

## Tenant Satisfaction Measures 2025/26



**In-house Research Ltd**

Version 1.1

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## Background

This document summarises the project setup and methodology taken for Canterbury City Council (CCC) in relation to the tenant perception survey as part of the Tenant Satisfaction Measures (TSMs) required by the Regulator of Social Housing (RSH).

CCC appointed In-house Research Ltd to carry out data analysis as an independent research organisation in January 2026. IHR is a Market Research Society Company Partner, and follows the MRS Code of Conduct, whilst also paying particular attention to the technical guidance notes released by the RSH in relation to the tenant perception survey.

The survey was carried out by CCC internally using a multi-modal design to allow tenants of CCC homes flexibility in how they respond and to reduce barriers to accessibility. This included postal and online survey methodologies in order to meet the required sample size.

CCC manages some 5,096 homes (General Needs & Sheltered Housing) in areas including Canterbury, Herne Bay and Whitstable. A minimum sample size of c. 537 successful interviews is required to meet the MoE requirements of the RSH. In total CCC received 649 survey responses.

Fieldwork began in June 2025, the survey was closed in December 2025 with reporting completed in March 2026. A census approach was taken with all tenants invited in the first wave of the fieldwork via a postal invitation. This invitation included a return envelope with a printed copy of the survey, alongside a link and QR code to access the survey online using a personal code. Reminder emails were also sent to tenants to encourage their response to the survey and capture more views in December 2025.



On completion of the fieldwork, pseudonymised raw data was provided to In-house Research to carry out analysis and derive insights from tenant feedback.

**Tom Weston**  
Chief Executive Officer  
In-house Research Ltd



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## Executive Summary

The 2025/26 Tenant Satisfaction Measures survey provides a statistically robust picture of tenant perceptions of Canterbury City Council's housing services. A total of 649 responses were received against a regulatory minimum requirement of 537, producing a margin of error of  $\pm 3.6\%$  at a 95% confidence level. This provides a reliable evidence base for interpreting tenant satisfaction levels across the housing service.

Overall satisfaction with the landlord stands at 70.4%, indicating that the majority of tenants are satisfied with the services they receive. However, the results suggest Canterbury is performing at a solid but not sector-leading level, with clear opportunities for improvement across several service areas.

The survey results demonstrate a clear pattern across service areas. Repairs and core housing services represent the strongest-performing areas, while tenant engagement, neighbourhood management and complaints handling show significantly lower satisfaction levels. Satisfaction with complaints handling in particular is notably low at 23.7%, making it the most significant performance gap identified in the survey.

The analysis also highlights variations in satisfaction across different tenant groups. Older tenants and retired households tend to report higher satisfaction, whereas working-age tenants and households with family responsibilities are more critical of the service. These differences appear most pronounced in areas relating to engagement, neighbourhood management and complaint resolution.

Overall, the results suggest that Canterbury City Council's housing service is delivering core operational services effectively, but that improvements in responsiveness, communication, tenant influence and neighbourhood management will be key to strengthening tenant confidence and increasing satisfaction in future reporting cycles.

A high level of satisfaction across the measures is shown below and further breakdowns are provided in this report.

Question		Score	Change from 24/25
TP01	Overall satisfaction	70.4%	-2.2%
TP02	Satisfaction with repairs	74.4%	-1.3%
TP03	Satisfaction with time taken to complete most recent repair	70.8%	-2.4%
TP04	Satisfaction that the home is well maintained	65.3%	-2.7%
TP05	Satisfaction that the home is safe	67.0%	-5.2%
TP06	Satisfaction that the landlord listens to tenant views and acts upon them	51.8%	+1.7%
TP07	Satisfaction that the landlord keeps tenants informed about things that matter to them	61.6%	-1.5%
TP08	Agreement that the landlord treats tenants fairly and with respect	68.9%	-1.3%
TP09	Satisfaction with the landlord's approach to complaints handling	23.7%	-1.1%
TP10	Satisfaction that the landlord keeps communal areas clean and well maintained	55.9%	-4.4%
TP11	Satisfaction that the landlord makes a positive contribution to neighbourhoods	48.7%	+1.5%



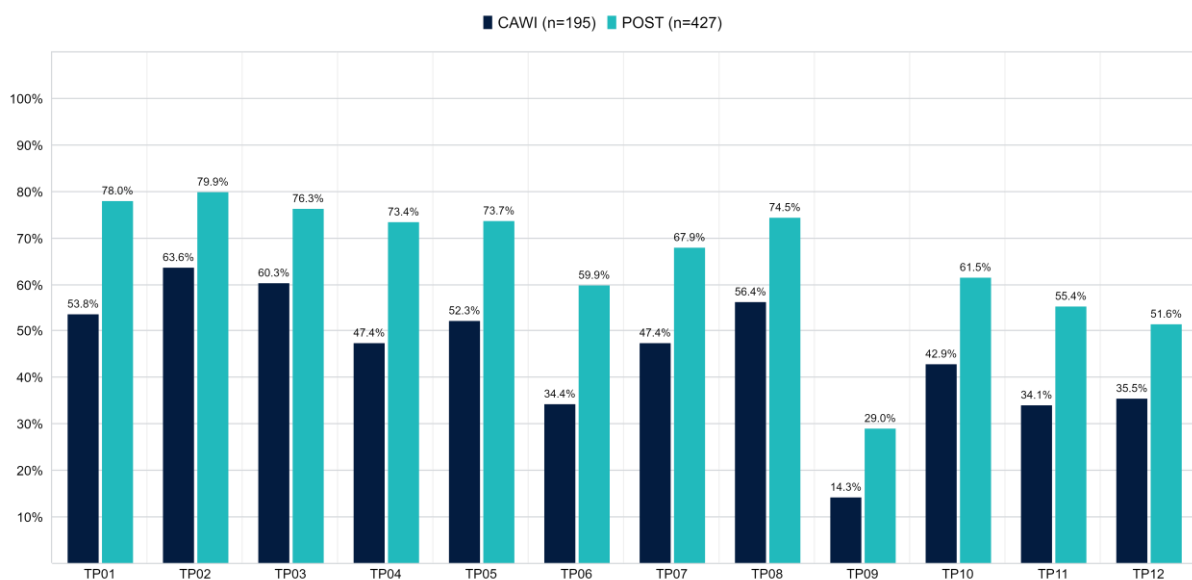
<b>TP12</b>	Satisfaction with the landlord's approach to handling anti-social behaviour	46.5%	+1.5%
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## Effect of Survey Methodology

The 2025/26 survey was conducted using a mixed methodology consisting of postal and online (CAWI) responses, enabling tenants to participate through different channels and helping maximise response rates.

Mixed-mode surveys are commonly used within Tenant Satisfaction Measures research because they help ensure accessibility for different tenant groups. Postal surveys typically generate higher response rates among older tenants, while online surveys may attract greater participation from working-age households.

The segmentation analysis in the chart below shows that responses were received through both methodologies across all Tenant Perception Measures. This approach reduces the risk that satisfaction results are skewed toward a single demographic group.



However, survey methodology can influence response behaviour. Postal respondents are often older and may report slightly higher satisfaction levels, while online respondents can sometimes report lower satisfaction due to a greater propensity for digitally engaged tenants to express criticism.

The use of a mixed-mode approach therefore strengthens the survey methodology by balancing accessibility and representation. Overall, there is no indication that the methodology used significantly distorted the headline satisfaction results.

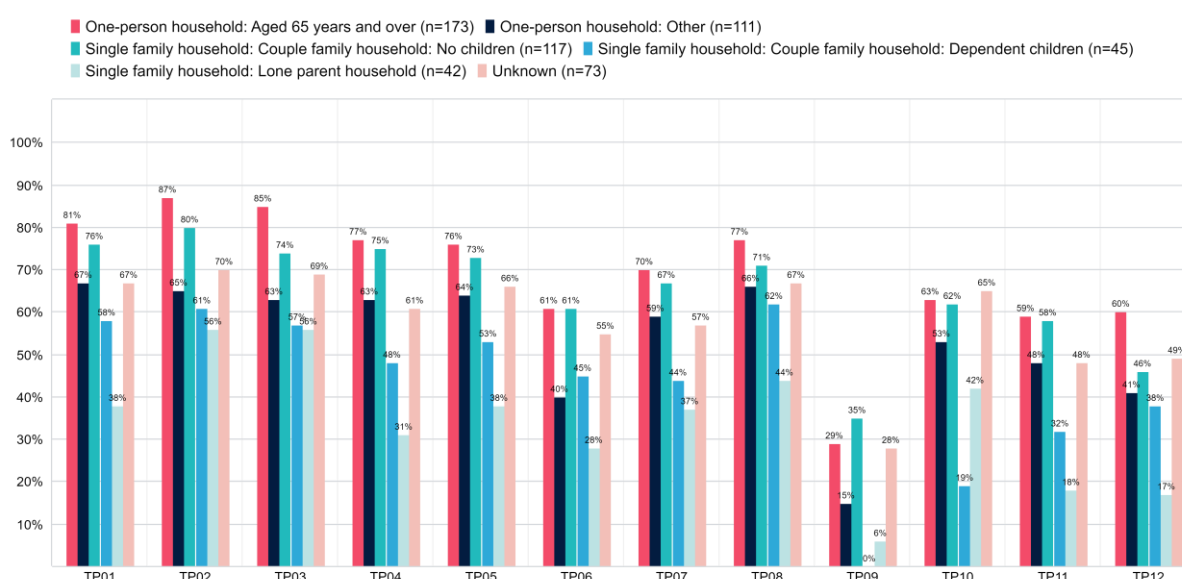


## Effect of Household Composition on Tenant Satisfaction

The survey findings show clear differences in satisfaction levels across age groups and household composition.

Older tenants and single older households consistently report higher satisfaction across most measures. These tenants tend to have longer tenancy durations and may have more stable expectations of service delivery.

In contrast, households with family responsibilities and working-age tenants report comparatively lower satisfaction levels. These groups appear more critical in relation to engagement, neighbourhood management and complaint resolution.



The analysis suggests that different tenant groups experience the housing service in different ways. For example:

- Older tenants may have fewer interactions with complaints processes or neighbourhood issues.
- Families may experience a greater number of service interactions relating to repairs, antisocial behaviour or local environmental concerns.
- Working-age tenants may expect faster communication and more accessible service channels.

These findings suggest that tenant satisfaction is not uniform across the tenant base, and that targeted engagement with specific household groups could help address variations in service experience.

## Effect of Property Type on Satisfaction

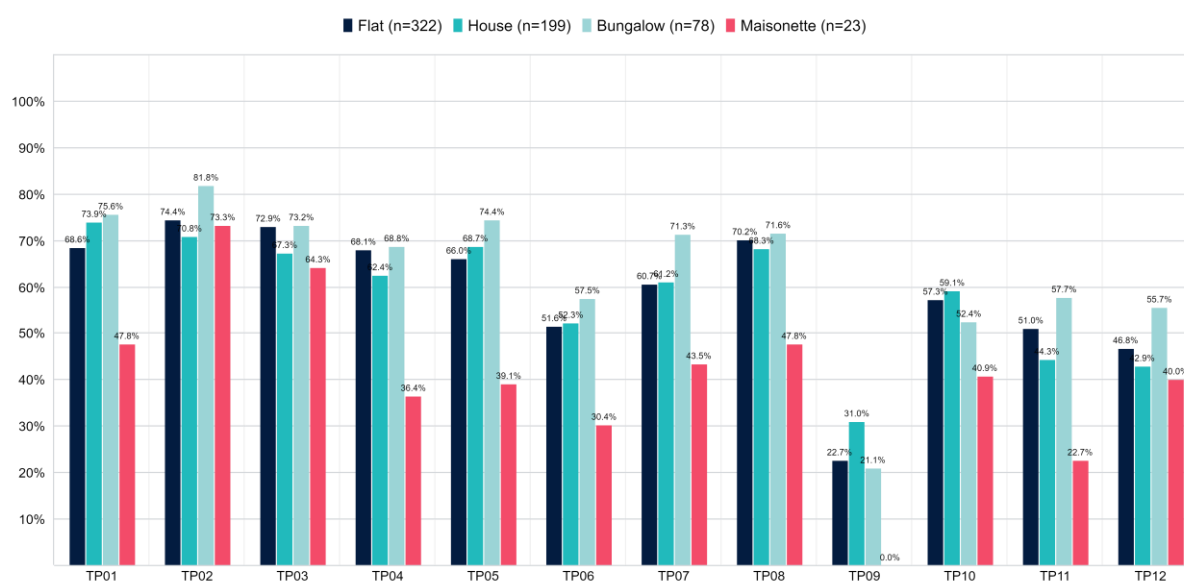
Analysis of results by property type indicates that satisfaction levels vary between tenants living in houses and those living in flats or properties with communal facilities.



Tenants living in houses generally report higher levels of satisfaction with property condition and neighbourhood management. This may reflect the reduced reliance on shared facilities and communal maintenance compared with flat-based accommodation.

Conversely, tenants living in flats or buildings with communal areas may experience lower satisfaction in areas such as:

- Communal area cleanliness and maintenance
- Neighbourhood management
- Handling of antisocial behaviour



These findings align with wider sector trends where tenants in flatted accommodation often have more frequent interactions with building management, communal repairs and environmental services.

As a result, property type should be considered when prioritising service improvements, particularly in relation to communal maintenance and neighbourhood management.

## Strengths

The survey results highlight several clear strengths within Canterbury City Council's housing service.

### Repairs services represent the strongest performing service area.

Satisfaction with the overall repairs service stands at 74.4%, while satisfaction with the time taken to complete the most recent repair is 70.8%. These results suggest that tenants generally view the repairs service as effective and reliable. [?](#)

### Overall satisfaction remains relatively positive.

With 70.4% of tenants satisfied overall, the housing service is delivering an acceptable level of performance across the tenant population. [?](#)



### **Landlord-tenant relationships appear broadly positive.**

A majority of tenants agree that they are treated fairly and with respect, indicating positive frontline interactions with housing staff.

These strengths provide a strong foundation on which future service improvements can be built.

### **Weaknesses**

Despite several strengths, the survey identifies a number of areas where satisfaction levels are comparatively low.

#### **Complaints handling is the most significant weakness.**

Satisfaction with the landlord's approach to complaints handling is just 23.7%, making it the lowest score across all Tenant Satisfaction Measures. This suggests tenants may perceive the complaints process as slow, ineffective or lacking transparency. [?](#)

#### **Neighbourhood management measures are also comparatively weak.**

Satisfaction with the landlord's positive contribution to neighbourhoods is 48.7%, while satisfaction with the handling of antisocial behaviour is 46.5%. [?](#)

#### **Tenant influence and engagement remain limited.**

Although tenants are moderately satisfied with the information they receive from the council (61.6%), satisfaction that the landlord listens to tenant views and acts on them is lower at 51.8%. [?](#)

These findings suggest that tenants may feel that while services are delivered, their views are not always reflected in decision-making or service changes.

### **Strategic Recommendations**

Based on the survey findings, several strategic priorities emerge for Canterbury City Council.

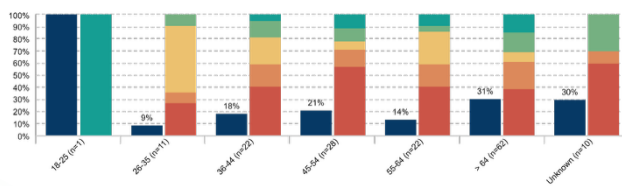
#### **1. Improve complaints resolution**

Complaints handling should be treated as a priority area for improvement. This should include reviewing complaint processes, improving response times, and ensuring tenants feel their concerns are properly addressed. We recommend involving tenants in the review of this process through active recruitment into focus group sessions to aid in learning. Any changes or improvements should be clearly communicated with all tenants. It is important to ensure any focus groups contain a representative sample of tenants from all backgrounds that the Council services.



### TP09: Satisfaction with the landlord's approach to handling complaints

How satisfied or dissatisfied are you with your landlord's approach to complaints handling?



▼ -1.1  
DIFFERENCE FROM:  
LCRA (2024-2025)

	18-25	26-35	36-44	45-54	55-64	> 64	Unknown
Top 2 (Very/Fairly satisfied)	100.0%	9.1%	18.2%	21.4%	13.6%	30.6%	30.0%
Very satisfied	100.0%	0.0%	4.5%	10.7%	9.1%	14.6%	0.0%
Fairly satisfied	0.0%	9.1%	13.6%	10.7%	4.5%	16.1%	30.0%
Neither satisfied nor dissatisfied	0.0%	54.5%	22.7%	7.1%	27.3%	8.1%	0.0%
Fairly dissatisfied	0.0%	9.1%	18.2%	14.3%	18.2%	22.6%	10.0%
Very dissatisfied	0.0%	27.3%	40.9%	57.1%	40.9%	38.7%	60.0%
Bottom 2 (Very/Fairly dissatisfied)	0.0%	36.4%	59.1%	71.4%	59.1%	61.3%	70.0%

	Percentage	Count
Top 2 (Very/Fairly satisfied)	23.7%	37
Very satisfied	10.3%	16
Fairly satisfied	13.5%	21
Neither satisfied nor dissatisfied	15.4%	24
Fairly dissatisfied	17.9%	28
Very dissatisfied	42.9%	67
Bottom 2 (Very/Fairly dissatisfied)	60.9%	85

**SATISFACTION BY HOUSEHOLD COMPOSITION:**

- 24.0%** NO CHILDREN HOUSEHOLDS
- 3.8%** FAMILY RESPONSIBILITIES
- 28.9%** SINGLE OLDER PERSON

**SATISFACTION BY EMPLOYMENT STATUS:**

- 15.6%** EMPLOYED
- 20.0%** UNEMPLOYED
- 30.8%** LONG-TERM SICK / CARER
- 28.1%** RETIRED / OTHER

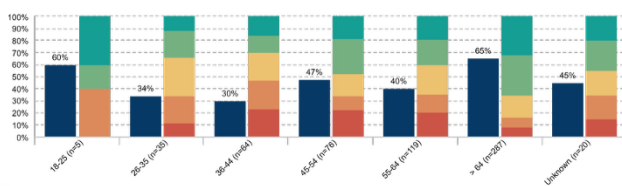
**648** SURVEYS COMPLETED

## 2. Strengthen tenant engagement

The council should develop stronger mechanisms to demonstrate how tenant feedback influences service delivery. Increasing visibility of engagement activities and implementing clearer “you said, we did” communications could help improve tenant confidence. Utilise a range of communication methods to deliver these messages to suit different audiences, so as proactive comms sending links to newsletters and case studies via SMS and email. This places updates directly in the hands of tenants. Ensure follow-ups to “you said, we did” sessions, such as “And so what?” papers to evidence whether any changes have been successful, and how you are continually developing. Seek feedback when changes are implemented to test they are working.

### TP06: Satisfaction that the landlord listens to tenant views and acts upon them

How satisfied or dissatisfied are you that your landlord listens to your views and acts upon them?



▲ +1.7  
DIFFERENCE FROM:  
LCRA (2024-2025)

	18-25	26-35	36-44	45-54	55-64	> 64	Unknown
Top 2 (Very/Fairly satisfied)	60.0%	34.3%	29.7%	47.4%	40.3%	65.2%	45.0%
Very satisfied	40.0%	11.4%	15.6%	18.4%	19.3%	32.1%	20.0%
Fairly satisfied	20.0%	22.9%	14.1%	28.9%	21.0%	33.1%	25.0%
Neither satisfied nor dissatisfied	0.0%	31.4%	23.4%	18.4%	24.4%	18.8%	20.0%
Fairly dissatisfied	40.0%	22.9%	23.4%	11.8%	15.1%	7.7%	20.0%
Very dissatisfied	0.0%	11.4%	23.4%	22.4%	20.2%	8.4%	15.0%
Bottom 2 (Very/Fairly dissatisfied)	40.0%	34.3%	46.9%	34.2%	35.3%	16.0%	35.0%

	Percentage	Count
Top 2 (Very/Fairly satisfied)	51.8%	314
Very satisfied	24.6%	149
Fairly satisfied	27.2%	165
Neither satisfied nor dissatisfied	21.0%	127
Fairly dissatisfied	12.9%	78
Very dissatisfied	14.4%	87
Bottom 2 (Very/Fairly dissatisfied)	27.2%	165

**SATISFACTION BY HOUSEHOLD COMPOSITION:**

- 51.1%** NO CHILDREN HOUSEHOLDS
- 36.9%** FAMILY RESPONSIBILITIES
- 60.7%** SINGLE OLDER PERSON

**SATISFACTION BY EMPLOYMENT STATUS:**

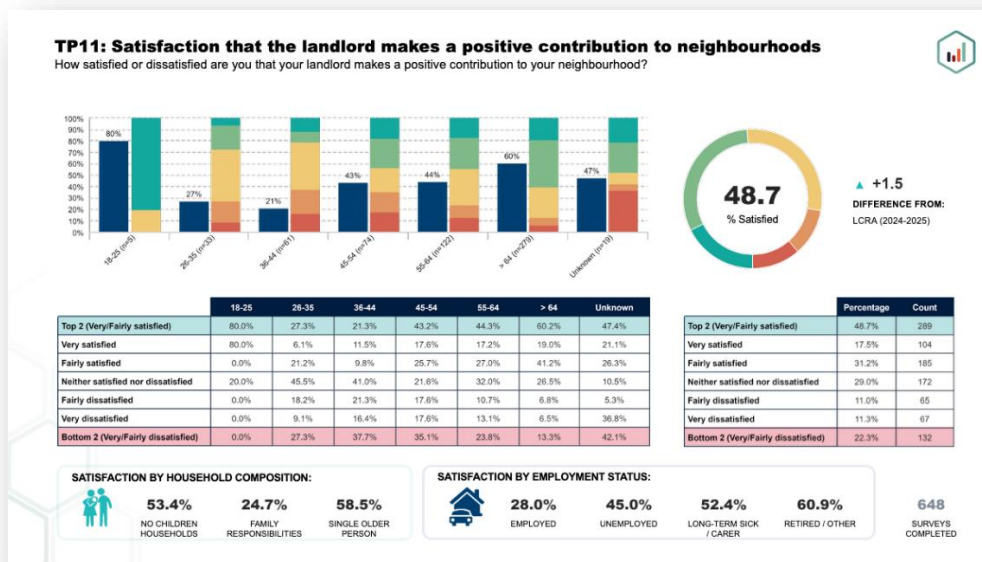
- 32.5%** EMPLOYED
- 47.0%** UNEMPLOYED
- 45.2%** LONG-TERM SICK / CARER
- 64.4%** RETIRED / OTHER

**648** SURVEYS COMPLETED



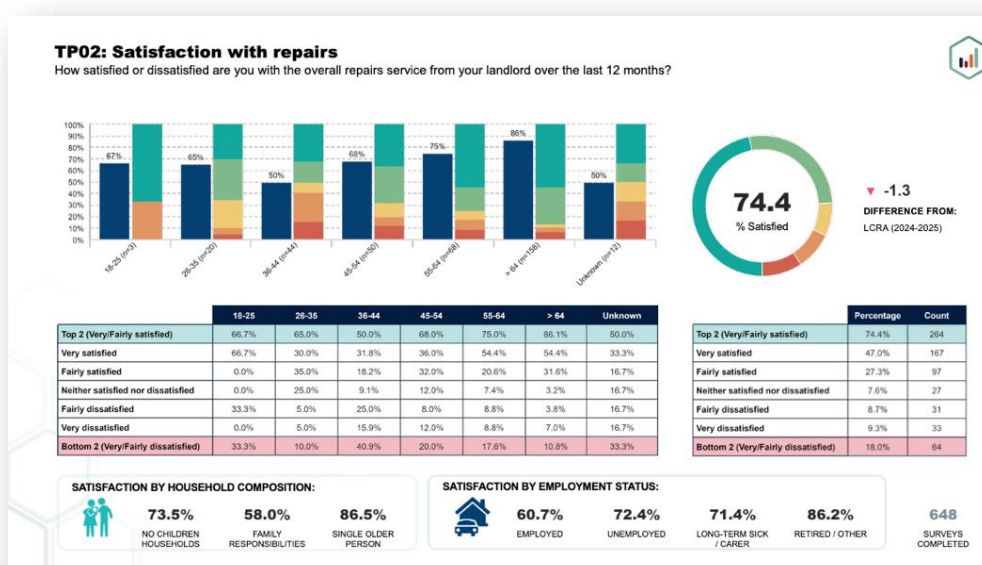
### 3. Enhance neighbourhood management

Improving the visibility of neighbourhood officers and strengthening responses to antisocial behaviour and environmental issues would help address the lower satisfaction scores in this area. Target areas based on tenant feedback for wider community engagement initiatives involving housing officers and ‘boots on the ground’ so that you can build relationships face-to-face with tenants to better understand their issues and how you can (or cannot) support them.



### 4. Maintain strengths in repairs

The council should continue investing in the repairs service to maintain the strong performance currently reported by tenants. Repairs have a direct impact on overall satisfaction and have supported the score achieved in 25/26 to TP01. Continue to offer flexible appointments and scheduling in particular to younger households with work and family commitments who may otherwise find it difficult to schedule repairs.





## Overall Message

The 2025/26 Tenant Satisfaction Measures survey indicates that Canterbury City Council's housing service is functioning effectively in delivering core operational services, particularly repairs and day-to-day housing management.

However, the results also highlight a gap between service delivery and tenant perception of responsiveness, influence and neighbourhood support.

While tenants generally recognise that services are provided, many are less confident that their views are acted upon or that concerns—particularly complaints and neighbourhood issues—are resolved effectively.

Addressing these areas will be key to strengthening tenant trust and improving overall satisfaction in future Tenant Satisfaction Measures reporting.



## Detailed Response Tables

### TP01: Overall Satisfaction

Taking everything into account, how satisfied or dissatisfied are you with the service provided by Canterbury City Council as your landlord?

	Canterbury		Herne Bay		Whitstable		All	
	n	%	n	%	n	%	n	%
Top 2 (Very/Fairly satisfied)	280	68.5%	73	73.0%	85	75.2%	438	70.4%
Very satisfied	129	31.5%	35	35.0%	45	39.8%	209	33.6%
Fairly satisfied	151	36.9%	38	38.0%	40	35.4%	229	36.8%
Neither satisfied nor dissatisfied	42	10.3%	10	10.0%	9	8.0%	61	9.8%
Fairly dissatisfied	37	9.0%	10	10.0%	7	6.2%	54	8.7%
Very dissatisfied	50	12.2%	7	7.0%	12	10.6%	69	11.1%
Bottom 2 (Very/Fairly dissatisfied)	87	21.3%	17	17.0%	19	16.8%	123	19.8%

### TP02: Satisfaction with Repairs

Has Canterbury City Council carried out a repair to your home in the last 12 months?

	Canterbury		Herne Bay		Whitstable		All	
	n	%	n	%	n	%	n	%
Yes	239	56.5%	69	65.1%	51	42.5%	359	55.3%
No	146	34.5%	30	28.3%	53	44.2%	229	35.3%

How satisfied or dissatisfied are you with the overall repairs service from Canterbury City Council over the last 12 months?

	Canterbury		Herne Bay		Whitstable		All	
	n	%	n	%	n	%	n	%
Top 2 (Very/Fairly satisfied)	169	71.9%	54	78.3%	41	80.4%	264	74.4%
Very satisfied	106	45.1%	37	53.6%	24	47.1%	167	47.0%
Fairly satisfied	63	26.8%	17	24.6%	17	33.3%	97	27.3%
Neither satisfied nor dissatisfied	20	8.5%	5	7.2%	2	3.9%	27	7.6%
Fairly dissatisfied	20	8.5%	6	8.7%	5	9.8%	31	8.7%
Very dissatisfied	26	11.1%	4	5.8%	3	5.9%	33	9.3%
Bottom 2 (Very/Fairly dissatisfied)	46	19.6%	10	14.5%	8	15.7%	64	18.0%



### TP03: Satisfaction with time taken to complete most recent repair

How satisfied or dissatisfied are you with the time taken to complete your most recent repair after you reported it?

	Canterbury		Herne Bay		Whitstable		All	
	n	%	n	%	n	%	n	%
Top 2 (Very/Fairly satisfied)	158	67.5%	51	75.0%	41	80.4%	250	70.8%
Very satisfied	101	43.2%	35	51.5%	24	47.1%	160	45.3%
Fairly satisfied	57	24.4%	16	23.5%	17	33.3%	90	25.5%
Neither satisfied nor dissatisfied	20	8.5%	3	4.4%	1	2.0%	24	6.8%
Fairly dissatisfied	16	6.8%	7	10.3%	4	7.8%	27	7.6%
Very dissatisfied	40	17.1%	7	10.3%	5	9.8%	52	14.7%
Bottom 2 (Very/Fairly dissatisfied)	56	23.9%	14	20.6%	9	17.6%	79	22.4%

### TP04: Satisfaction that the home is well-maintained

How satisfied or dissatisfied are you that Canterbury City Council provides a home that is well-maintained?

	Canterbury		Herne Bay		Whitstable		All	
	n	%	n	%	n	%	n	%
Top 2 (Very/Fairly satisfied)	256	62.7%	73	71.6%	77	68.8%	406	65.3%
Very satisfied	131	32.1%	34	33.3%	42	37.5%	207	33.3%
Fairly satisfied	125	30.6%	39	38.2%	35	31.3%	199	32.0%
Neither satisfied nor dissatisfied	49	12.0%	14	13.7%	10	8.9%	73	11.7%
Fairly dissatisfied	52	12.7%	6	5.9%	13	11.6%	71	11.4%
Very dissatisfied	51	12.5%	9	8.8%	12	10.7%	72	11.6%
Bottom 2 (Very/Fairly dissatisfied)	103	25.2%	15	14.7%	25	22.3%	143	23.0%



### TP05: Satisfaction that the home is safe

Thinking about the condition of the property or building you live in, how satisfied or dissatisfied are you that Canterbury City Council provides a home that is safe?

	Canterbury		Herne Bay		Whitstable		All	
	n	%	n	%	n	%	n	%
Top 2 (Very/Fairly satisfied)	267	64.8%	72	71.3%	81	71.1%	420	67.0%
Very satisfied	152	36.9%	41	40.6%	47	41.2%	240	38.3%
Fairly satisfied	115	27.9%	31	30.7%	34	29.8%	180	28.7%
Neither satisfied nor dissatisfied	51	12.4%	12	11.9%	12	10.5%	75	12.0%
Fairly dissatisfied	47	11.4%	11	10.9%	12	10.5%	70	11.2%
Very dissatisfied	47	11.4%	6	5.9%	9	7.9%	62	9.9%
Bottom 2 (Very/Fairly dissatisfied)	94	22.8%	17	16.8%	21	18.4%	132	21.1%
Not applicable/ don't know	2	-	0	-	1	-	3	-

### TP06: Satisfaction that the landlord listens to tenant views and acts upon them

How satisfied or dissatisfied are you that Canterbury City Council listens to your views and acts upon them?

	Canterbury		Herne Bay		Whitstable		All	
	n	%	n	%	n	%	n	%
Top 2 (Very/Fairly satisfied)	206	51.6%	54	53.5%	54	50.9%	314	51.8%
Very satisfied	105	26.3%	19	18.8%	25	23.6%	149	24.6%
Fairly satisfied	101	25.3%	35	34.7%	29	27.4%	165	27.2%
Neither satisfied nor dissatisfied	78	19.5%	21	20.8%	28	26.4%	127	21.0%
Fairly dissatisfied	52	13.0%	13	12.9%	13	12.3%	78	12.9%
Very dissatisfied	63	15.8%	13	12.9%	11	10.4%	87	14.4%
Bottom 2 (Very/Fairly dissatisfied)	115	28.8%	26	25.7%	24	22.6%	165	27.2%
Not applicable/ don't know	12	-	1	-	8	-	21	-



### TP07: Satisfaction that the landlord keeps tenants informed about things that matter to them

How satisfied or dissatisfied are you that Canterbury City Council keeps you informed about things that matter to you?

	Canterbury		Herne Bay		Whitstable		All	
	n	%	n	%	n	%	n	%
Top 2 (Very/Fairly satisfied)	244	60.1%	62	62.0%	74	66.7%	380	61.6%
Very satisfied	125	30.8%	28	28.0%	37	33.3%	190	30.8%
Fairly satisfied	119	29.3%	34	34.0%	37	33.3%	190	30.8%
Neither satisfied nor dissatisfied	80	19.7%	23	23.0%	20	18.0%	123	19.9%
Fairly dissatisfied	36	8.9%	6	6.0%	9	8.1%	51	8.3%
Very dissatisfied	46	11.3%	9	9.0%	8	7.2%	63	10.2%
Bottom 2 (Very/Fairly dissatisfied)	82	20.2%	15	15.0%	17	15.3%	114	18.5%
Not applicable/ don't know	8	-	1	-	4	-	13	-

### TP08: Agreement that the landlord treats tenants fairly and with respect

To what extent do you agree or disagree with the following statement: "Canterbury City Council treats me fairly and with respect"

	Canterbury		Herne Bay		Whitstable		All	
	n	%	n	%	n	%	n	%
Top 2 (Agree/Strongly agree)	275	66.9%	76	73.8%	84	71.8%	435	68.9%
Strongly agree	113	27.5%	28	27.2%	43	36.8%	184	29.2%
Agree	162	39.4%	48	46.6%	41	35.0%	251	39.8%
Neither agree nor disagree	80	19.5%	17	16.5%	25	21.4%	122	19.3%
Disagree	32	7.8%	2	1.9%	1	0.9%	35	5.5%
Strongly disagree	24	5.8%	8	7.8%	7	6.0%	39	6.2%
Bottom 2 (Disagree/Strongly disagree)	56	13.6%	10	9.7%	8	6.8%	74	11.7%
Not applicable/ don't know	7	-	1	-	2	-	10	-



## TP09: Satisfaction with the landlord's approach to handling complaints

Have you made a complaint to Canterbury City Council in the last 12 months?

	Canterbury		Herne Bay		Whitstable		All	
	n	%	n	%	n	%	n	%
Yes	116	27.4%	23	21.7%	27	22.5%	166	25.6%
No	273	64.5%	76	71.7%	88	73.3%	437	67.3%

How satisfied or dissatisfied are you with Canterbury City Council's approach to complaints handling?

	Canterbury		Herne Bay		Whitstable		All	
	n	%	n	%	n	%	n	%
Top 2 (Very/Fairly satisfied)	23	21.3%	7	31.8%	7	26.9%	37	23.7%
Very satisfied	10	9.3%	3	13.6%	3	11.5%	16	10.3%
Fairly satisfied	13	12.0%	4	18.2%	4	15.4%	21	13.5%
Neither satisfied nor dissatisfied	15	13.9%	4	18.2%	5	19.2%	24	15.4%
Fairly dissatisfied	17	15.7%	6	27.3%	5	19.2%	28	17.9%
Very dissatisfied	53	49.1%	5	22.7%	9	34.6%	67	42.9%
Bottom 2 (Very/Fairly dissatisfied)	70	64.8%	11	50.0%	14	53.8%	95	60.9%



### TP10: Satisfaction that the landlord keeps communal areas clean and well-maintained

Do you live in a building with communal areas, either inside or outside, that Canterbury City Council is responsible for maintaining?

	Canterbury		Herne Bay		Whitstable		All	
	n	%	n	%	n	%	n	%
Yes	230	56.2%	80	76.2%	67	55.8%	377	59.5%
No	172	42.1%	22	21.0%	51	42.5%	245	38.6%
Don't know	14	-	1	-	0	-	15	-

How satisfied or dissatisfied are you that your landlord keeps these communal areas clean and well-maintained?

	Canterbury		Herne Bay		Whitstable		All	
	n	%	n	%	n	%	n	%
Top 2 (Very/Fairly satisfied)	118	51.8%	49	62.0%	42	62.7%	209	55.9%
Very satisfied	58	25.4%	17	21.5%	20	29.9%	95	25.4%
Fairly satisfied	60	26.3%	32	40.5%	22	32.8%	114	30.5%
Neither satisfied nor dissatisfied	30	13.2%	9	11.4%	6	9.0%	45	12.0%
Fairly dissatisfied	28	12.3%	7	8.9%	13	19.4%	48	12.8%
Very dissatisfied	52	22.8%	14	17.7%	6	9.0%	72	19.3%
Bottom 2 (Very/Fairly dissatisfied)	80	35.1%	21	26.6%	19	28.4%	120	32.1%

### TP11: Satisfaction that the landlord makes a positive contribution to neighbourhoods

How satisfied or dissatisfied are you that your landlord makes a positive contribution to your neighbourhood?

	Canterbury		Herne Bay		Whitstable		All	
	n	%	n	%	n	%	n	%
Top 2 (Very/Fairly satisfied)	177	46.0%	42	42.4%	70	64.2%	289	48.7%
Very satisfied	70	18.2%	13	13.1%	21	19.3%	104	17.5%
Fairly satisfied	107	27.8%	29	29.3%	49	45.0%	185	31.2%
Neither satisfied nor dissatisfied	109	28.3%	43	43.4%	20	18.3%	172	29.0%
Fairly dissatisfied	46	11.9%	9	9.1%	10	9.2%	65	11.0%
Very dissatisfied	53	13.8%	5	5.1%	9	8.3%	67	11.3%
Bottom 2 (Very/Fairly dissatisfied)	99	25.7%	14	14.1%	19	17.4%	132	22.3%
Not applicable/ don't know	31	-	5	-	10	-	46	-



## TP12: Satisfaction with the landlord's approach to handling anti-social behaviour

How satisfied or dissatisfied are you with your landlord's approach to handling anti-social behaviour?

	Canterbury		Herne Bay		Whitstable		All	
	n	%	n	%	n	%	n	%
Top 2 (Very/Fairly satisfied)	163	46.6%	40	44.0%	49	48.5%	252	46.5%
Very satisfied	72	20.6%	18	19.8%	19	18.8%	109	20.1%
Fairly satisfied	91	26.0%	22	24.2%	30	29.7%	143	26.4%
Neither satisfied nor dissatisfied	89	25.4%	28	30.8%	31	30.7%	148	27.3%
Fairly dissatisfied	29	8.3%	14	15.4%	8	7.9%	51	9.4%
Very dissatisfied	69	19.7%	9	9.9%	13	12.9%	91	16.8%
Bottom 2 (Very/Fairly dissatisfied)	98	28.0%	23	25.3%	21	20.8%	142	26.2%
Not applicable/ don't know	63	-	11	-	15	-	89	-



# Project Timelines

## Fieldwork & reporting

Task	Owner	Date	Notes
Postal and online survey launch	CCC	16 <sup>th</sup> June 2025	Fieldwork begins.
Postal response window closes	CCC	6 <sup>th</sup> October 2025	Postal return cut-off.
Online survey reminders	CCC	1 <sup>st</sup> December 2025	Reopened online survey and invitations issued by email.
Final survey response	CCC	20 <sup>th</sup> December 2025	The final survey return was recorded online.
Data supplied to In-house Research	CCC	29 <sup>th</sup> January 2026	Using secure transfer and pseudonymisation.
Data validation and quality checks	IHR	30 <sup>th</sup> January 2026	Identifying methodology issues and checking quality and data coding.
Sample loading for analysis and segmentation	IHR	2 <sup>nd</sup> February 2026	Loading of initial sample for basic scorecards.
Methodology queries and background stock information	IHR	2 <sup>nd</sup> February 2026	Queries on methodology statement raised and background population data requested/provided.
Main reporting infrastructure build and data mapping	IHR	6 <sup>th</sup> February 2026	Online dashboard developed to form the basis of data visualisations.
Loading of geographic analysis and breakdowns for wards	IHR	10 <sup>th</sup> February 2026	Additional geographic data loaded to review results by ward using ONS geography data matched against postcodes.
Drafting of tenant newsletter brief infographic report	IHR	11 <sup>th</sup> February 2026	Production of tenant friendly infographic publishing results from the survey.
Detailed analysis and breakdowns of results	IHR	20 <sup>th</sup> February 2026	Detailed data analysis of both quantitative and qualitative data.
Additional tenant segmentation to analyse tenant needs and household compositions	IHR	4 <sup>th</sup> March 2026	Additional segmentation derived from demographic questions to provide further insights.
Presentation of results and analysis to CCC	IHR	9 <sup>th</sup> March 2026	Meeting with CCC management and leadership to present the results, analysis and insights.
Final reports	IHR	13 <sup>th</sup> March 2026	Final written reports and raw data tables provided to CCC.



# Survey methodology

## Methodology Statement: Tenant Satisfaction Measures (TSM)

### Regulatory Context & Research Objectives

The primary objective of this research is to measure tenant satisfaction across the Canterbury City Council, including:

- **Tenant Satisfaction Measures (TSMs)** for all low cost housing, inclusive of General Needs and Sheltered Housing, all areas, schemes, property types and ages.

Results will inform regulatory reporting, internal service improvement, and strategic decision-making.

### Research Scope

- **Population:** All residents of low cost housing stock owned by Canterbury City Council.
- **Sample size:** Target of **650 completed surveys**.
- **Data source:** CCC to carry out a census survey of all tenants and provide data to IHR for analysis.
- **Survey modes:**
  - **POST** (Printed survey delivered by Royal Mail) – primary mode
  - **CAWI** (Computer-Assisted Web Interviewing) – secondary mode

### Survey Design & Compliance

As part of our quality assurance process, In-house Research undertook a detailed review of the survey questionnaire and associated dataset used to generate the Tenant Satisfaction Measures (TSMs). During this review, several technical issues were identified relating to questionnaire structure, response options and data capture. These are outlined below for transparency.

#### 1. Positioning of the Overall Satisfaction Question (TP01)

Paragraph 15 of the *Tenant Survey Requirements* states that the question used to generate Overall Satisfaction (TP01) must appear as the first question in any perception survey questionnaire used to generate TSMs.

In the survey issued to tenants, the questionnaire begins with questions relating to the revised Housing Promise before the TP01 question. In accordance with the guidance, the TP01 should have appeared as the first question in the perception survey, or the Housing Promise questions should have been placed later in the questionnaire or included as a separate appendix.

#### 2. Question Wording and Response Options



Paragraph 10 of the *Tenant Survey Requirements* requires perception surveys to use the question wording and response options specific in Table 2.

One deviation was identified:

- **TP08 – Agreement that the landlord treats tenants fairly and with respect**

The survey response options included “Tend to agree” and “Tend to disagree”. The survey requirements specific the response options simply as “Agree” and “Disagree”.

For reporting purposes:

- “Tend to agree” responses have been coded as “Agree”
- “Tend to disagree” responses have been coded as “Disagree”

### 3. Consistency of Question Wording

Minor wording variations were identified across the questionnaire:

- TP01 includes the wording “as your landlord”. This is considered acceptable as it distinguishes the Council in its role as a housing provider from wider council services.
- TP01-TP09 refer specifically to Canterbury City Council, whereas TP10-TP12 refer to “your landlord”. While this does not affect the intent of the questions, it represents an inconsistency in wording.

### 4. Response Scale Requirements

Paragraph 12 of the *Tenant Survey Requirements* specifies that providers must follow the response scale exactly as prescribed, including when “Not applicable / don’t know” options should or should not be offered.

- a) Questions where “Don’t know” should not have been offered  
The survey included a “Don’t know” or “Don’t know / can’t remember” option for the following questions, although this is not permitted in the survey requirements:

- TP01
- TP02a
- TP02
- TP03
- TP04
- TP09a
- TP09
- TP10

For reporting purposes:

- “Don’t know” responses have been coded as No response
- Blank responses have also been coded as No response



- b) Questions where wording should have been “Not applicable / don’t know”

The following questions included “Don’t know” as a response option, where the required wording is “Not applicable / don’t know”:

- TP05
- TP06
- TP07
- TP08
- TP11
- TP12

For reporting purposes:

- “Don’t know” responses have been coded as “Not applicable / don’t know”
- Blank responses have been coded as No response

- c) Question where “Don’t know” should have been available

- TP10a should include a “Don’t know” response option but this was not shown in the survey questionnaire
- However, the dataset contains responses recorded as “Don’t know/can’t remember”.

For reporting purposes

- “Don’t know/can’t remember” responses have been coded as “Don’t know”
- Blank responses have been coded as No response

## Sample Design & Stratification

A **population survey** approach was taken to ensure all tenants are included and have an opportunity to have their say. Reminders were sent to tenants via email in December to boost the overall response rate. Responses were then reviewed to ensure that data was representative of CCC’s overall tenant population.

### a) Regulatory Grouping Targets

- **Low Cost Rented Accommodation (LCRA)** — all relevant tenures must achieve minimum sample requirements.

### b) Towns

- Canterbury
- Herne Bay
- Whitstable

### c) Tenure

- General Needs
- Semi Sheltered



- Sheltered
- Sheltered Plus
- Non HRA

**d) Building Type**

- Flats
- Houses
- Bungalows
- Maisonettes

**e) Gender**

- Female
- Male
- Prefer to self describe
- Unknown

## Quota Management & Representation Monitoring

- **POST & CAWI** – As this is a population approach, there was little control over responses by strata. As such, responses achieved were through the natural return of surveys.

## Data Collection Approach

### 1. POSTAL Surveys

- A letter was sent to each household containing a cover letter with a link and QR barcode and survey access code. This was unique to each household, allowing only one response per household. In addition to this entry route, the resident can complete a paper copy of the survey and return to Canterbury City Council in the prepaid, enclosed reply envelope.
- No postal reminders were distributed.

### 2. CAWI Surveys

- Online survey platform to maximise accessibility.
- Data is matched with a personal code, meaning it's not possible for dual entry of results (i.e. if a postal return is received, the resident cannot complete an additional online response).

## Data Security & GDPR Compliance

- All data processed under UK GDPR and Data Protection Act 2018.
- Secure pseudonymised transfer of sample files.
- Access restricted to authorised personnel only.
- Personal data deleted after project completion and final deliverables.



## Data Analysis & Reporting

No weights have been applied to the results as scores are either representative across the measured stock and tenant demographics, or weighted results bear little to no impact on the final results.

### Exclusions

No relevant households were excluded from the sample.

### Incentives

A prize draw to win one a £50 Amazon voucher was provided. The winner was selected using computer generated randomisation. Each resident was assigned a case number. A computerised random number generator was used to select three numbers in the case number range.

## Sample Representation

The table below shows the data that was tracked in this project to ensure reporting satisfaction was representative of the tenant and stock profile of CCC. This is to ensure that no tenant groups were left underrepresented and ensure that results were not biased in favour of tenant groups that typically score more favourably.

Description	Population (n)	Population (%)	Survey Sample (n)	Survey Sample (%)	Variance
Tenure Type					
General needs	4139	81%	471	73%	-9%
Semi Sheltered	343	7%	64	10%	3%
Sheltered	453	9%	88	14%	5%
Sheltered Plus	131	3%	25	4%	1%
Non HRA	30	1%	1	0%	0%
Property Type					
House	2179	43%	336	52%	9%
Flat	2237	44%	205	32%	-12%
Bungalow	517	10%	85	13%	3%
Maisonette	141	3%	23	4%	1%
Other	22	0%	0	0%	0%
Town					
Canterbury	3464	68%	423	65%	-3%
Herne Bay	784	15%	106	16%	1%



<b>Whitstable</b>	848	17%	120	18%	2%
<b>Gender</b>					
<b>Female</b>	3182	64%	396	61%	-3%
<b>Male</b>	1779	36%	225	35%	-1%
<b>Other</b>	0	0%	2	0%	0%
<b>Unknown</b>	1	0%	26	4%	4%

Most variances are within  $\pm 3\%$ , which is excellent for survey representation. This suggests the sample is broadly representative on these structural factors.

### Property Type:

This is where the largest variances appear:

- **Under-represented:**
  - Houses (-12%)
- **Over-represented:**
  - Flats (+9%)

This means the survey has skewed toward flats where some households may experience more dissatisfaction with communal or neighbourhood issues relevant to densely populated areas. This could slightly deflate overall satisfaction results.

### By Tenure:

Similar pattern to property types:

- Sheltered (including Semi Sheltered and Sheltered Plus) (+9%) is over-represented.
- General Needs (-9%) are under-represented.

Sheltered Housing receives more regular hands-on support services to general needs and typically supports a more satisfaction older tenant age group, so this may bias results upward.

## Potential Implications

1. Age/tenure bias: Over-representation of older and long-term tenants could artificially boost satisfaction levels compared with the true tenant population.
2. Flats are over-represented and this group often scores lower in satisfaction and engagement.



This is a common challenge in postal-heavy surveys, as older tenants in sheltered housing are more likely to respond. We have tested these implications by weighting the overall satisfaction score on these variables to test whether weighting has a significant impact and whether it is appropriate to weight the reported data:

	Unweighted Count	Unweighted Sample %	Weight	Weighted Count	Weighted Population %
<b>General Needs</b>	471	73%	1.12	527.5	81%
<b>Semi Sheltered</b>	64	10%	0.68	43.5	7%
<b>Sheltered</b>	88	14%	0.66	58.1	9%
<b>Sheltered Plus</b>	25	4%	0.67	16.8	3%
<b>Non HRA Property</b>	1	0%	3.82	3.8	1%

Using these weights the reported overall satisfaction score is 69.0%. This is within the estimated margin of error of  $\pm 4\%$ .

	Unweighted Count	Unweighted Sample %	Weight	Weighted Count	Weighted Population %
<b>Flat</b>	336	52%	0.83	278.9	43%
<b>House</b>	205	32%	1.39	285.0	44%
<b>Bungalow</b>	85	13%	0.77	65.5	10%
<b>Maisonette</b>	23	4%	0.78	17.9	3%

Using these weights the reported overall satisfaction score is 71.0%. This is within the estimated margin of error of  $\pm 4\%$ .

In summary, reviewing the survey sample, the main area of imbalance was tenure and property type, where older and longer-tenured residents were slightly overrepresented alongside flats.

Weighting tests were applied as detailed above to assess the potential impact on the overall satisfaction measure (TP01):

- **Unweighted:** 70.4%
- **Weighted on tenure:** 69.0%
- **Weighted on property type:** 71.0%

All results fall within the survey's  $\pm 4\%$  margin of error. This means the observed variation between weighted and unweighted figures is statistically insignificant and does not materially alter the interpretation of overall satisfaction.



For this reason, IHR and recommended that CCC report unweighted results. This approach ensures consistency with sector practice, avoids over-adjustment of an already representative sample, and provides a clear, transparent dataset. The unweighted figures are robust, fall within the required confidence interval, and can be considered a reliable reflection of tenant sentiment.

## Recommendations for the 2026/27 TSM Survey

To ensure the next Tenant Satisfaction Measures survey delivers high-quality, regulator-compliant data while also strengthening the depth of insight available to Canterbury City Council, several improvements to the survey methodology and delivery approach are recommended.

### Strengthen Compliance with Regulator Survey Requirements

The Regulator of Social Housing sets specific technical standards regarding the structure, wording and response options used within Tenant Satisfaction Measures surveys. Ensuring full compliance with these requirements will be essential for the 2026 survey.

Several aspects of the 2025/26 survey methodology should therefore be refined to align fully with the **Tenant Survey Requirements technical guidance**. These include:

- Ensuring that TP01 (Overall Satisfaction) appears as the first question in the survey, as required by the regulator.
- Ensuring that question wording and response options match exactly those specified in the regulatory guidance.
- Avoiding the inclusion of additional response options where these are not permitted within the regulatory question structure.
- Ensuring the response scales used for each question align precisely with the prescribed format.

Adhering strictly to these requirements will reduce any risk of regulatory challenge and ensure that the published results are fully compliant with the Regulator's expectations.

A structured methodology review prior to survey launch is therefore recommended to ensure all survey materials meet regulatory guidance before fieldwork begins.

### Introduce CATI (Telephone) Surveying to Enhance Insights

While postal and online methodologies provide strong response coverage, introducing Computer Assisted Telephone Interviewing (CATI) into the survey design would provide additional benefits.

Telephone surveys can:

- Improve response rates among groups less likely to respond online or by post
- Provide opportunities to clarify responses and reduce misunderstanding



- Capture additional qualitative feedback to support deeper analysis

CATI interviews also allow researchers to probe responses where appropriate, providing greater context behind tenant satisfaction levels and enabling more nuanced insights into service experience.

Incorporating a proportion of CATI interviews alongside postal and online responses would therefore strengthen both the breadth and depth of the survey dataset.

This approach would create a mixed-method methodology, combining quantitative satisfaction measures with qualitative insights to support more detailed service improvement planning.

### **Improve Insight and Analytical Depth**

The introduction of telephone surveys would also support enhanced analysis of tenant feedback.

Where appropriate, additional follow-up questions could be incorporated during CATI interviews to explore:

- Drivers of satisfaction and dissatisfaction
- Experiences with complaints handling
- Perceptions of neighbourhood management
- Tenant priorities for service improvement

This would allow Canterbury City Council to move beyond headline satisfaction scores and develop richer insight into the reasons behind tenant perceptions.

Such qualitative insights can be particularly valuable in areas where satisfaction scores are low, such as complaints handling and neighbourhood management.

### **Optimise Survey Timing**

The timing of survey fieldwork can influence response rates and representativeness.

For the 2026 survey cycle, it is recommended that fieldwork takes place during August and September.

This period offers several advantages:

- Tenants are less likely to be affected by winter pressures such as heating or emergency repairs.
- Operational housing teams typically experience fewer seasonal service peaks, allowing survey feedback to better reflect routine service performance.
- It provides sufficient time for analysis, reporting and internal review before regulatory reporting deadlines.



Conducting the survey during this period also allows for more stable operational conditions, reducing the risk that short-term service pressures disproportionately influence results.

### **Maintain Robust Sample Sizes**

The 2025/26 survey successfully exceeded the regulatory minimum sample requirement, achieving 649 responses compared to the required 537.

Maintaining or exceeding this response level in future surveys will be important to ensure that results remain statistically reliable and representative of the tenant population.

Achieving similar response volumes will help maintain a low margin of error and strong analytical confidence in future survey findings.

### **Summary of Recommended Survey Improvements**

For the 2026 Tenant Satisfaction Measures survey, the following methodological improvements are recommended:

- Conduct a full methodology review to ensure compliance with regulator survey requirements
- Ensure question structure, wording and response options align exactly with regulatory guidance
- Introduce CATI telephone interviewing alongside postal and online responses
- Use telephone surveys to capture additional qualitative insights
- Schedule fieldwork during August–September to optimise response rates and representativeness
- Maintain or exceed the current response level to preserve statistical robustness

These improvements will help ensure that the next survey delivers both regulatory compliance and deeper strategic insight, enabling Canterbury City Council to better understand tenant experiences and support continuous service improvement.