



**WestKent**

Places to live. Space to grow.

**Resident Influence  
and Impact  
Strategy**

**2025/6 to 2028/9**



# Resident Influence and Impact Strategy

## Foreword

**We want to give our residents the opportunity to shape the design and scrutinise the delivery and impact of our services – in ways that recognise and value difference, to ensure their voice is heard.**

We created a new Resident Engagement Strategy in 2021 with objectives to; increase and diversify our involved residents, ensure they are equipped to review our services and increase feedback opportunities.

The updated Resident Influence and Impact Strategy will build on strong foundations and continue to offer influence and involvement opportunities that work and are tried and tested as well as create new opportunities. It builds on our delivery over the last three years with a commitment to creating opportunities for all our residents to influence our services.

We have grown our scrutiny panel and invested in them so they can independently choose what to scrutinise as well as have clear access to our committee members. We have formed new involvement groups to review what is important when we build homes as well as a new communications co-production group, so our residents have input into the information we share and how we share it.



In the last four years we have created new opportunities and responded to change in how we engage, particularly when for a period of time, we could not engage face to face. Key achievements from the 2021-2024 Resident Engagement Strategy include:

- Scrutiny panel formed which is resident led and integrated into decision making processes. They have conducted six reviews resulting in improvements for residents in the following areas: repairs, complaints, community safety, voids, hearing the voice of the residents and communication on service charges. The panel has undergone training with TPAS on conducting reviews.
- Diversification of involved groups to include expansion of eVoice group, new mystery shopper initiative, resident inspector growth and integration into contractor performance review. This gives our residents a presence in contractor meetings to share their feedback.
- New communications co-production group formed to begin the foundations of co-creation. The group works on content together for our resident newsletters and they influence the topics covered alongside business-critical messaging.
- Developing an award winning approach. We won a TPAS involvement award on our approach to reviewing the domestic abuse policy and we adopted this collaborative approach along with using resident feedback to shape our policies and strategies.

Our strategic plan to 2029/30 has the ambition that by 2030 our customers;

- Will have a positive experience regardless of who they are, where they live or how and when they choose to interact with us.
- Customer voice will be at the heart of our decision making
- Will feel we listen and act on their views.

This supporting strategy is crucial to achieving these ambitions.

In preparing this strategy we have considered our current performance and our operating context.



# Our performance

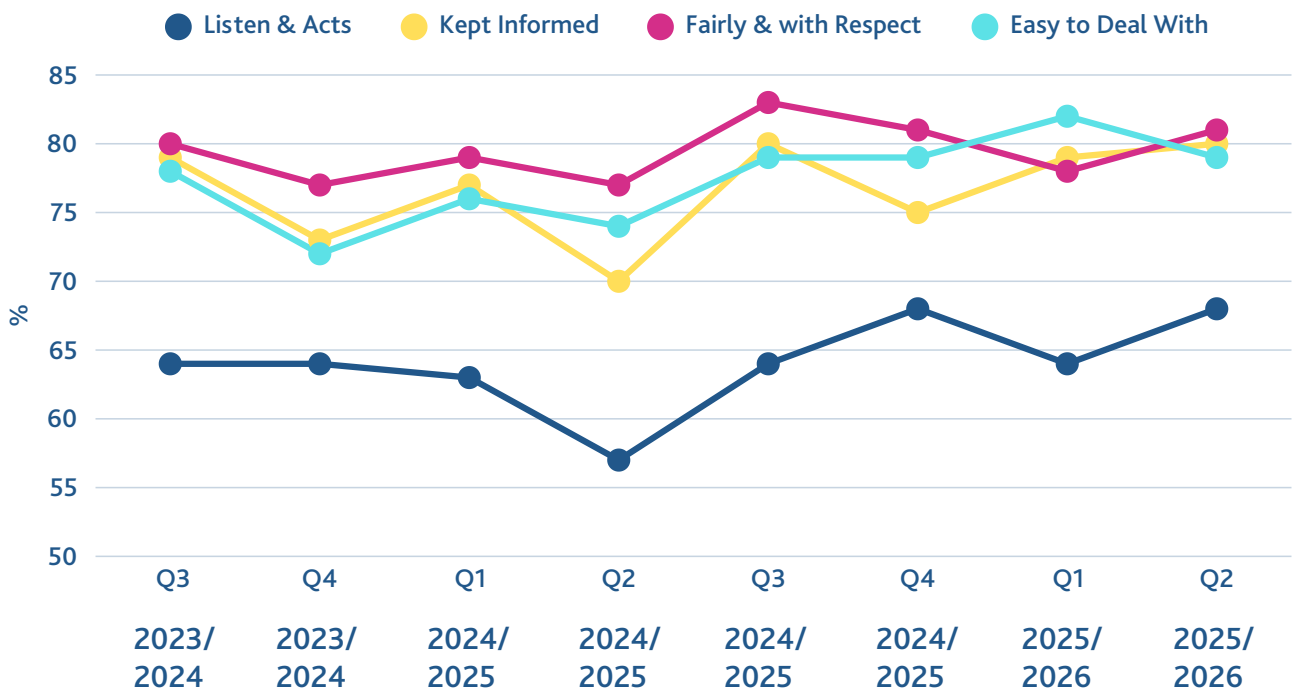
## 1. Tenant Satisfaction Measures

We use an external company to ask around 250 residents each quarter how they feel about West Kent as a landlord. These questions are based on the Regulator of Social Housing's Tenant Satisfaction Measures. We also ask additional questions to help provide further insight. There are four measures which can be categorised under respectful and helpful engagement. These measures tell us how easy our residents find dealing with West Kent, how they feel they are treated, whether they feel we act on feedback and if we keep them informed.

### For year to date at the end of Q2 Q25/26 for our rented homes:

- Two thirds of our tenants (66%) were satisfied with how we listen to views and act on them. We have been consistent over the last two years with the latest results showing an increase. At the end of 24/25 this was 63%
- Over 79% of tenants agreed that we treat them fairly and with respect compared to 80% at the end of 24/25 meaning we remain consistent in this area. 10% of tenants are dissatisfied.
- Eight out of ten tenants (80%) agree we keep them informed about things that matter, and this is now at its highest point since 2023. At the end of 24/25 this was 75%
- Similar numbers find dealing with West Kent easy (80%). This figure has remained consistent over the last two years. At the end of 24/25 this was 77%.

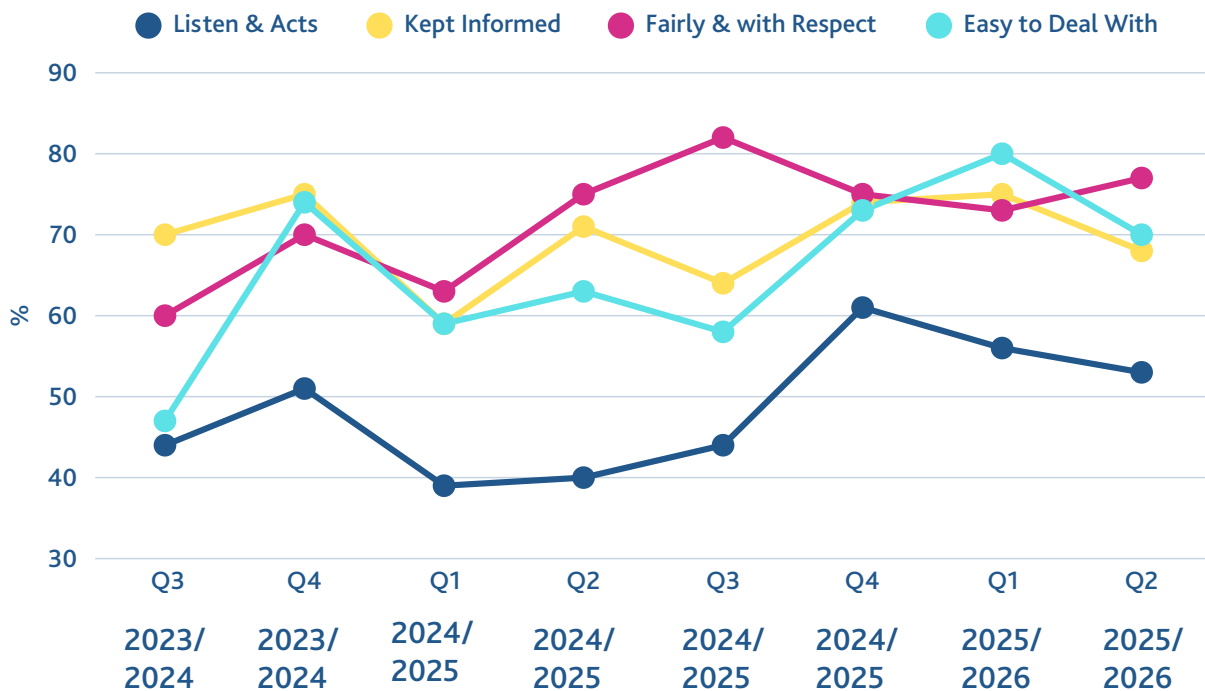
Overall, we compare well to the sector and remain median for these measures.



Data points on the graph above are quarter only results

**Our home owner results also compare well to the sector. We remain in the upper quartile across the TSM measures for respectful and helpful engagement. For Year to Date at the end of Q2 25/26:**

- Nearly 55% agreed that we listen to views and act on them. This remains our lowest scoring of the four respectful and helpful engagement metrics but is higher than in 24/25. Compared to the sector where 43.6% is upper quartile we perform well but recognise this is an area to improve. At the end of 24/25 our performance was 46%.
- Three quarters of home owners (75%) agree they are treated fairly and with respect with under 10% dissatisfied. This is our highest performing of the four metrics. At the end of 24/25 we scored 74%.
- Over 71% of home owners agree we keep them informed about things that matter, and this metric has been consistent over the last two years. At the end of 24/25 our score was 67%.
- Three quarters of home owners (75%) agree West Kent are easy to deal with compared to 63% at the end of 24/25.



Data points on the graph above are quarter only results

We also carry our monthly transactional surveys with the target of achieving customer satisfaction of at least 4.5 out of 5 which we achieved in 24/25. We have six transactional surveys which provide direct feedback on our services. We contact residents who provide a low score to understand what went wrong and how we can improve. We receive the most feedback on our repairs and following contact with our contact centre.

### 1. Areas identified to improve

From both our Tenant Satisfaction Measures and transactional surveys along with feedback from complaints, our residents have told us to improve:

- how we respond to individual need and take into account vulnerabilities
- our responsiveness to queries and keeping them informed of what is happening specifically with repairs
- being more visible in the community



# Operating context

**2024 saw the launch of the new regulatory consumer standards and increasing powers for both the Social Housing Regulator and the Housing Ombudsman.**

- Resident involvement remains a high priority nationally and is reflected in the new consumer regulation (April 2024). The new regulation places a greater emphasis on empowering tenants by ensuring they have a stronger voice in decision making.
- The consumer standards further reinforce the importance and need for residents to influence policy and service delivery.
- The Tenant Satisfaction Measures will help us understand the attitudes and opinions of our residents towards the services we provide. We have completed two full years of feedback, and this has been used to shape this strategy by ensuring we create opportunities in areas where it matters to our residents.
- Overall satisfaction is generally showing a downward trend over the last five years. There are some signs of recovery but the cost of living crisis and uncertainty politically can influence the perception measures we ask.

Overall, we are hearing from our residents that we must tailor our service to respond to individual need appropriately and listen to the needs of residents.



# Our Guiding Principles

## Hearing our residents' voice

We will ensure residents are part of decision making in respect of the design, priorities for delivery, service standards and improvements of our core services. We will ensure residents have the opportunity to scrutinise the delivery and impact of our services in ways that recognise and value difference, to ensure their voice is heard. We will make our involvement opportunities accessible to everyone and use informal feedback channels. We aim to have our involved residents reflective of the communities we work in. We will track engagement by device platform (survey, mobile device, in person etc). We will increase the diversity of our involved residents by identifying the resident voices we are not hearing and actively seek out their voices.



## Demonstrating impact

We will demonstrate and share the positive impact that our residents have made and show evidence of how the voice of our residents is heard and acted upon by keeping our feedback channels up to date and testing the long-term impact by conducting deep dive projects on the impact of our actions over time.

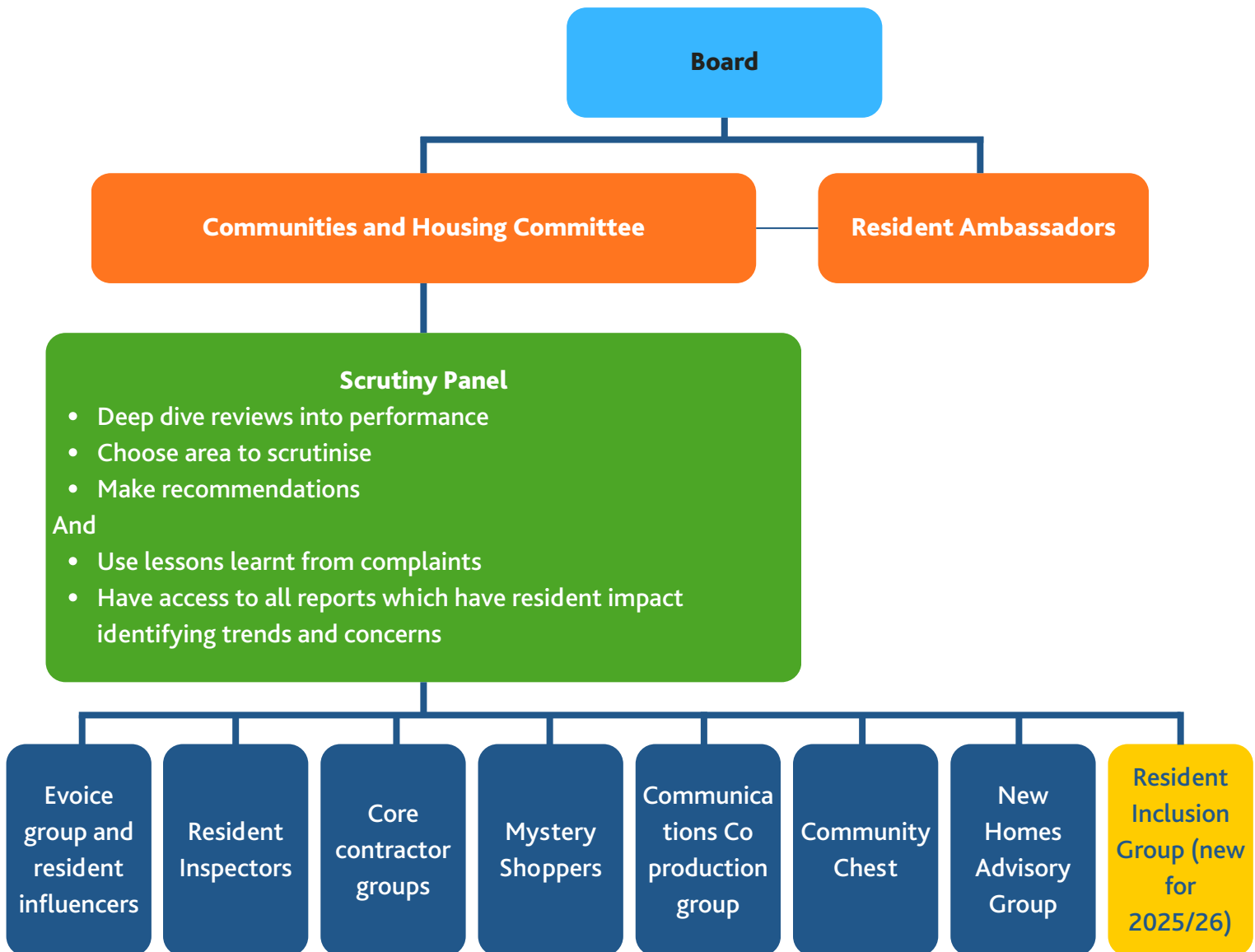


## Tailoring our involvement opportunities

Our involvement opportunities will be inclusive and accessible. We will offer various channels for communication such as in person meetings, online platforms, and written communications to reach a wide range of residents including those with limited digital access. We will take account of customer's individual needs and vulnerabilities, and tailor our resident involvement accordingly. We will seek out the views of those who are seldom heard.

# Our Involvement Framework

Our Scrutiny Panel have a formal relationship with Communities and Housing Committee (C&H) with direct access to members and Board members. They report directly to C&H with the outcome of their reviews. C&H members will attend Scrutiny Panel quarterly. There are two resident ambassadors who are full members of the C&H committee. New appointees have a training plan in place. This enables residents to sit on and contribute to committees. The Scrutiny Panel will receive all resident facing C&H reports. Any relevant feedback from resident groups will be circulated to Scrutiny Panel.



# Our Objectives

**To deliver on this strategy we will focus on the following objectives and measures for success.**

The actions needed to deliver these objectives will be captured in our three- year high-level plan pulled together at an organisational level. This will be supported by a more detailed annual plan and our Excellent Customer Services change programme.

## Objective 1

**We will continue to offer inclusive engagement channels focusing on diverse communication options which are accessible, so we hear our residents' voice.**

Our measures of success will be

- TSM TP08 Treated Fairly and with Respect: improve for our rented residents from 80.3% (March 2025, median) to >84% (upper quartile) and for our shared owners from 73.6% (March 2025, upper quartile) to >80% (upper quartile)
- Easy to deal with to improve for rented residents from 77% to >82 for shared owners from 63% to >75%
- Digital engagement levels from 62% to >65%

Key outcomes will be

- Capture informal feedback to increase our customer insight.
- Increase representation by establishing a clear offer for residents in work to provide their views and feedback and establish a shared ownership forum designed with shared owners.
- Increase diversity of involved residents to reflect the changing West Kent profile and tailor our involvement approach based on need.
- Use digital apps to receive feedback and use technology to allow residents to share information easily and receive updates on the outcome of their involvement.



## Objective 2

### We will continue to **evidence the impact and influence of resident feedback**

Our measures of success will be

- TSM TP06 Listens and acts to improve for our rented residents from 63.2% (March 2025, median) to >70% (upper quartile) and for shared owners from 46.3% (March 2025, upper quartile) to >57% (Upper quartile)
- TSM TP07 Kept informed to improve for our rented residents from 75.6% (March 2025, median) to >82% (upper quartile) and shared owners from 66.9% (March 2025, upper quartile) to >75% (upper quartile)
- TSM TP10 communal areas to improve for our rented residents from 60.6% (March 2025, lower quartile) to >73% (upper quartile) and for our shared owners from 35.8% (March 2025, lower quartile) to >50% (median)

Key outcomes will be

- Review our existing forums and identify improvements so we can tailor our involved groups to better reflect our residents priorities.
- Develop a framework to evidence the actions and longer term outcomes resulting from feedback. Publicise this, so it is easily accessible.
- Publish outcomes of resident impact and influence at a local level.



## Objective 3

# We will work with residents to continue and enhance collaborative decision making and shaping the design of our services

Our measures of success will be

- TSM TP01 Overall Satisfaction to improve for our rented residents from 74.5% (March 2025, Median) to at least 82% (upper quartile) and shared owners from 58.5% (March 2025 upper quartile) to >63% (upper quartile)
- Overall customer satisfaction\* from our transactional surveys of at least 4.5 out of 5.

\* This is measuring overall service, repairs, complaints, we listen to tenants' views and act', customers feel treated fairly and with respect'. Target to improve at least by 1% per annum.

Key outcomes will be

- Establish annual programme for resident led content creation
- Work with involved residents to consider how each interaction works best for customers. This will take account of their needs, expectations and circumstances. The aim will be to deliver a service that is as effective and low effort as possible for them to access.
- Consult with residents on the services we provide and what they would like those services to look like in the future. This will include developing our sustainability strategy.
- Work with local organisations including community groups, forums and established organisations to enhance resources and support for resident led initiatives



## Objective 4

We will continue to **support residents** to build capacity so they **can contribute effectively**.

Our measures of success will be

- Increase the number of scrutiny reviews to three per year
- Maintain the number of resident inspectors for our communal areas to >70 and Scrutiny Panel to no less than five members



Key outcomes will be

- Maintain our strong levels of involvement across each group. Publish the outcomes of involved groups.
- Introducing oversight of complaints lessons learnt by the Resident Scrutiny Panel
- Establish a skills development plan for new Scrutiny Panel members and resident ambassadors to support them in their role
- Identify the training need and create appropriate support guides for each involved resident group.

This strategy is monitored by the Communities and Housing Committee. It's delivery will be integrated with the following:

- Customer Experience Strategy
- Equality, diversity and inclusion framework
- Communication and Marketing Strategy
- Insight from Tenant Satisfaction Measures and transactional surveys
- Guidance through Consumer regulatory standards

## **West Kent Housing Association**

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