recycling arrangements, Holborn leaseholders gave the highest rating for repairs to communal areas and Kentish Town leaseholders for refuse and cleaning of communal areas.

Gospel Oak gave the lowest ratings in all areas except for grounds maintenance and recycling arrangements where the lowest rating was from leaseholders in Holborn.

Figure 5.8: Satisfaction with external services

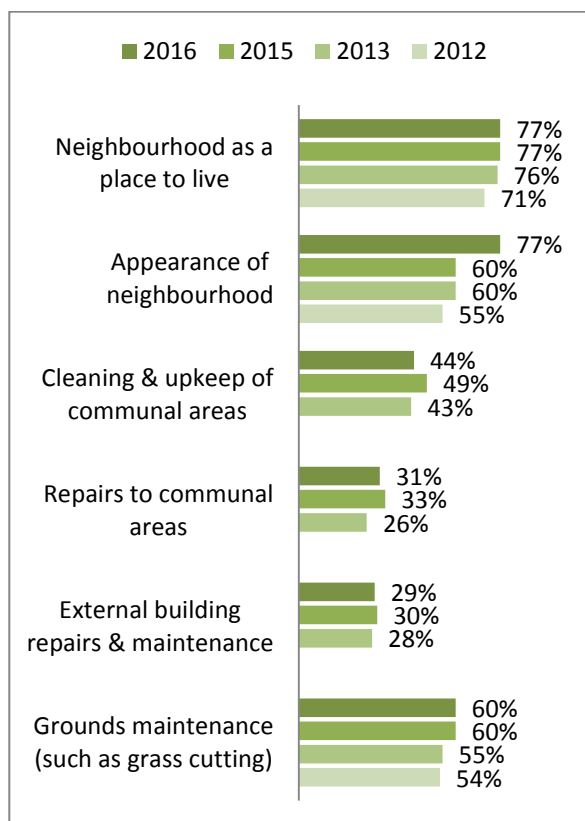


Change over time (where data available)

Ratings for external services have improved or stayed fairly consistent over the past four years in respect of neighbourhood, appearance, external building repairs & maintenance and grounds maintenance.

Cleaning & upkeep of communal areas and repairs to communal areas have both shown a downward trend since last year (5% and 2% lower respectively).

Figure 5.9: Satisfaction with external and communal maintenance



6. Repairs and maintenance service

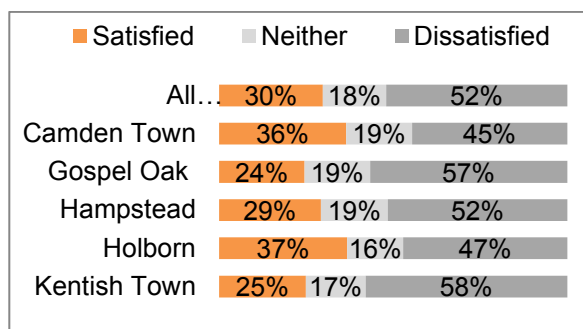
Repairs and maintenance of leasehold properties are usually carried out within the limits covered by the service charge or by consultation with leaseholders in the case of major works. Leaseholders are usually responsible for internal property repairs.

6.1 Overall satisfaction with repairs service

30% The survey found that around a third of leaseholders are satisfied with the repairs and maintenance service (30%) with over half dissatisfied (52%). Other leaseholders were neutral (18%).

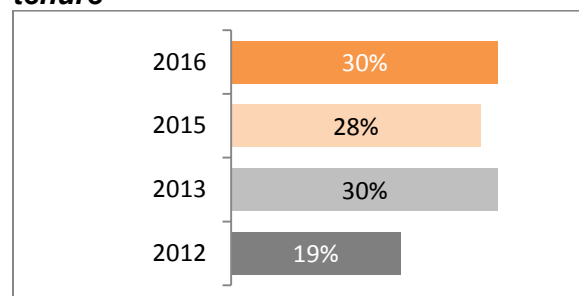
Camden Town (36%) and Holborn (37%) give the highest ratings with the repair service. The lowest rating comes from leaseholders in Gospel Oak (24%), and Kentish Town (25%) which also have the highest dissatisfaction ratings (57% and 58% dissatisfied respectively).

Figure 6.1: Satisfaction with repairs and maintenance service



The overall rating for the repairs and maintenance service (30%) is 2% higher than the level recorded in 2015 (28%) – and has returned to the rating recorded in the 2013 survey.

Figure 6.2: Change in satisfaction with the repairs and maintenance service by tenure



Demographic analysis

Age – Analysis by age found that middle-aged leaseholders (between 35 and 59 years) are much less satisfied with the repairs service (27%), than younger leaseholders (32% - 34 years and under) and older leaseholders (37% - aged 60 or over).

Gender – The survey found that gender had a slight influence on satisfaction with the repairs service, with more women satisfied (33%) than men (28%).

Ethnic origin – The survey found a 6% difference in repair service satisfaction levels between Non-White British (27%) and White British leaseholders (33%).

Disability – Leaseholders with a disability were 5% less satisfied with the Camden repairs service (26%) than leaseholders without a disability (31%).

Number of bedrooms – The survey found that satisfaction with the repairs service is highest amongst leaseholders in bedsits (40%) and lowest among leaseholders in two-bedroom properties (25%).

7. Contact and communication

Providing excellent customer service and communicating well is a fundamental part of landlord services, ensuring a positive relationship with its leaseholders. This section examines the leaseholders' perception of customer service and the level of satisfaction they have with how their landlord communicates with them. Landlords need to ensure that they have effective and clear communication channels in place with their leaseholders, and that information given out to leaseholders is clear and easy to understand. Camden Council offers a wide range of information leaflets and channels of communication, using a variety of traditional methods, social media and navigational webpages.

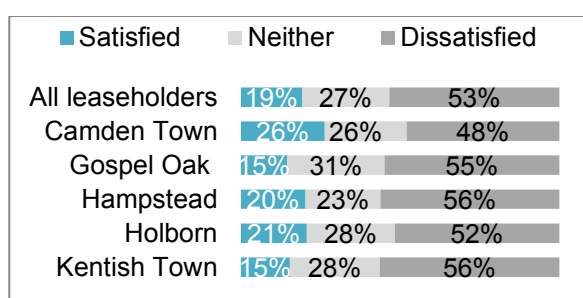
7.1 Listens to views and acts on them

Just under a fifth of all leaseholders felt that Camden Council listens to their views and acts upon them (19%). Over a quarter of leaseholders are neither satisfied nor dissatisfied (27%) and over a half of leaseholders are actually dissatisfied (53%) and do not feel that Camden Council listens to their views and acts upon them.

Far fewer general needs leaseholders in Gospel Oak and Kentish Town (15%) felt that Camden Council listens to their views compared with those in Camden Town (26%), and those leaseholders who are dissatisfied are correspondingly fewer (48%).

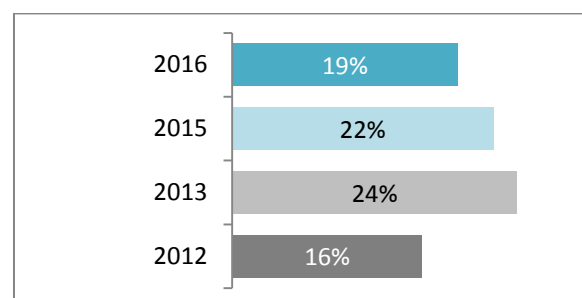
The most dissatisfied leaseholders in this respect were in Kentish Town and Hampstead (56%).

Figure 7.1: Satisfaction with the listening to views by tenure



The survey shows that satisfaction in this area has been steadily falling since 2013 however the rating is still above the rating recorded in 2012. Figure 7.2 highlights the changes.

Figure 7.2: Change in satisfaction with listening to views over the last five years



Demographic analysis

Age – Over a quarter of older leaseholders (60+ years) feel that Camden listens to their views (26%). Middle-aged leaseholders (19% - 35-50 years) and younger leaseholders (17% - 34 years and under) are less satisfied in this respect.

Gender – The survey found that 2% fewer male leaseholders are satisfied that their views are listened to than female leaseholders.

Ethnic origin – Similar percentages of Non-White British leaseholders and

White British leaseholders feel that their views are listened to (19% to 20%).

Disability – Whether or not a leaseholder is disabled appears to have little impact on how satisfied they feel that they are listened to (19% to 20%).

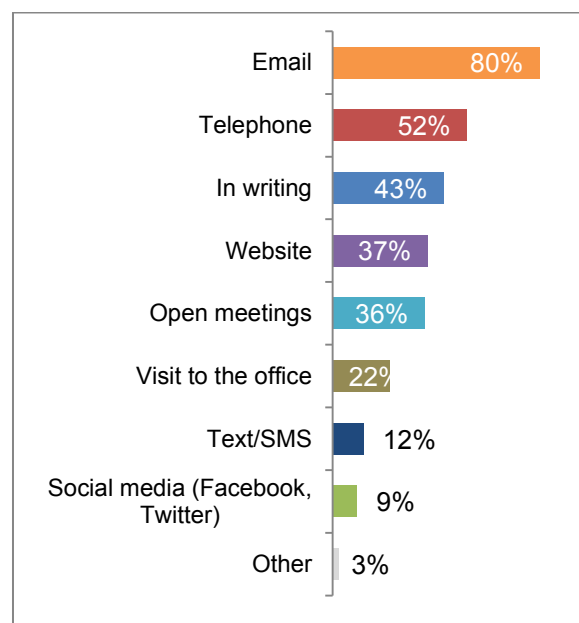
Number of bedrooms – The survey found leaseholders in bedsits were more satisfied that their views are listened to (24%) than those in properties with more bedrooms (19% to 20%).

7.2 Preferred contact methods for giving views

Four-fifths of leaseholders would prefer to contact Camden by email (80%). The next most popular methods of communication with the Council are by telephone (52%) or in writing (43%).

A third of leaseholders are happy to contact via the website (37%) or attend open meetings (36%). Two-fifths would be happy to visit the office (22%). Only a small number of leaseholders are interested in communicating via text/SMS or social media (3% to 9%).

Figure 7.3: Preferred contact methods to give views



Other methods of giving views or general comments were:

- A surgery with Cllrs/MP
- CAB/lawyers
- Via newspapers
- Visit leaseholders/attend meetings
- Surveys
- Improve systems/impossible to get through
- No method works/waste of time/have given up

8. Complaints and anti-social behaviour

Customer feedback is an important tool for improving services and, when things go wrong, much can be learned from complaints made. Camden endeavours to provide an efficient and transparent complaints procedure giving service users a fair, consistent and structured process to get a remedy for service failures. Camden uses the outcome of complaints and any remedial action as a positive method of monitoring performance and improving services.

8.1 Dealing with complaints and enquiries generally

A third of leaseholders surveyed said that they were satisfied with the way Camden deals with anti-social behaviour (33%), with a third neutral (33%) and third dissatisfied (34%).

Lower ratings were given for dealing with complaints (25%), with over half dissatisfied (51%) and a third of leaseholders were satisfied with how enquires are dealt with generally (34%), with 48% dissatisfied.

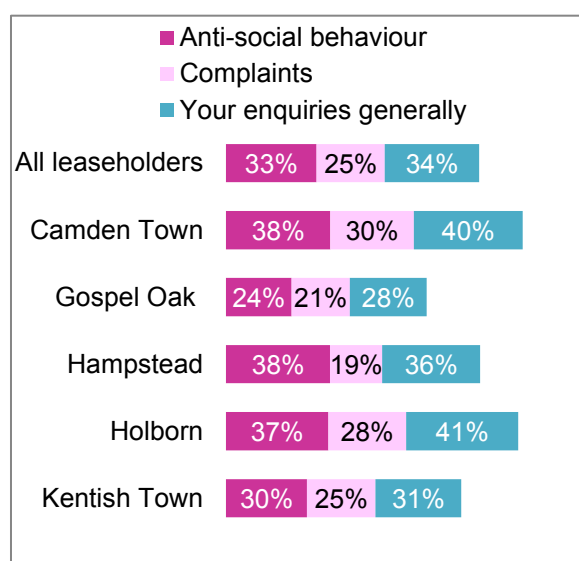
At district level similar ratings were given for how anti-social behaviour complaints are deal with by Camden Town, Hampstead and Holborn (37% to 38%).

Lower ratings for dealing with anti-social behaviour were given by leaseholders in Gospel Oak (24%) and Kentish Town (30%).

Satisfaction with the handling of complaints was highest in Camden Town (30%) and Holborn (28%) and lowest in Hampstead (19%).

Camden Town and Holborn gave the highest satisfaction ratings for dealing with enquiries generally (40% and 41%), with the lowest rating coming from leaseholders in Gospel Oak (28%)

Figure 8.1: Satisfaction with how Camden deals with anti-social behaviour

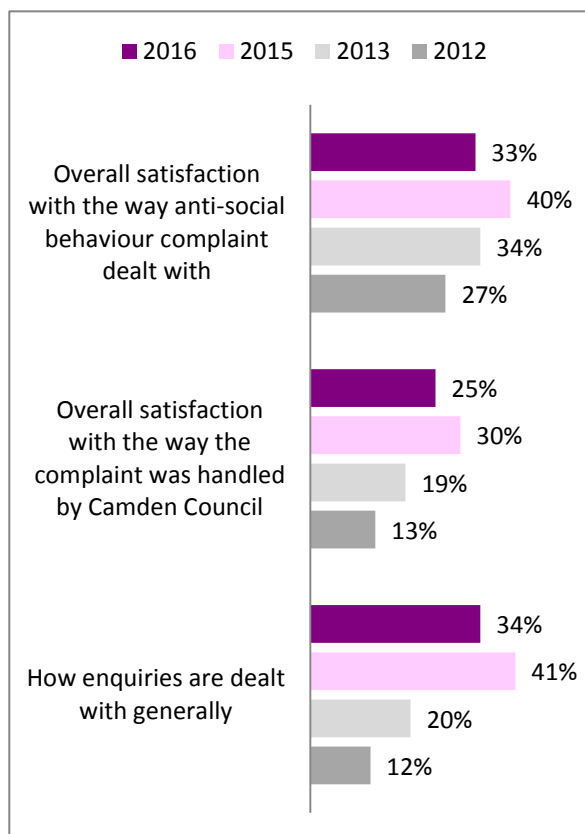


Leaseholder satisfaction with the way anti-social behaviour complaints are dealt with has dropped 7% since the last survey and has returned to the level recorded in 2013.

Satisfaction with the way complaints are handled has also fallen (5% lower) since the 2015 survey but remains at a higher level than three years ago (19%).

Satisfaction with how enquiries are dealt with generally has dropped from 41% in 2015 to 34% in this survey (7% lower) but is still much higher than recorded in previous years. (see Figure 8.2 on the next page).

Figure 8.2: Changes over time with the handling of complaints and enquiries



9. Information and advice

Keeping residents informed and providing appropriate advice on services is an important part of Camden customer services. The Council endeavours to keep all leaflets and information packs up-to-date and easy to understand and regularly advise residents of any changes that will affect them as a leaseholder by way of the Homeowner newsletter.

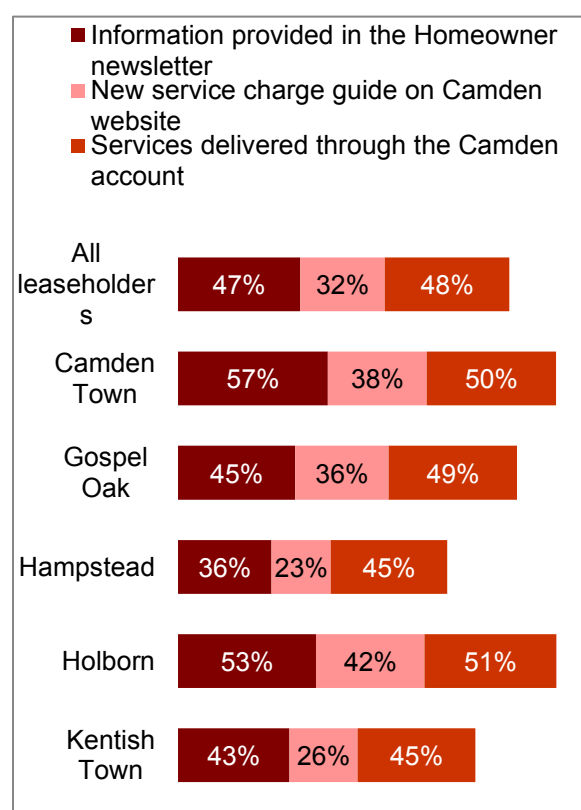
Under half of leaseholders surveyed said that they were satisfied with information provided in the Homeowner newsletter (47%).

More leaseholders in Camden Town (57%) and Holborn (53%) are satisfied with the newsletter than leaseholders in Hampstead (36%).

Around a third of all leaseholders are satisfied with the new service charge guide on Camden website. More leaseholders in Holborn (42%) are satisfied in this respect than leaseholders in Hampstead, where less than a quarter are satisfied (23%).

Around half of all leaseholders are satisfied with the services delivered through the Camden account (48%). Leaseholders in Holborn and Hampstead are less impressed (45%) than leaseholders in other districts.

Figure 9.1: Satisfaction with information and advice



10. Leaseholder comments

Asking for comments on Camden's Housing Services helps build a better picture and offers insight into leaseholders' true feelings, attitudes and perceptions. Leaseholders are able to provide more details and can qualify and clarify responses, thereby allowing for a greater understanding of views and some unanticipated and new insights.

Camden's leaseholders were asked if they had any other comments they would like to make about Camden Housing Services.

A total of 338 leaseholders entered comments, relating to 402 separate areas. The table on the next page lists all of the general areas identified by leaseholders, along with the more specific subjects covered in the comments.

Out of the 402 comments, 6% were positive, with leaseholders generally happy with services and having no problems.

The majority of negative comments related to customer contact and the management of leasehold properties (31% of the total comments made) and, within this category, a need for better and more informed customer care generally was a common theme. A lack of response to calls, emails and letters was also highlighted as a cause for concern, as was the length of time to get through and the difficulties in getting hold of the right person. Many leaseholders have not had their issues or complaints addressed.

Value for money for services received made up 27% of the total comments made. Leaseholders commented that they are not always consulted on the work that is carried out and the costs seem excessive and considerably overpriced for the quality of service

provided. There are issues with incorrect invoicing, duplicate invoicing and errors around service charge statements.

The repairs service accounted for 6% of comments. Issues raised were the need for quicker repairs, keeping appointments, improving the quality of work and better qualified contractors. There were also complaints that some works are carried out that are considered unnecessary.

Estates services were commented on by 7% of leaseholders commenting. Lack of maintenance of communal areas, internally and externally and poor caretaking services were the chief areas of concern.

Neighbourhood problems were commented on by 5% of respondents, covering problems with neighbours, crime, car parking, litter and rubbish.

Suggestions were made by a few leaseholders for provision of Freephone facilities, storage areas for bikes/ buggies/ prams etc., more energy efficiency measures, improvements to the website and the ability to opt out of certain services.

COMMENTS (402 comments)	(%)
Positive comments	6%
Generally happy, no problems Good efficient service, well managed Staff in general Staff – approachable, easy to contact Staff – helpful, solve queries Good, fair value for money Lived here a long time Cleaning & maintenance are good Nice and tidy	
Leasehold management & contact	31%
Lack of access to electricity meters Don't answer phones Don't call or email back Don't like automated system Takes a long time to get through Hard to contact name person Kept on hold/passed around to different people Poor complaints handling Be more understanding & honest Better customer care, customer services Staff lack knowledge of leasehold issues No direct lines Not taken seriously Staff rudeness Couldn't help/not their job Problem not resolved/enquiry not answered Staff don't communicate with each other Not very helpful or professional Took a long time to resolve problem/issue Complaints/issues not followed up or dealt with Improve communication Should listen more carefully/do not seem interested Should have more events, meetings Visit us/keep in touch Better tenant mix, vet tenants Take note of disabilities/age	

Value for money	27%
Don't always consult or inform before acting Service charge services not carried out/not properly explained Poor services generally Service charge issues/s/c statements Service charge too high/poor value Poor/incorrect invoicing Need to demonstrate value for money for major works	
Day-to-day repairs & maintenance and estate services	6%
Poor repairs service generally Quicker repairs/have to keep chasing Quality of repair work Check repairs done/inspect work Improve contractors Finish off repair Some repairs not covered/re-chargeable Work not carried out or unnecessary Poor property condition	
Estate services	7%
Fences and gates Paths and driveways Trees and hedges Maintenance/decoration of communal areas Communal cleaning Caretaker services Need internal decoration Need better property security Problems with pests	
Planned works such as replacement kitchens and bathrooms	3%
Improvement works (kitchens/bathrooms/doors/windows) Property adaptations needed	

Neighbours, neighbourhood or local problems	5%
Car parking ASB Litter/graffiti/vandalism Problems with neighbours/noise Crime Dangerous driving/safety issues Problems with rubbish collection/areas/skips	
Other	9%
Negative comment Neutral comment/not applicable Don't know Other	
Suggestions	9%
Freephone service Improve facilities on website (space to comment on type of repair required?) More energy efficient, environmental considerations/group purchase/solar panels etc Allow option to opt out of certain services	

11. Demographics

The following analysis looks briefly at the demographics of Camden leaseholders collected in the survey. While the results can be used to give a general indication of Camden’s leaseholder population, they are likely to vary slightly from those collected in a profiling survey or Camden’s own housing management system. It is important to note that the demographic composition of leaseholders will greatly influence the satisfaction ratings, and that older leaseholders have a higher tendency to respond to this kind of survey. It is widely accepted that older leaseholders are far more satisfied than younger households, families and often working households. Knowing who your customers are plays a vital role in ensuring the landlord offers the right mix of services; and customer insight tools, which examine the makeup of leaseholders, the use of services and satisfaction levels, are widely used in the social housing sector.

11.1 Age (principal leaseholder)

Around two-fifths of all principal leaseholders (41%) are aged 60 or over, with half of leaseholders now aged between 35 and 59 years old (50%). Just 8% of all leaseholders are aged under 35 years.

Two-fifths of general needs leaseholders are over 60 years old (40%), with the majority aged between 35 and 59 years old (52%). Only 9% of general needs leaseholders are under 35 years old. As would be expected, the majority of sheltered housing leaseholders are over 60 years old (94%).

Compared with the 2015 survey, the latest survey found a lower percentage of older general needs leaseholders (7% lower) and 7% more leaseholders aged between 35 and 59 years. The number of leaseholders under 35 years old has increased by 1% to 9% this year

Figure 11.1: Age of leaseholders

	All leaseholders
34 years & under	13%
35-59 years	56%
60+ years	31%

(Base 590 leaseholders)

11.2 Gender (principal leaseholder)

Three-fifths of all leaseholders (62%) are female, with more female leaseholders found in general needs (62%) than sheltered housing (52%). The current ratio of general needs female and male leaseholders is higher than that found in the 2013 survey (57% female leaseholders).

Figure 11.2: Gender of principal leaseholder

	All leaseholders
Male	51%
Female	49%

(Base 627 leaseholders)

11.3 Ethnic origin

Just under three-fifths of Camden’s respondents are White British leaseholders (58%).

According to the housing regulator’s definition, which includes White Irish and White Other leaseholders, 42% of leaseholders are Black and Minority Ethnic (BME)

In the latest survey, the percentage of White: British leaseholders is 3% higher than recorded in the 2015 survey (55%). Other percentages are up or down 1%-2% or remain the same.

Figure 11.3 (below) shows the diverse range of ethnic origins for Camden's leaseholders.

Figure 11.3: Ethnic origin of respondent

	All leaseholders
White: English / Welsh / Scottish / Northern Irish / British	58%
White: Irish	4%
Any other White background	16%
Mixed: White and Black Caribbean	1%
Mixed: White and Asian	1%
Asian/Asian British: Indian	4%
Asian/Asian British: Bangladeshi	2%
Asian/Asian British: Chinese	2%
Any other Asian background	2%
Black/Black British: African	3%
Black/Black British: Caribbean	1%
Arab	1%
Any other ethnic group	4%

(Base 633 leaseholders)

11.4 Disability

Only a small percentage of the leaseholders surveyed considered themselves to have a disability (a physical or mental impairment that has a substantial and long-term adverse effect on their ability to carry out normal day-to-day tasks).

Figure 11.4: Does the leaseholder consider themselves to have a disability?

	All leaseholders
Yes	9%
No	91%

(Base 634 leaseholders)

11.5 Sexual orientation

The vast majority of leaseholders describe themselves as heterosexual (94%), with 4% gay, and 1% lesbian or bisexual.

Figure 11.5: How would you describe your sexual orientation?

	All leaseholders
Heterosexual / Straight	91%
Gay	7%
Lesbian	1%
Bisexual	1%

(Base 515 leaseholders)

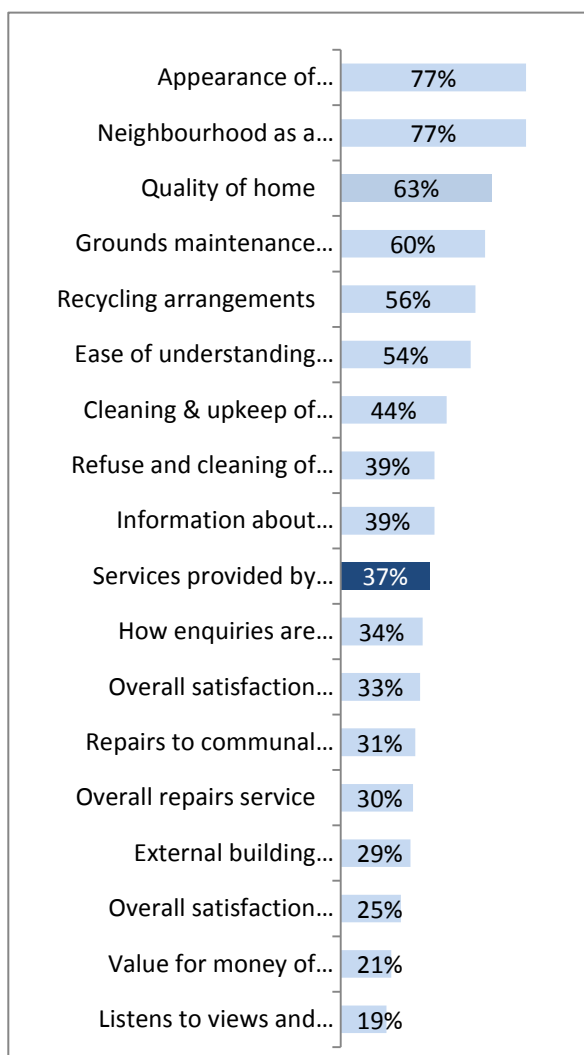
12. Understanding overall satisfaction

The following analysis of results is based on the overall rating for Camden's services and is often seen as the headline figure in the survey. This section explores the differences in the relationship between the overall rating and individual ratings in an attempt to understand what is driving overall leaseholder satisfaction at the Council.

12.1 Key services

Around a third of Camden's leaseholders are satisfied with the overall services (37%) This rating is low in comparison to many other key services, which suggests that there continues to be a lot of work for Camden Council to do around improving services for leaseholders (see Figure 12.1).

Figure 12.1: Satisfaction with key services for all leaseholders



Camden clearly remains a popular place to live, with the neighbourhood achieving the highest rating in the survey, as it has done in all of the past four years.

The overall percentage rating for landlord services is between aspects around the home – which are rated higher (39% up to 77%) and aspects relating to contact, communication and services, rated lower (2% to 34%).

Quality of home and neighbourhood are areas with the most satisfaction (63% up to 77%, with grounds maintenance and recycling arrangements and ease of understanding the service charge statement following up behind (54% to 60%).

In the middle range there are moderate ratings – between a third and two-fifths – for communal services such as cleaning, upkeep and refuse arrangements

The lower ratings cover value for money of services and communication and information, such as listening to views and repairs and maintenance.

12.2 Changes in satisfaction

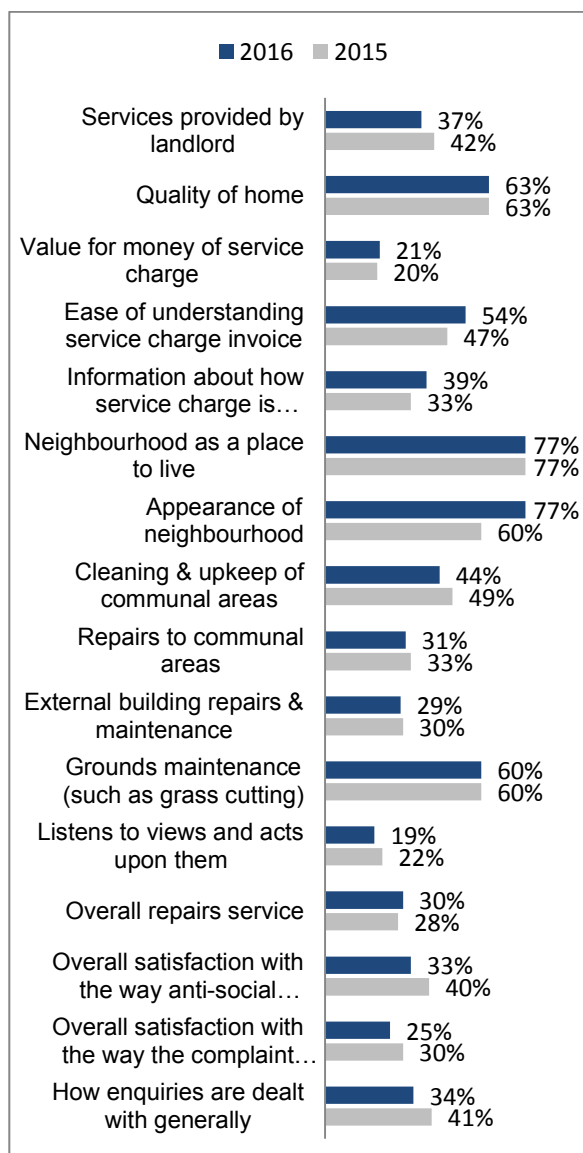
There were three areas where satisfaction has increased since the last survey, most particularly the appearance of neighbourhood which saw a 17% increase in satisfaction. The other two areas were ease of understanding the service charge invoice (7% higher) and information about how the service

charge is calculated (6% higher). Two other areas remained unchanged: quality of home and neighbourhood as a place to live.

In other areas there has been a downward trend in satisfaction in 2016 (between 1% and 7% lower).

Most of the differences are not statistically significant but do need monitoring, especially dealing with anti-social behaviour, complaints and enquiries generally (5% to 7% lower).

Figure 12.2: Change in satisfaction over the last year



12.3 Lower levels of satisfaction

As identified above, although there has been a downward trend in ratings many could be due to the difference in the margin of error between surveys and staff are to be congratulated on the work they put in to maintain current satisfaction levels. It is important however to look further into the areas with the lowest satisfaction.

The survey found many ratings where less than two-fifths of leaseholders are satisfied with the Council (19% to 39%) and these were often linked to repairs, estate services and communal areas, value for money and communications (listening to views and dealing with anti-social behaviour and complaints).

Figure 12.3: Services with lower levels of satisfaction

All leaseholders	Satisfied (%)
Refuse and cleaning of communal areas	39%
Information about how service charge is calculated	39%
Overall landlord services	37%
How enquiries are dealt with generally	34%
How anti-social behaviour complaints are handled	33%
Repairs to communal areas	31%
Overall repairs service	30%
External building repairs & maintenance	29%
Dealing with complaints	25%
Value for money of the service charge	21%
Listening to views and acting upon them	19%

12.4 Dissatisfaction levels

Sometimes, where satisfaction is lower than in other areas, the remaining leaseholders can be split between those who fall into the neither satisfied nor

dissatisfied middle ground and those who are actually dissatisfied. The difference between these two groups of leaseholders is important – as it can signal areas where leaseholders do not have strong opinions or, more worryingly, areas where a high percentage of leaseholders are actually dissatisfied.

The survey found some areas with noticeably higher levels of dissatisfaction. There are some ratings where two-fifths or more of leaseholders are dissatisfied at Camden and these should not be overlooked:

- Value for money of service charge (62% dissatisfied)
- Repairs & maintenance – Estate management (61% dissatisfied)
- Repairs & maintenance – Block (58% dissatisfied)
- Listens to views and acts on them (53% dissatisfied)
- External building repairs & maintenance (52% dissatisfied)
- Overall repairs service (52% dissatisfied)
- The handling of complaints (51% dissatisfied)
- Information about how service charge is calculated (48% dissatisfied)
- How enquiries are dealt with generally (48% dissatisfied)
- Repairs to communal areas (47% dissatisfied)
- Lift charges (47% dissatisfied)
- Overall landlord services (46% dissatisfied)
- Cleaning & upkeep of communal areas (46% dissatisfied)
- Refuse and cleaning of communal areas (43% dissatisfied)
- Caretaker services – Block (43% dissatisfied)
- Caretaker services – Estate (39% dissatisfied).

These may be areas for Camden to focus upon when carrying out further investigations.

12.5 Key driver analysis

Key driver analysis is used to examine the relationship between the different variables (the questions asked in the survey) and to determine which elements of the service are the key drivers for customers' overall satisfaction. Correlation and multiple regression are used to analyse the relationship between several key satisfaction questions and determine which ones have the most influence.

Key driver analysis is useful to identify service areas where increases in satisfaction could potentially lead to an increase in the overall satisfaction rating. The analysis was based on the results from all leaseholders; those who did not have an opinion are excluded from this analysis.

Overall satisfaction

As Figure 12.4 shows, the most important driver for leaseholders is the value for money of the service charge. The second most important drive was listening to views and acting upon them and the third most important driver was the repairs and maintenance service. This is a slight change from the results of the 2015 survey, where quality of home and repairs and maintenance were second and third and listening to leaseholder views had less influence than the repairs service.

Other important drivers include satisfaction with quality of home and handling of general enquiries and complaints.

Estate services

As Figure 12.5 shows, the most important driver for leaseholders in respect of satisfaction with estate services is the repairs and maintenance service, followed by the insurance premium and estate management charge.

Other important drivers include caretaker services, lift charges and electricity charges.

Figure 12.4: Key driver analysis – overall satisfaction

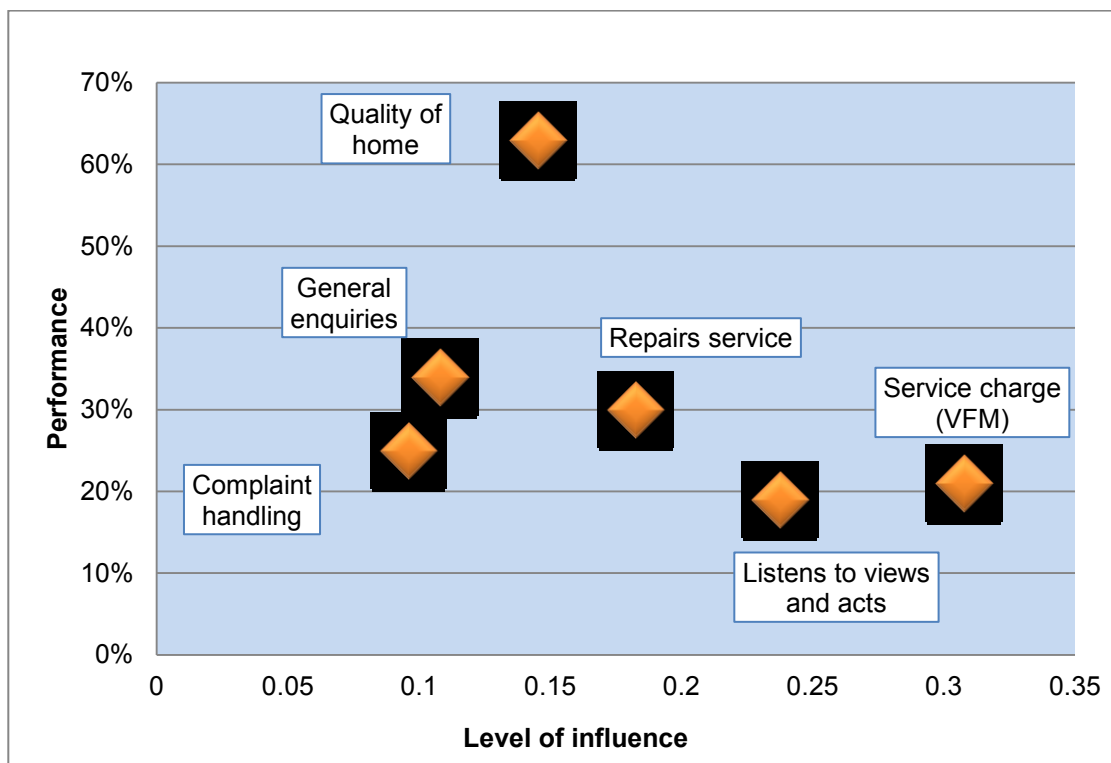
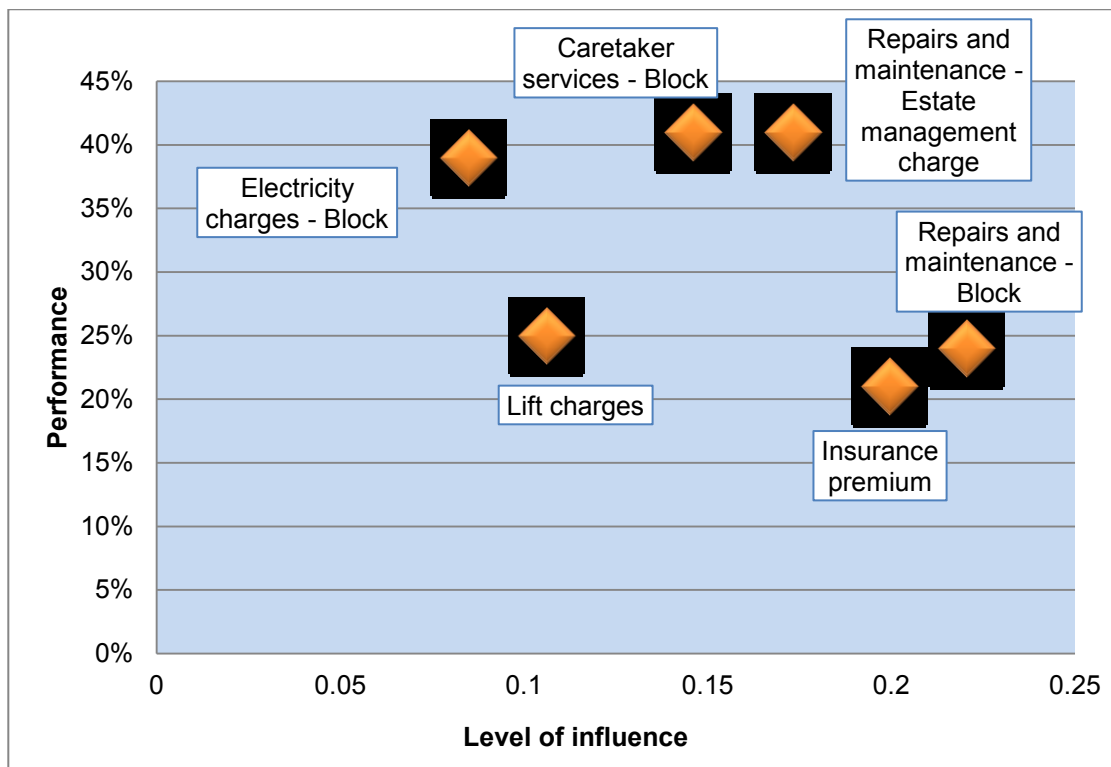


Figure 12.5: Key driver analysis – overall estate services



13. Comparison with other landlords

Undertaking a STAR survey, based on a widely used standard question set, helps landlords to benchmark the satisfaction of their leaseholders against other landlords with similar characteristics, such as size, type and location. It provides a broader dimension than internal targets may offer, assisting both the landlord and any leaseholder scrutiny panel in assessing performance levels and areas of improvement.

13.1 HouseMark benchmarking

Landlords who subscribe to HouseMark are able to upload and benchmark their STAR results. The results from the Camden survey have been compared against HouseMark's data tables for 2013/14 (as released in April 2015) for all landlords (England and Wales). Currently the comparison is only available for the 7 core questions.

Note: the current figures from HouseMark reflect those landlords who have posted their results and should not be taken to be representative of any national averages.

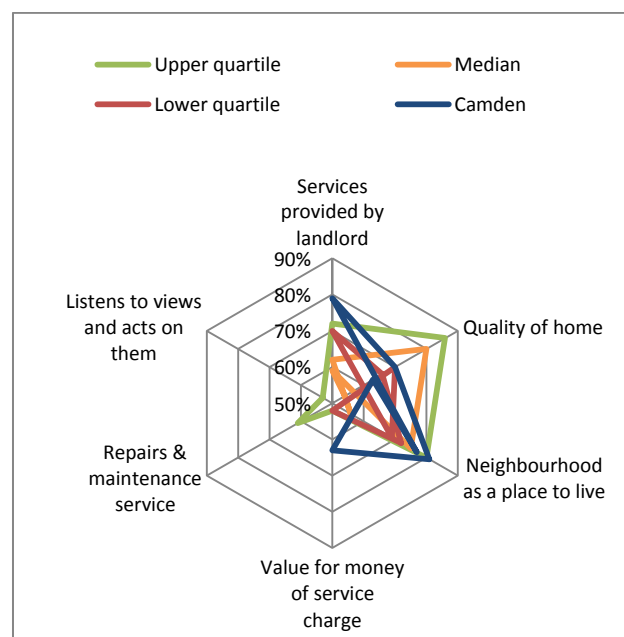
Leaseholders - The comparison reveals that the overall level of satisfaction at Camden for general needs leaseholders (37%) is 25% lower than the HouseMark average (62%) and the rating places Camden in the fourth quartile.

The levels of leaseholder satisfaction found at Camden are below the current HouseMark averages for all but one of the indicators (162% to 25% lower) and fall into the fourth quartile, with the exception of neighbourhood as a place to live which is 2% above average and falls into the second quartile.

Figure 13.1: HouseMark key STAR comparison for general needs residents (HouseMark 2013/14 – April 2015)

	Camden	Upper quartile %	Median %	Lower quartile %
Services provided by landlord	37%	72%	62%	48%
Quality of home	63%	86%	80%	70%
Neighbourhood as a place to live	77%	80%	75%	69%
Value for money of service charge	21%	52%	41%	30%
Repairs & maintenance service	30%	61%	46%	34%
Listens to views and acts on them	19%	53%	44%	28%

Key	Top Quartile	2 nd Quartile	3 rd Quartile	Bottom quartile
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14. Conclusion

As noted in previous reports the services provided for leaseholders rarely meet their expectations or aspirations, even when the obligations in the lease are being fully met. While it would be expected that those in tenanted properties would have higher satisfaction levels than leaseholders the difference between the two tenures is much greater than would be hoped for (6% up to 38% lower) particularly in the areas where both tenants and leaseholders receive similar services. The results from this 2016 STAR survey have recorded some encouraging increases in satisfaction – particularly with the appearance of the neighbourhood (a 17% increase); however there are also some notable downward trends in the areas of customer services and communal services. Camden should continue the work on reviewing services which have been carried out over the last twelve months with the aim of improving services still further.

The rating for services overall (37%) is at a lower level than recorded in 2015 (5% lower) but still a little higher than the rating recorded in 2012 (35%).

There have been increases in five areas: appearance of neighbourhood (7% higher), ease of understanding service charge invoices (7% higher), information on how the service charge is calculated (6% higher), overall repairs service (2% higher) and value for money of the service charge (1% higher).

Three areas retain the ratings recorded in 2015: quality of home, neighbourhood as a place to live and grounds maintenance.

Eight areas received a lower rating than in 2015 – these cover overall landlord services, communal repairs, cleaning and upkeep (1% to 5% lower) and customer services (listening to views, dealing with complaints, anti-social behaviour and general enquiries – 3% to 7% lower). These services are offered to tenants and leaseholders alike and yet they are rated between 14% and 38% lower than the ratings given by tenants. Investigating the reasons for this – as well as taking into account the comments made by leaseholders – may

be helpful in identifying where improvements can be made.

Key drivers of satisfaction

The key drivers of satisfaction identified this year differ from 2015, when the emphasis was on value for money of the service charge, quality of home and repairs and maintenance. In the 2016 survey value for money of the service charge remains the key factor, however, quality of home has been replaced by listening to views and acting upon them as the second key factor with repairs and maintenance staying in third place.

Satisfaction at district level

The results from leaseholders were analysed at district level and the survey found considerable differences in some areas. Gospel Oak leaseholders remain the least satisfied out of the five districts, with ratings between 2% up to 23% lower than the overall leaseholder rating.

Camden Town and Holborn leaseholders are the most satisfied. Investigating any differences in service delivery between areas may assist in identifying elements of good practice that may be implemented across all districts, taking into account property age and type as well as neighbourhood/ environmental issues.

Analysis by key strands of diversity and property type

Throughout the report, satisfaction with different services is analysed by the key strands of diversity. Leaseholders in the middle age bracket (aged between 35 and 59 years) consistently awarded lower ratings across all but six service areas measured in the survey compared with other leaseholders. The most satisfied leaseholders were those aged 60+ years or over. Male leaseholders were usually less satisfied than female tenants. Non-White British leaseholders were generally less satisfied than White British leaseholders. Leaseholders who considered themselves disabled were sometimes more satisfied, and sometimes less satisfied than those with no disabilities, although the differences were often small.

Leaseholders in two-bedroom and three-bedroom properties were usually less satisfied than leaseholders in bedsits, however all categories were the least satisfied on at least four or more occasions.

Recommendations

Customer services

It is important that work that was recommended last year in respect of contact, communication and listening to views, ensuring that there are sufficient well-trained staff in customer service teams continues to be a priority.

Staff need to be kept up to date and informed about the differences between tenant and leasehold accommodation and have information to hand on where leaseholders can get help if Camden cannot provide it under the terms of the lease.

Keeping leaseholders informed about the status of their enquiry will go a long

way towards improving satisfaction with customer services and a system which ensures calls, letters and emails are responded to quickly and effectively would help in achieving this.

Estate services

Satisfaction with estate services has shown a downward trend over the past year and the ratings are some of the lowest in the survey with only around a third of leaseholders satisfied. Key driver analysis of satisfaction with the service charges shows that repairs and maintenance and the caretaker services have the greatest influence on satisfaction levels and greater liaison and consultation should take place with residents on the appointment and monitoring of contractors to ensure services are maintained at specified levels.

Appendix 1 – Data tables

Table 1. Leaseholder satisfaction with services	Satisfied	Neither	Dissatisfied
Housing and services			
Services provided by landlord	37%	17%	46%
Quality of home	63%	14%	23%
Value for money of service charge	21%	16%	62%
Service charge			
Ease of understanding service charge invoice	54%	10%	36%
Information about how service charge is calculated	39%	13%	48%
Neighbourhood			
Neighbourhood as a place to live	77%	8%	15%
Appearance of neighbourhood	77%	13%	26%
Scheme or block			
Cleaning & upkeep of communal areas	44%	11%	46%
Grounds maintenance (such as grass cutting)	60%	12%	28%
External building repairs & maintenance	29%	20%	52%
Repairs to communal areas	31%	22%	47%
Refuse and cleaning of communal areas	39%	18%	43%
Recycling arrangements	56%	18%	25%
Service charge (VFM)			
Caretaker services - Block	41%	16%	43%
Caretaker services - Estate	41%	20%	39%
Door entry systems - Block	50%	19%	31%
Electricity charges - Block	39%	27%	34%
Grounds and/or Tree Maintenance	44%	23%	32%
Heating/Hot water/Gas supply	46%	19%	35%
Insurance premium	41%	34%	24%
Lift charges	25%	27%	47%
Repairs and maintenance - Block	24%	17%	58%
Repairs and maintenance - Estate management charge	21%	18%	61%
Contact and communication			
Listens to views and acts upon them	19%	27%	53%
Information provided in the Homeowner newsletter	47%	36%	17%
New service charge guide on Camden website	32%	45%	22%
Services delivered through the Camden account	48%	28%	24%
Repairs & maintenance service			
Overall repairs service	30%	18%	52%

Complaints and anti-social behaviour			
Overall satisfaction with the way anti-social behaviour complaint dealt with	33%	33%	34%
Overall satisfaction with the way the complaint was handled by Camden Council	25%	24%	51%
How enquiries are dealt with generally	34%	18%	48%

Table 2 :Leaseholder satisfaction with services over the last four years	2016	2015	2013	2012
Housing and services				
Services provided by landlord	37%	42%	41%	35%
Quality of home	63%	63%	65%	61%
Value for money of service charge	21%	20%	21%	20%
Service charge				
Ease of understanding service charge invoice	54%	47%	43%	
Information about how service charge is calculated	39%	33%	35%	
Neighbourhood				
Neighbourhood as a place to live	77%	77%	76%	71%
Appearance of neighbourhood	77%	60%	60%	55%
Cleaning & upkeep of communal areas	44%	49%	43%	
Repairs to communal areas	31%	33%	26%	
External building repairs & maintenance	29%	30%	28%	
Grounds maintenance (such as grass cutting)	60%	60%	55%	54%
Neighbourhood as a place to live	77%	77%	76%	71%
Contact and communication				
Listens to views and acts upon them	19%	22%	24%	16%
Repairs & maintenance service				
Overall repairs service	30%	28%	30%	19%
Complaints and anti-social behaviour				
Overall satisfaction with the way anti-social behaviour complaint dealt with	33%	40%	34%	27%
Overall satisfaction with the way the complaint was handled by Camden Council	25%	30%	19%	13%
How enquiries are dealt with generally	34%	41%	20%	12%

Appendix 2 – Covering Letter

Appendix 3 – Questionnaire