



NYC LANDLORD SERVICES ANNUAL TENANT PERCEPTION MEASURES DEEP DIVE 2025/26

Detailed analysis of raw TSM data

1. Introduction

This report presents a deep dive of the Tenant Satisfaction Measures (TSMs) for North Yorkshire Council 2025/26, providing a detailed view of how tenants perceive the quality, safety, and effectiveness of the housing services they receive. Tenant feedback is a central component in shaping and improving housing services, and these measures offer a clear, consistent framework for understanding performance from the tenant perspective.

The Tenant Satisfaction Measures have been introduced to ensure greater transparency and accountability across social housing providers. They enable councils to benchmark their performance, identify strengths, and highlight areas for improvement. For North Yorkshire Council, the TSMs form a key part of our commitment to delivering high-quality, responsive housing services that meet the needs and expectations of our tenants.

This report concentrates on the perception-based measures, gathered directly from tenant surveys as we seek to gain deeper understanding of the experiences of our tenants and leaseholders.

As a newly established unitary authority, North Yorkshire Council is committed to developing a tenant-focused culture, ensuring that voices are heard and acted upon. The findings in this report will be used to inform service improvement plans, support decision-making, and strengthen engagement with tenants and residents across the county.

By openly sharing this information, North Yorkshire Council aims to build trust, demonstrate accountability, and drive continuous improvement in the services we provide. This report combines quantitative Tenant Satisfaction Measure results with qualitative insights from the deep dive analysis of tenant feedback across 2025/26. It provides a more rounded understanding of tenant satisfaction drivers, highlighting not just performance trends but the root causes behind them.

Appendix A contains the high-level year-end report provided by Acuity, the external provider contracted to collect the tenant perception data for North Yorkshire Council. The report's findings are detailed within the Annual Landlord Services Performance Report but in summary, performance in the majority of areas has increased.

Year-on-Year Change



	2024/25	2025/26
Overall Satisfaction	69%	74% (+5)
Well Maintained Home	71%	74% (+3)
Safe Home	82%	83% (+1)
Communal Areas	71%	71% (0)
Repairs Last 12 Months	75%	77% (+2)
Time Taken Repairs	72%	74% (+3)
Neighbourhood Contribution	65%	67% (+2)
Approach to ASB	60%	60% (+0)
Listens & Acts	58%	64% (+6)
Fairly & with Respect	77%	82% (+5)
Kept Informed	71%	77% (+6)
Easy to Deal With	72%	76% (+4)
Complaints Handling	33%	35% (+2)

This is positive news for the service as it does show that satisfaction amongst tenants and leaseholders is improving. However, there are pockets of dissatisfaction which we would like to explore further in order to inform our improvement plans.

2. Tenant Demographics and Methodology

The survey was conducted on our behalf by Acuity Research and Practice Limited between June 2025 and March 2026, leading to a total of 600 completed responses. A further 35 incomplete interviews are included in the analysis, as required by the Regulator. All the surveys in 2025/26 were conducted by telephone using Acuity's in-house team of telephone interviewers.

Quotas were set for needs, locality and age. One anomaly that has been picked up is the low number of responses of the 55-65 age group and whether or not this is representative of the tenant base or an error. This should be addressed once the results of the tenant census are received and interpreted.

3. Key Insight from Deep Dive

From analysis of the qualitative data, it is clear that operational delivery, particularly repairs and communication, is the primary driver of tenant satisfaction and dissatisfaction, rather than tenant expectations. Satisfaction is polarised in the following ways:

- High satisfaction among tenants with little service interaction or successful recent repairs
- Highest satisfaction amongst new tenants (tenancies less than 12 months) lowest satisfaction amongst those with tenancies between 1 and 5 years.

- Significant dissatisfaction concentrated among:
 - Tenants requiring repairs
 - Tenants who have made complaints

4. Overall Satisfaction Drivers

4.1 Repairs Service

Analysis of the survey data shows that the repairs service is the dominant driver of satisfaction above all other areas of tenant experience, this is borne out in both quantitative and qualitative data:

Quantitative findings

- 64% of tenants surveyed had a repair in the last 12 months (the 3 year average was 62%)
- Satisfaction with repairs has improved (moving from 70% to 76%)
- Tenants without repairs are now 6 percentage points more satisfied overall than those with repairs

Qualitative insights

- Long delays in repairs getting resolved (weeks to years)
- Poor “right first time” performance
- Repeat visits and incomplete work
- Frequent chasing required by tenants to get updates from the service

Through textual analysis of the survey feedback the following are recurring issues:

- Damp and mould
- Heating and boilers
- Windows and doors (both draughts and security)
- Structural concerns

As a result of the analysis it is clear that repairs remain the strongest driver of dissatisfaction, directly affecting other responses given by tenants around health, safety, and cost of living.

Although tenants are not explicitly asked to rate satisfaction with contractor performance it is a common theme in some of the feedback around the repairs service. Tenant feedback highlights:

- Inconsistent contractor quality
- Missed appointments and incomplete jobs
- Lack of visible quality assurance
- Perception that outsourced services underperform

Insight: Contractor management is a critical lever for improving repairs satisfaction.

4.2 Complaints

Analysis of the raw data provided by Acuity reinforces that experience of complaining to North Yorkshire Council is another key driver in overall dissatisfaction.

Quantitative findings:

- 20% of tenants surveyed reported that they made a complaint within the year.
- Those who reported making a complaint scored 26 percentage points lower in overall satisfaction.

Location insight:

- Tenants in the Harrogate locality had the lowest level of satisfaction with complaint handling (28%). This could be attributable to the complaint handling in that locality or a reflection of previous service delivery and tenant expectations.

Qualitative insights:

Analysis of the reasons for dissatisfaction with complaint handling focused on three areas:

- Complaints unresolved or ignored
- Escalation required to trigger action from the service
- Limited evidence of learning, with the same thing going wrong for tenants.

4.3 Communication and Customer Experience

Quantitative findings

The quantitative analysis demonstrates steady improvements in communication and customer experience measures:

- Listens & Acts: from 46% up to 50%
- Kept Informed: from 54% up to 65%
- Fair & Respect: from 63% up to 75%
- Easy to Deal With, which is a new measure: 75%

A key finding here is the gap of 10–25 percentage points between the communications measures “Listens & Acts” and “Kept Informed” and the interpersonal measures. This interpretation that tenants find us easy to deal with, once they have made contact with us, but that our communication and listening approach is not up to standard is borne out by qualitative insight.

Qualitative insights:

- Staff generally viewed as polite and empathetic.
- System failures undermine customer experience:
 - Poor follow-up

- Lack of ownership
- Difficult contact processes
- Digital exclusion barriers

Insight: Tenants clearly differentiate between staff behaviour (positive) and system effectiveness (negative).

5. Property Condition and Safety

Whilst property condition measures indicate that satisfaction is increasing, analysis of the qualitative data shows dissatisfaction is focused around the following areas:

- Persistent damp and mould
- Poor insulation resulting in cold homes
- Outdated kitchens and bathrooms
- Security concerns (doors/windows)

Serious concerns are also raised in terms of:

- Delays in adaptations for vulnerable tenants
- Some unsafe living conditions

Insight: the data shows direct correlation between satisfaction with property condition and safety and wider wellbeing outcomes.

6. Cost of Living Pressures

A significant majority of tenants (77%) report concerns about the rising cost of living. Analysis shows a strong correlation between financial anxiety and overall dissatisfaction with housing services. These concerns are not isolated; they are closely linked to property condition and service delivery.

Specific drivers include:

- Poor insulation, leading to increased energy consumption and higher utility bills
- Inefficient or outdated heating systems, which are more expensive to run
- Delayed or repeat repairs, resulting in prolonged exposure to inefficiencies and additional household costs

Insight: The findings demonstrate a clear relationship between housing quality and financial wellbeing. When homes are not maintained to an adequate standard, tenants face avoidable costs, particularly in energy expenditure. Similarly, delays in repairs can exacerbate issues (e.g. heat loss, water leaks), increasing financial pressure. This reinforces the importance of timely, high-quality repairs and investment in energy efficiency as key contributors to tenant satisfaction and affordability.

7. Anti-Social Behaviour (ASB)

When considering our approach to ASB, tenants frequently reported experiencing the following types of anti-social behaviour:

- Persistent noise nuisance
- Harassment and intimidation
- Drug-related activity within neighbourhoods

There is common perception from those who have reported ASB that responses are:

- Slow and lacking urgency
- Ineffective in resolving issues long-term
- Not taken seriously, resulting in tenants feeling unheard or unsupported

Insight: The way ASB is managed has a significant influence on tenants' sense of safety and strongly correlates to overall satisfaction with their neighbourhood. Ineffective responses can erode trust in the organisation and lead to feelings of vulnerability. Conversely, visible, timely, and consistent action on ASB can improve community confidence and contribute positively to the lived experience of tenants.

8. Neighbourhood and Communal Maintenance

Feedback highlights several concerns relating to the standard of shared spaces and neighbourhood upkeep:

- Poor maintenance of communal areas, including cleanliness and general appearance
- Safety hazards, such as uneven paths and insufficient lighting
- Instances of tenants taking responsibility for maintaining communal spaces themselves

Insight: The quality of the surrounding environment plays a crucial role in place-based satisfaction. Poorly maintained communal areas can negatively affect perceptions of safety, pride in the neighbourhood, and overall quality of life. Where tenants feel compelled to maintain shared spaces themselves, this may indicate gaps in service delivery and can contribute to dissatisfaction. Improving visibility and consistency of estate services could enhance community perception and trust.

9. Vulnerable Tenants

Analysis of the feedback indicates that vulnerable tenants, including those with disabilities or health conditions, face additional barriers and risks, with the following types of experience noted:

- Delays in delivering necessary property adaptations (e.g. mobility aids, accessible fixtures)
- Accessibility challenges in contacting services, particularly for those who struggle with digital or phone-based systems

- Repairs issues that directly impact health and wellbeing, such as damp, mould, or heating failures

Impact: Delays or barriers in accessing services can lead to deteriorating living conditions and increased risk to wellbeing. Ensuring services are accessible, responsive, and prioritised for vulnerable tenants is critical to delivering equitable outcomes and maintaining trust. Understanding the vulnerabilities of our customers is a critical factor in improving our services.

10. Organisational Factors

Following organisational changes, including the transition to the NYC model, tenants have identified a number of structural concerns:

- Lack of clarity around roles and responsibilities, making it difficult to know who to contact
- Reduced local presence, leading to a perception of distance between tenants and services
- Inconsistency in service delivery across different areas or teams

Insight: Organisational change appears to be contributing to tenant confusion and dissatisfaction, particularly where communication and service standards are unclear. Satisfaction levels are notably lowest among customers who have had a tenancy for between 1 and 5 years (72–74%), suggesting this group may have experienced poor service delivery during the transition period.

Encouragingly, satisfaction is highest among tenants with less than 12 months' tenure (82%). This may indicate that recent improvements to the Lettable Standard and allocations process are positively influencing first impressions and early tenancy experiences. Sustaining and embedding these improvements over time will be key to improving satisfaction across all tenant groups.

11. Key Outcome Themes

11.1 What Drives Satisfaction

Customer satisfaction is most strongly influenced by the reliability and quality of core services, particularly the delivery of repairs and maintenance. Residents place high value on repairs being completed effectively, within expected timescales, and resolved correctly at the first visit. First-time fixes not only meet the immediate need but also build confidence in the organisation's competence and efficiency.

Clear and proactive communication is another critical driver of positive experience. Customers respond well when they are kept informed about the progress of their requests, including appointment scheduling, delays, and outcomes. Regular updates help to manage expectations and reduce uncertainty, contributing to a perception of transparency and responsiveness.

Positive interactions with staff also play a significant role. Customers value professionalism, courtesy, and empathy in their dealings with frontline teams. Friendly and respectful engagement helps to build trust and reassures residents that their concerns are being taken seriously.

Finally, overall satisfaction is closely linked to the condition and safety of the home. Well-maintained properties, where issues are addressed promptly and environments feel safe, reinforce

a sense of wellbeing and stability. This underpins broader perceptions of service quality and organisational reliability.

11.2 What Drives Dissatisfaction

Dissatisfaction is most frequently associated with failures in the core service offer, particularly delays in completing repairs and instances of poor workmanship. When repairs are not completed within a reasonable timeframe, or when issues persist due to inadequate fixes, customer frustration increases significantly. Repeat visits and unresolved problems erode confidence and contribute to negative perceptions.

A lack of communication is another major source of dissatisfaction. Customers report frustration when updates are not provided, appointments are missed without explanation, or they are required to chase for information. This creates a sense of being overlooked and undermines trust in the service.

Ineffective complaint handling further compounds dissatisfaction. Customers expect complaints to be acknowledged, investigated, and resolved fairly and promptly. Where processes are perceived as slow, unclear, or dismissive, it reinforces negative experiences and can escalate concerns rather than resolve them.

The condition of the property also remains a key factor. Poor maintenance, unresolved defects, or environments that feel unsafe directly impact residents' quality of life and contribute to dissatisfaction with the organisation as a whole.

Underlying many of these issues is a broader feeling of being ignored or unsupported. When customers perceive that their concerns are not listened to or acted upon, it diminishes confidence in the organisation and damages the overall relationship. Addressing this requires not only operational improvements but also a consistent focus on customer engagement, responsiveness, and empathy.

12. Priority Areas for Improvement

The above analysis suggests that if the following areas are prioritised for improvement, then tenant experience would be greatly improved. These activities will be incorporated into our Housing Improvement Plan.

Priority Area	Objective	Key Actions
Repairs Transformation	Deliver timely, high-quality repairs with accountability	<ul style="list-style-type: none">• Improve "Right First Time" performance• Reduce delays and backlog• Strengthen contractor accountability
Communication Review	Ensure transparent, consistent, and accessible communication	<ul style="list-style-type: none">• Improve updates and transparency• Introduce clear ownership of cases• Address digital exclusion

Complaints Review	Create a responsive, learning-focused complaints service	<ul style="list-style-type: none"> • Faster resolution • Stronger accountability • Embed learning loops
Housing Standards	Raise housing standards and proactively manage risks	<ul style="list-style-type: none"> • Target damp and mould • Improve energy efficiency • Prioritise safety risks
Support for Vulnerable Tenants	Provide equitable and proactive support	<ul style="list-style-type: none"> • Faster adaptations • Improved accessibility • More proactive support
Neighbourhood Management	Maintain safe and well-managed communities	<ul style="list-style-type: none"> • Improve communal maintenance • Strengthen ASB response

13. Conclusion

The 2025/26 Tenant Satisfaction Measures show encouraging improvements in headline satisfaction, particularly in areas relating to customer service and tenant interactions. This indicates that positive progress is being made and that tenants increasingly recognise the professionalism, empathy, and commitment of frontline staff.

However, the deeper analysis clearly demonstrates that tenant satisfaction is still being significantly shaped and, at times, undermined by systemic operational challenges. In particular, the consistency, timeliness, and quality of repairs, alongside weaknesses in communication and follow up, remain the most critical drivers of dissatisfaction. These issues are not isolated but are interconnected, influencing perceptions of safety, trust, value for money, and overall service reliability.

The findings highlight that improving tenant experience is not solely about increasing performance metrics but about delivering a consistently reliable end to end service. Tenants' expectations are clear: services should work first time, communication should be proactive and transparent, and concerns should be resolved without the need for repeated contact or escalation.

Encouragingly, the report also provides a clear evidence base for change. The identified priority areas of repairs transformation, communication reform, complaints handling, property quality, and support for vulnerable tenants offer a focused and achievable roadmap for improvement. By targeting these areas, the Council has a significant opportunity to deliver meaningful, measurable improvements in both satisfaction and wider tenant outcomes.

As North Yorkshire Council continues to transform its Landlord Service, there is a strong opportunity to address organisational inconsistencies, strengthen accountability, and build a more joined up, tenant-focused service. Delivering on these priorities will be essential not only to improve satisfaction scores, but to build trust, demonstrate responsiveness, and ensure that tenants feel listened to, valued, and supported.

Ultimately, sustained improvement will depend on maintaining a clear focus on tenant voice, using insight to drive decision-making, and ensuring that learning is consistently translated into action. By doing so, North Yorkshire Council can move beyond incremental improvement and deliver a step change in the quality, consistency, and reputation of its housing services.