HouseMark

The new STAR framework

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The new STAR framework

Agenda

- Background and aims of the STAR review

- Consultation summary

- Key features of the new framework
  - The questions
  - Response scales and response options
  - Collection method, other variables and a new STAR rating

- The regulatory context

- Next steps

Background and aims of the STAR review

Building trust

"Tpas were delighted to partner with HouseMark by running a series of workshops to ensure our tenant members had a strong voice and influence in the design of the national STAR survey. We know that in the past residents have often been cynical of satisfaction performance reported by landlords. The new HouseMark STAR framework offers a valuable opportunity for landlords to re-set the relationship, focus on what matters to tenants, and access meaningful insight to help drive improvement."

Louise Thompson – Head of Business Services at Tpas

TENANT ENGAGEMENT EXPERTS

tpas

Consultation summary

Research

270 landlords ➤ **8,000 residents** ➤ **150 landlords** ➤ **5,000 residents**

Research

Consultation on proposals

Testing the new framework

Regulators

Sector bodies

Feedback specialists

Any questions?

Key features

Five core questions – four from perception surveys and one from transactional surveys

A library of recommended and optional questions

Flexibility to collect responses via a range of methods – but understand the impact this can have

A consistent five or ten point response scale

Response options broadened to include emojis and star ratings

A new STAR rating

Our approach to testing

- Within each Green Paper theme, we tested 2-5 alternative questions.

- Residents were asked:
  - How satisfied they were on a five point scale for each of the questions
  - Which question they preferred
  - What they were thinking of when they answered each question

- Using this data we were able to:
  - Identify the questions preferred by residents
  - Understand the impact of changes and whether trend comparisons with legacy questions would be fair
  - Carry out correlation analysis between responses to identify the true drivers of satisfaction
  - Comment-code the free text to understand what residents were thinking of when answering each question

Core questions - perception

How satisfied or dissatisfied are you with the overall quality of your home?

Residents said
• The most important theme (mean importance 8.3)
• The preferred question of the three tested in this theme (56%)
• Comment coding showed this question to be the one most likely to make respondents think of condition of property.

Landlords said
• The third most useful of legacy questions (mean usefulness 8.7)
• The preferred question of the three proposed in this theme (78%)
• The inclusion of the word 'quality' important to ensure question is more specific.

Core questions - perception

How satisfied or dissatisfied are you that [your landlord] provides a home that is safe and secure?

Residents said
• This is a hybrid of the two questions most preferred by residents • Minimal difference in how the proposed questions were answered • Comment coding showed around a third of comments relate to building safety and 4% to fire safety.

Landlords said
• This is a hybrid of the two questions most preferred by landlords • Landlords agree there needs to be a core question on building safety • Our feedback specialists confirmed the hybrid question is an improvement.

Core questions - perception

How satisfied or dissatisfied are you that [your landlord] is easy to deal with?

Residents said	Landlords said
• Preferred by 71% of residents • Rated as highly important (mean importance 8.0) • Correlation analysis showed this as one of the biggest drivers of overall satisfaction (0.79) • Comment coding showed this question to drive specific responses around contact.	• Preferred by 57% of landlords • 38% of landlords already measure 'ease/effort' • Although valuable as a transactional measure, given efforts to move greater proportions of contact online, a true reflection requires a perception question.

Core questions - perception

Taking everything into account, how satisfied or dissatisfied are you with the service provided by [your landlord]?

Residents said	Landlords said
• Preferred by 77% of residents • Retaining trend analysis valued by 52% of respondents • Comment coding showed this question to pick up a range of themes – with contact and repairs the most common.	• Legacy measure described as most useful by landlords (81% described as very useful) • Most likely to be reported to boards (83%) • Preferred option by 75% of landlords • Some calls for NPS – but opinion divided (mean usefulness 6.5, mean importance to residents 7.1).

Core questions - transactional

Overall, how satisfied or dissatisfied are you with the repairs service you received this time?

Residents said	Landlords said
• Question preferred by 74% of residents • A key driver for overall satisfaction (correlation of 0.76) • A priority theme for residents (mean importance 8.0) • Comment coding showed that the quality and timeliness of the repair as well as the contact with the landlord were key.	• Landlords much prefer this to be a transactional measure (85%) • This enables them to pick up and rectify issues quickly • Wording has been simplified – was too formal before • A perception alternative exists for those who do not do transactional surveys.

Recommended questions - perception

- How satisfied or dissatisfied are you with your neighbourhood as a place to live?

- How satisfied or dissatisfied are you that your rent provides value for money?

- How satisfied or dissatisfied are you that your service charges provide value for money?

- How satisfied or dissatisfied are you that [your landlord] listens to residents' views and acts on them?

- How satisfied or dissatisfied are you that [your landlord] gives you the opportunity to make your views known?

- Have you had any repairs carried out in the last 12 months? - If 'yes': Thinking about the LAST time you had repairs carried out, how satisfied or dissatisfied were you with the repairs service?

- How likely would you be to recommend [your social housing provider] to family or friends on a scale of 0 to 10, where 0 is not at all likely and 10 is extremely likely?

Recommended questions - transactional

- How satisfied or dissatisfied are you that on this occasion [your landlord] was easy to deal with?

- How satisfied or dissatisfied are you that the repair was completed right the first time?

- Overall, how satisfied or dissatisfied are you with the way your complaint was handled by [your landlord]?

- Overall, how satisfied or dissatisfied are you with the final outcome of your complaint?

- Overall, how satisfied or dissatisfied are you with the way your anti-social behaviour complaint was handled by [your landlord]?

- Overall, how satisfied or dissatisfied are you with the final outcome of your anti-social behaviour complaint?

- Overall, how satisfied or dissatisfied are you with the lettings process?

- Overall, how satisfied or dissatisfied are you with how your call was handled by [your landlord]?

Alternative ways to present questions

- On a scale of 1-10, how satisfied are you with the following:

	Exceptionally dissatisfied									Exceptionally satisfied
	1	2	3	4	5	6	7	8	9	10
The overall quality of your home	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
That [your landlord] provides a home that is safe and secur	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
That [your landlord] is easy to deal with	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
[Your landlord]'s services overall	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐

Any questions?

Response scales and options

A five or ten point response scale

- 60% of landlords prefer a 5 or 10-point scale

- 86% of residents preferred a 5 or 10-point scale

- Using another scale (e.g. 4-point) can affect satisfaction (CSAT) by up to 10%

- 5 or 10-point scales most commonly used in other sectors and preferred by MHCLG

- 88% of landlords supported the proposals on response scales

Increased range of response scales and options

Any questions?
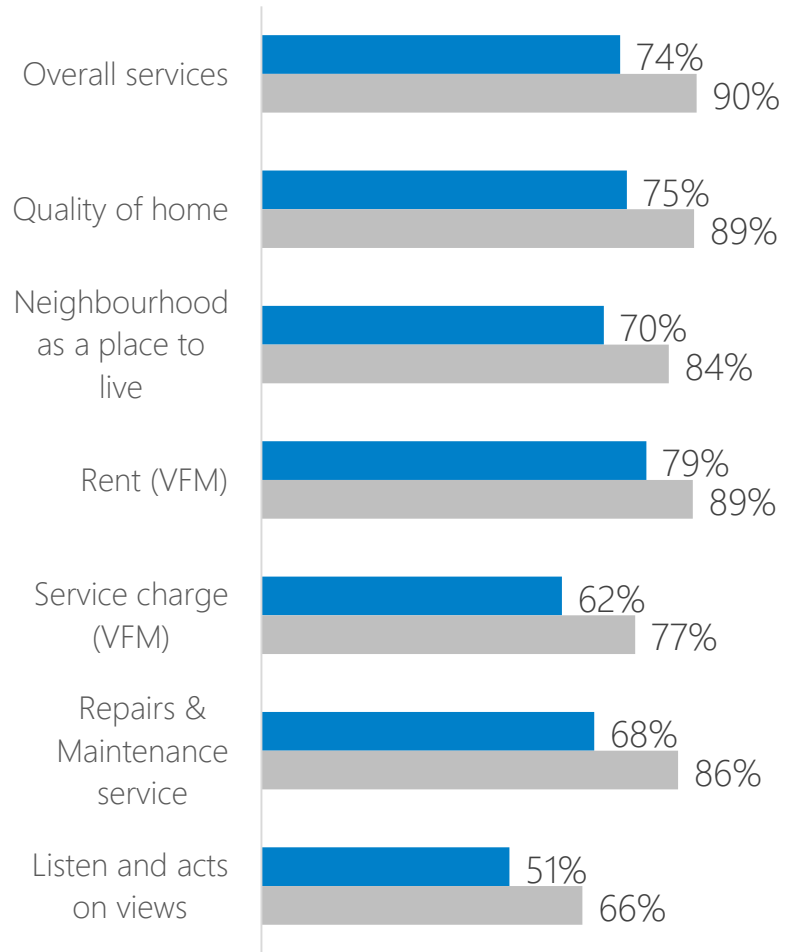
The rise of multi-channel

- 45% of landlords now take a multi-channel approach (up from 5% in 2015)

- 96% of landlords supported the flexible approach detailed in the proposals

- Residents at the Tpas workshops expressed a preference to be surveyed in the way that suits them

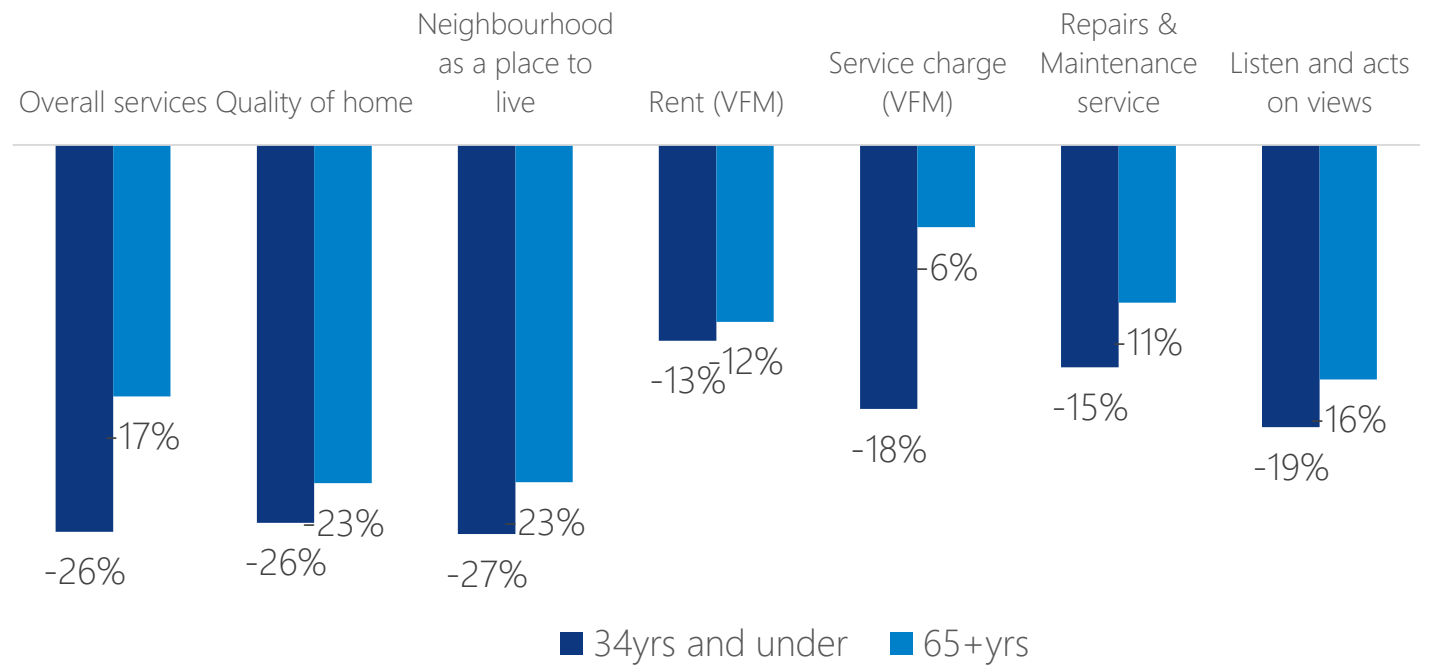- BUT.... Collection method can have an impact on satisfaction

Online negative survey bias

Difference in satisfaction between postal and online surveys for residents under 35 and those 65 years old or older

Overall services
- Online: 74%
- Postal: 90%

Quality of home
- Online: 75%
- Postal: 89%

Neighbourhood as a place to live
- Online: 70%
- Postal: 84%

Rent (VFM)
- Online: 79%
- Postal: 89%

Service charge (VFM)
- Online: 62%
- Postal: 77%

Repairs & Maintenance service
- Online: 68%
- Postal: 86%

Listen and acts on views
- Online: 51%
- Postal: 66%

Online (149 responses)
Postal (555 responses)

Overall services / Quality of home / Neighbourhood as a place to live / Rent (VFM) / Service charge (VFM) / Repairs & Maintenance service / Listen and acts on views

- Overall services: -26% (34yrs and under), -17% (65+yrs)
- Quality of home: -26% (34yrs and under), -23% (65+yrs)
- Neighbourhood as a place to live: -27% (34yrs and under), -23% (65+yrs)
- Rent (VFM): -13% (34yrs and under), -12% (65+yrs)
- Service charge (VFM): -18% (34yrs and under), -6% (65+yrs)
- Repairs & Maintenance service: -15% (34yrs and under), -11% (65+yrs)
- Listen and acts on views: -19% (34yrs and under), -16% (65+yrs)

34yrs and under   65+yrs

Other key variables

Apart from performance of course…

- Age of tenant

- The 'London effect'

- Tenure – especially leaseholders and shared owners

- Urban environment / mixed communities

Any questions?

The regulatory context

- STAR already a regulatory requirement in Scotland

- Welsh government considering STAR

- In England – awaiting white paper and no specific regulatory objectives - yet

- New framework takes consideration of Green Paper themes

- STAR remains a voluntary best practice framework – landlords should use the survey to help drive improvements and build trust with residents

- If / when there are regulatory satisfaction metrics, the framework will align with those...however, they are likely to be few in number and good landlords will want more

So why do STAR?

Top five reasons

1. The only solution co-created with the sector with this level of consultation. This means that your survey is in line with best practice and resident views

2. To get meaningful intelligence on your customer experience - an honest look that can highlight areas for improvement

3. Make sure your organisation is consistent with the rest of the sector. Compare (given your context) with other landlords and outside of sector.

4. To share results your residents can trust

5. To be ahead of the curve for changes to consumer metrics, going beyond headline figures to drive performance improvements

Next steps

- Documents available for download from the HouseMark website on 24 January

- Further variables and drivers analysis – Spring/Summer

- Launch of STAR ratings – June 2020

- Benchmarking of new metrics available from June 2020

- HouseMark's consistent multi-landlord survey – Spring/Summer

Any questions?

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