



Residents' Influence and Impact Report 2024/25

for the year ended 31 March 2025

WestKent

Places to live. Space to grow.



Foreword from Dr Jo Simpson

Introduction

Welcome to our newly named and refreshed Residents' Influence and Impact Report, previously known as the Residents' Annual Report. This report is put together with residents, for residents. It shares our performance for the last year and shows how your views and feedback influence the services we provide across Kent. We hope you find it interesting and useful.

This is my last report writing to you as a Board member and chair of the communities and housing committee. In my last eight years, I have seen West Kent go from strength to strength in several key areas, including how we engage with you, our residents and use your feedback to make a difference to your homes, services, and communities. We listen to you and involve you in key decisions. A key area of change is how we now look at monthly customer feedback where we have received a low score for customer satisfaction, and the themes and trends of complaints received. We dig deep to find out what we need to do differently and ultimately look at how we can change for the better. This helps us prioritise which services to improve, and in-depth collaboration with our actively involved residents helps achieve this.

For 2024/25, our focus was on improving the timeliness of our repairs service, reducing the number of days to re-let a home, and working with residents to reduce arrears. We also knew from your feedback that we needed to improve our estate services. As a result, we have spoken to over 600 of you in the past year to better shape our estate services offer, plus hundreds more of you to help us update policies and drive significant change that makes a real difference across our homes and communities.

We have increased opportunities for you to get involved. In this report we share information about how you can help us by monitoring our estate services, shaping our communications, and by becoming a scrutiny panel member. We have also developed new resident ambassador roles, and you will hear about these later in the report.

I handover to Abdool Kara as the new Chair of the Communities and Housing Committee, who I know is keen to deliver on our new strategic plan's ambition that we want every customer to have a positive experience, regardless of who they are, where they live, or how and when they choose to interact with us.

Finally, I would like to acknowledge and commend the continued contribution of our excellent resident Board members and our newly appointed ambassadors who ensure that our Board discussions and decisions retain a focus on you, our residents.

Thank you,



Dr Jo Simpson and Abdool Kara
Board Members and outgoing/incoming Committee Chairs at West Kent Housing Association

Resident Ambassador introduction

Iain Walters, Resident Ambassador

Iain has been a resident at West Kent for the last ten years and has recently joined as a resident ambassador, policy influencer, and a member of the resident communications group.



Hi everyone,

I'm Iain, a West Kent resident for over a decade, and in that time, I've witnessed a huge transformation. Resident involvement has grown from simple feedback requests to genuine co-creation. We are no longer just being consulted with; we are now active partners in shaping the services that support our homes and help define our communities.

As a recently appointed resident ambassador, policy influencer, and member of the resident communications group, it is an honour to be part of this positive shift. This report highlights West Kent's continued commitment to resident-led working, with new initiatives like the Resident Ambassador programme and a wide range of easy ways to get involved and make a difference. The Tenant Satisfaction Measures also reflect the growing success of these efforts.

What resonates most with me is how resident insight is now influencing both strategic and everyday decisions. It proves the real value of our collective voice and shows that West Kent is genuinely listening. Some of my personal highlights include working to improve how West Kent communicates with residents, contributing ideas during the early stages of new policy development, and reviewing existing policies to ensure they fairly reflect residents' needs.

One policy I am particularly proud of being involved in shaping is the home improvements policy, which focuses on providing information and guidance to residents on making adaptations to their home and the permissions and support needed. I've also really valued collaborating with staff who are open, responsive, and genuinely committed to making things better. It has been informative to learn more about how West Kent operates, and how the wider social housing sector works to balance priorities, policies, and resident experience.

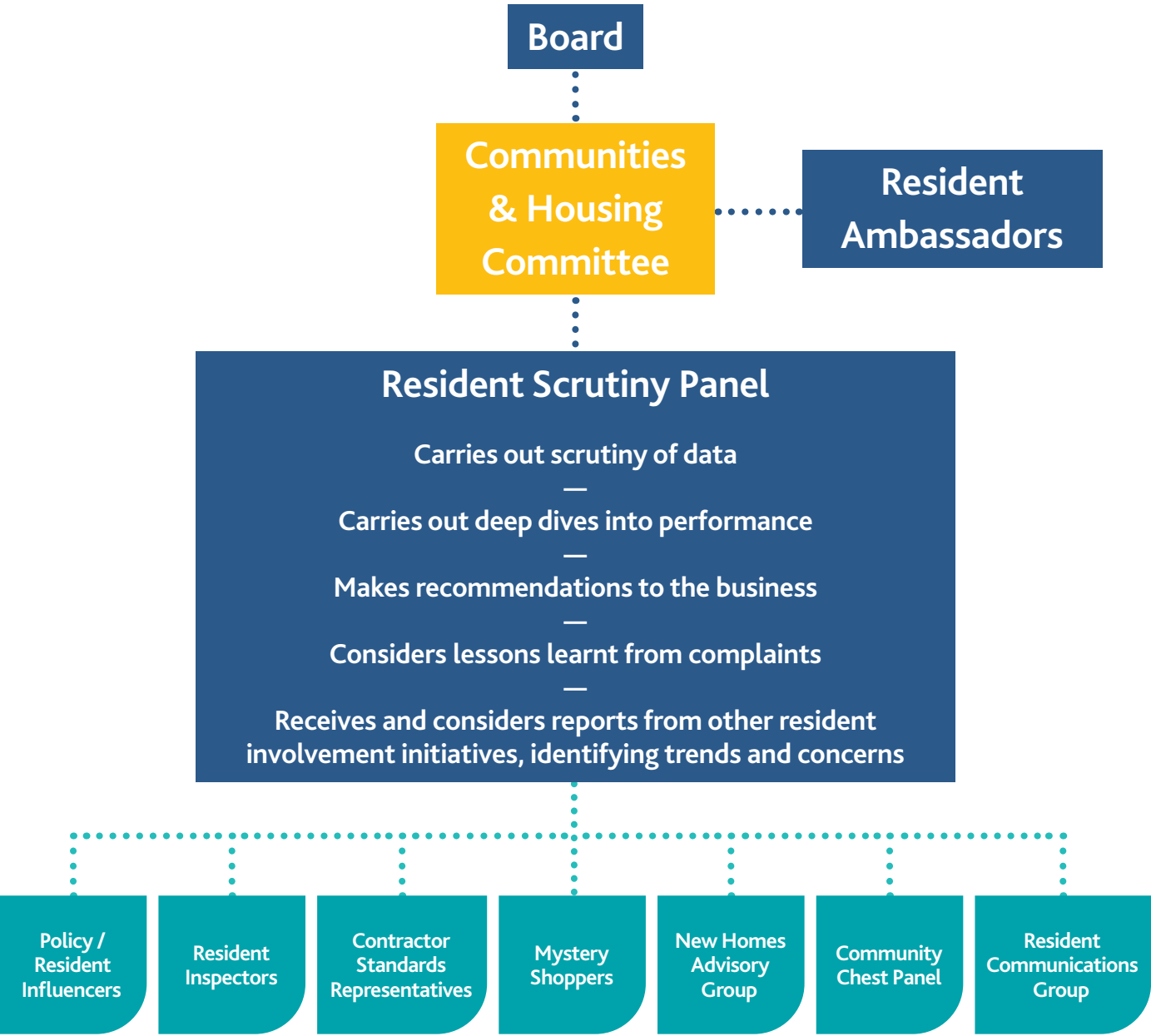
It's clear to me that West Kent is not just a 'landlord'. West Kent is a social organisation that wants to work with residents, not simply for them. This is your home, your community, and your opportunity to help shape what comes next. I encourage all residents to get involved, be part of it, and know that you can help drive meaningful change that makes a lasting difference.

Thank you.

Iain Walters, Resident Ambassador



Resident Involvement: Outline, Structure and Impact



Resident involvement plays a vital role in shaping our services, policies, and future direction. We have two residents who are members of our Board. We also have two resident ambassadors who are members of the communities and housing committee, supporting strategic oversight, reviewing performance, and ensuring resident feedback is reflected in committee decisions.

The resident scrutiny panel receives the same performance information as the communities and housing committee and uses this to decide what service areas to review. They meet with the committee to share their findings and recommendations. Progress is then monitored, and updates are given to the panel. We are looking to show more frequently the difference their feedback and recommendations have on our services.

Impact in 2024/2025

- We have over 480 residents signed up to our e-voice group, who consult with us online about services
- We have 25 policy influencers, who review and advise on new and updated policies ensuring that they are clear and easy to understand
- We also have 79 resident inspectors helping us monitor the quality of estate services. This is an increase of 19 on 2023/24

All these groups and activities are supported by our dedicated resident involvement team who are actively recruiting more residents to work with us and share their views and opinions on our contractors, policies, procedures, and services. You can also get involved in mystery shopping or by monitoring contractor performance.

In 2025, we will update our resident impact and influence strategy for 2025-2028, which will help shape the way we work and ensure that our regulatory requirements are met. This will be shared with our involved residents for suggestions and improvements before being published later in 2025.

Some examples of how our involved residents have made a difference over the last year are:

- Our **resident inspectors** carried out inspections of our schemes and estates and we shared feedback, issues, and good practice with **our contractors** involved in cleaning and grounds maintenance.
 - We publish a newsletter online, which shows how we are responding to and resolving issues that are reported and holding **our contractors** to account. We've also made completing the surveys simpler, and seen the number returned increasing since 2024, from 12 to 44 over a year. One piece of feedback from a resident that was involved in a recent inspection at Ashburnham Close highlights the difference this makes.
- "There is a noticeable difference in standards all-round the close and immediate areas. Very clean and tidy, any previous issues have not reoccurred."*



- **Contractor standards representatives** meet regularly with our iNHomes (repairs) team and Brenwards (one of our contractors) to find issues and shape best practice. Some members have been out with contractors to see their daily work and challenges and have used this experience to shape more meaningful feedback on improvements to services.
- Our **resident communications group** was formed in 2023. It is involved in the production of the Neighbourhood News magazine, reviewing the look and tone of each edition. Members also help to plan and evaluate resident-facing campaigns and helped shape the way we launched our new estate services standard.
- Our **resident influencers** have reviewed and recommended additions to several policies including tenancy fraud policy, pets' policy, recharge policy, and neighbourhood management policy.
- Our **resident involvement team** visited 619 homes, sharing information about resident involvement. Your feedback has helped to shape future involvement opportunities, including a new resident group, the new homes advisory group. This group is working with our development team and influencing the way we design new homes and communities.
- We asked 1,047 tenants and 280 shared owners about their experiences of West Kent as a landlord through Tenant Satisfaction Measures (TSM) surveys, taking action to find out more information from residents in areas where scores have been low.

From our most recent Tenant Satisfaction Measures, just over

63% (rented) **46%** (homeowners)

residents said they are satisfied that we listen to their views and act upon them.

Our Resident Scrutiny Panel

Our resident scrutiny panel is a group of residents who meet regularly to review our performance, examine tenant satisfaction, and help shape improvements across our services. The panel considers:

- **What residents are telling us** – through complaints, text and email surveys carried out in partnership with an external company, and feedback on general satisfaction in our services.
- **What are we doing** – identifying themes, prioritising and planning and involving residents
- **What are we saying** – letting residents know how we are responding and sharing our responses through several methods, such as website updates, Neighbourhood News, and social media. We encourage residents to get involved, have their say on our policies and procedures, and co-create content and materials that impact them.

They use this information to decide which services they wish to carry out a deep-dive review into. In the last year this has included reviews on community safety and our voids (empty homes) process, which led to several recommendations, including improving the void standards and turnaround time. Full details of these reviews can be found on our website, www.westkent.org/scrutinypanel.

The panel is now beginning a review of the way we communicate information about service charges. We will publish the findings from the review later in 2025 via Neighbourhood News, social media, and our website.

The panel receives lots of training from West Kent and attends webinars and conferences to meet other involved residents across the country.



Linda, one of our Resident Scrutiny Panel Members, said:

"Being an involved resident is an excellent way of engaging with West Kent and making a difference to the services we receive. I attended a National Housing Federation meeting earlier this year and found it interesting and informative. It demonstrated what has changed in housing in recent years, what still needs to be developed in shaping engagement practices, and how involved residents can have a positive influence on decision-making."

Resident involvement is vital to improving the services we provide. If you would like to get in touch to become an involved resident and make a difference, please contact our resident involvement team via the web form, by using the QR code or go to <https://www.surveymonkey.com/r/SFVB793>, emailing residentinvolvement@wkha.org.uk or calling **01732 749908**.



Our performance



Tenant satisfaction

Each month an independent organisation asks a percentage of our residents who have recently used one of our services how satisfied they were. For those scoring either a one or two out of five, we contact them to find out what we can do to make that right. The table below highlights our scores for each area, across both 2024/25 and 2023/24.

Area	2024/25	2023/24
Anti-social behaviour	2.71	2.5
Complaints	2.43	2.38
Customer services	4.34	4.32
Move in	4.16	4.23
Repairs	4.51	4.54
Shared ownership	4.94	4.88

Tenant satisfaction measures

Every three months, an independent organisation asks a percentage of residents a set of questions known as the Tenant Satisfaction Measures (TSM). These are a requirement of all social housing providers and are monitored by the Regulator of Social Housing.

Although our performance is generally above average, we recognise that we need improvement in some areas, for example in maintaining our communal areas.

You can read our full TSM results on our website, www.westkent.org/tsm

2024/25 Tenant Satisfaction Measure results

The key refers to the rating of the tables below.

Above sector average	Below sector average
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Sector average results refer to 2023/24 results as 2024/25 results were not released at the time of writing.

Rental tenants

TSM question	2024/25 satisfaction score	Sector average
Taking everything into account, how satisfied or dissatisfied are you with the service provided by West Kent?	74.5% (77.1% 2023/4)	71.3%
If you've had a repair in the last 12 months, how satisfied or dissatisfied are you with the overall repairs service from your landlord?	75.9% (76.1% 2023/4)	72.3%
How satisfied or dissatisfied are you with the time taken to complete your most recent repair after you reported it?	74.6% (74.6% 2023/4)	67.4%
How satisfied or dissatisfied are you that West Kent provides a home that is well maintained?	76% (75.6% 2023/4)	70.8%
Thinking about the condition of the property or building you live in, how satisfied or dissatisfied are you that West Kent provides a home that is safe?	80% (85.1% 2023/4)	76.7%
How satisfied or dissatisfied are you that West Kent listens to your views and acts upon them?	63.2% (66.3% 2023/4)	60.4%
How satisfied or dissatisfied are you that West Kent keeps you informed about things that matter to you?	75.6% (79.1% 2023/4)	70.3%
To what extent do you agree or disagree with the following 'West Kent treats me fairly and with respect'?	80.3% (80.9% 2023/4)	76.8%
If you have made a complaint to West Kent in the past 12 months, how satisfied or dissatisfied are you with their approach to complaints handling?	37% (44.4% 2023/4)	34.5%
If you live in a building with communal areas, either inside or outside, that West Kent is responsible for maintaining, how satisfied or dissatisfied are you that West Kent keeps these communal areas clean and well maintained?	60.6% (64.4% 2023/4)	65.1%
How satisfied or dissatisfied are you that West Kent makes a positive contribution to your neighbourhood?	64.6% (66.7% 2023/4)	63.1%
How satisfied or dissatisfied are you with West Kent's approach to handling anti-social behaviour?	58.2% (62.9% 2023/4)	57.8%

Shared owners

TSM question	2024/25 satisfaction score	Sector average
Taking everything into account, how satisfied or dissatisfied are you with the service provided by West Kent?	58.5% (61.7% 2023/24)	49.5%
Thinking about the condition of the property or building you live in, how satisfied or dissatisfied are you that West Kent provides a home that is safe?	82.3% (83.1% 2023/24)	70.6%
How satisfied or dissatisfied are you that West Kent listens to your views and acts upon them?	46.3% (49.1% 2023/24)	37.3%
How satisfied or dissatisfied are you that West Kent keeps you informed about things that matter to you?	66.9% (72.4% 2023/24)	53.3%
To what extent do you agree or disagree with the following 'West Kent treats me fairly and with respect'?	73.6% (69.6% 2023/24)	59.1%
If you have made a complaint to West Kent in the past 12 months, how satisfied or dissatisfied are you with their approach to complaints handling?	29.4% (22.1% 2023/24)	19.2%
If you live in a building with communal areas, either inside or outside, that West Kent is responsible for maintaining, how satisfied or dissatisfied are you that West Kent keeps these communal areas clean and well maintained?	35.8% (41.8% 2023/4)	46.2%
How satisfied or dissatisfied are you that West Kent makes a positive contribution to your neighbourhood?	48.6% (42.7% 2023/4)	39.1%
How satisfied or dissatisfied are you with West Kent's approach to handling anti-social behaviour?	44.5% (38.5% 2023/4)	37.1%



Compliments, complaints and feedback

We couldn't make meaningful improvements without your feedback; whether it's letting us know when something hasn't gone right or taking the time to tell us when you've had a great experience. Your feedback helps us to shape our services and drive change.

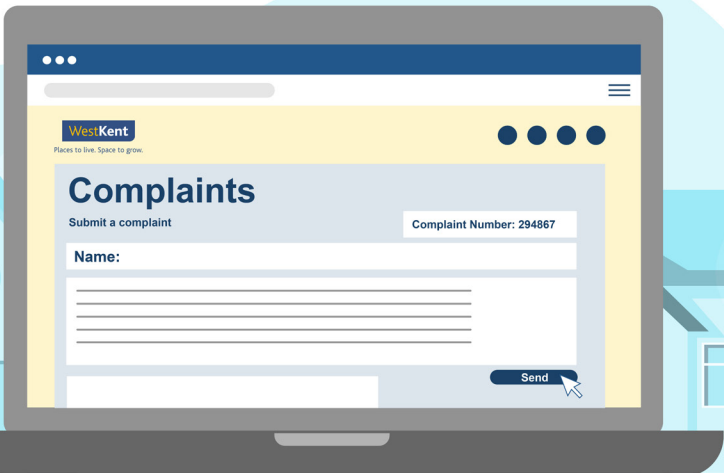
We were particularly keen to see our complaints performance improve this year. Using a combination of customer feedback on services received, Tenant Satisfaction Measures feedback, and themes from complaints, we have been adapting and improving our services. We have also delivered training to our staff.

The themes for complaints continue to be time taken for repair, poor communication, and dissatisfaction with communal areas. These will be a focus for improvement in the coming year. You can read more on how we have made improvements to our complaints handling process in our annual complaints report. How we communicate this report, has been co-created with our resident communications group.

Highlights include:

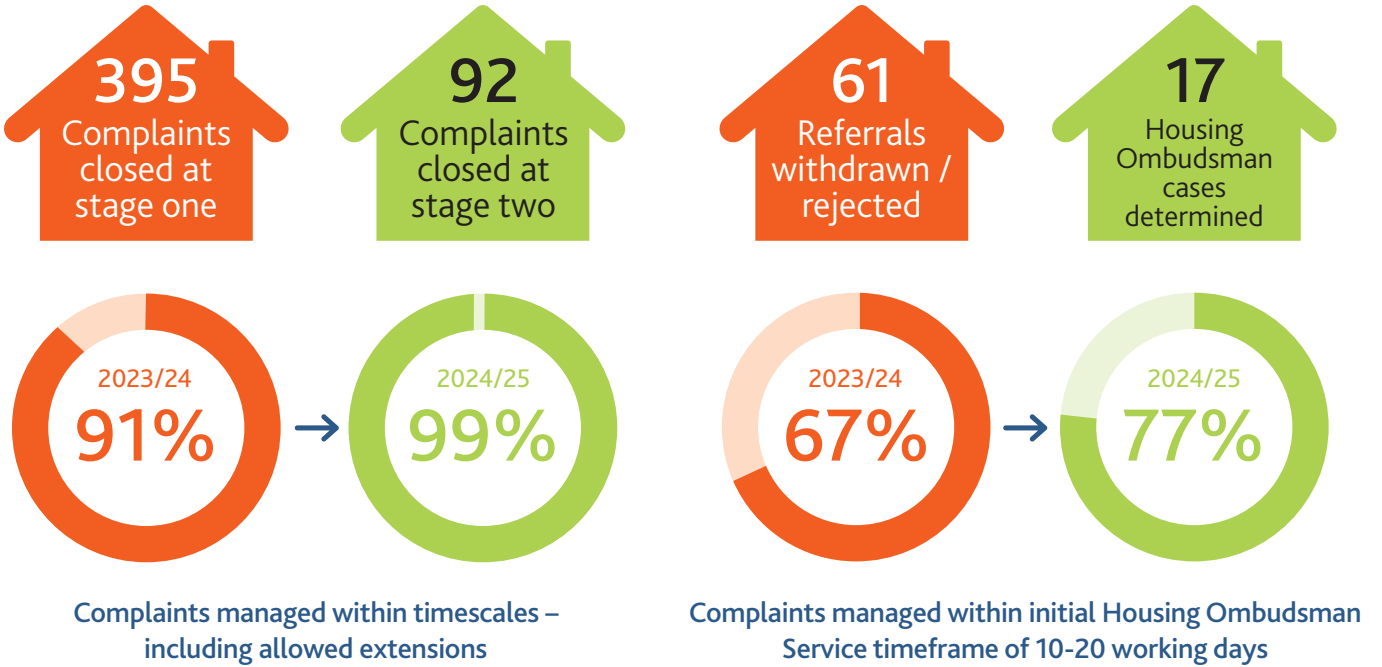
- Developing and launching our dignity and respect training for all staff in early 2025, which will support improvements across our services, including complaints handling.
- Introducing a video and series of printed materials to explain our complaints process for those with accessibility needs, which was developed with our resident communications group. This has been shared with residents through our over-55 schemes and by colleagues who work directly with residents across Kent.
- Agreed a new vulnerability policy, which will be launched in 2025/26.
- We have seen a reduction in complaints, with 487 closed in 2024/25 compared to 542 the previous year.
- Receiving 568 compliments compared with 411 from the year before.
- Receiving 13 determinations from the Housing Ombudsman compared with 16 from 2023/24. A determination is a formal decision made by the Housing Ombudsman Service. It details terms for resolving a complaint between a tenant and a landlord and follows up to make sure the actions have been completed.

From our most recent Tenant Satisfaction Measures, just over 37% (rented) and 29% (homeowners) residents said they are satisfied with our approach to complaints handling.



Complaints handling performance: April 2024-March 2025

Key data (all complaints managed)	April 23 to March 24	April 24 to March 25
Complaints managed	558	565
Complaints managed within timescales – including allowed extensions	91%	99%
Complaints managed within initial Housing Ombudsman Service (HOS) timeframe of 10-20 working days	67%	77%
Complaints stage one and stage two upheld	66%	79%
Complaints not accepted	4%	4%
Average days to respond	Stage one = 11 days Stage two = 21 days	Stage one = 10 days Stage two = 22 days
Escalation rate to stage two	23%	23%
Complaints satisfaction score out of five	2.4	2.4
Compliments	411	568



Customer services

Our customer services team is often the first point of contact for residents. We've focused on reducing waiting times, improving satisfaction, and using resident feedback to shape how we deliver support, including future updates to our resident portal.



In 2024/25, we handled around

55,000 calls

The top three reasons residents called in were to speak with the neighbourhood housing team (50%), report a repair (41%), and enquire about rent (4%).



Our average speed to answer was

4 minutes 20 seconds

against our target of 4 minutes. The average speed for 2023/24 was 5 minutes 25 seconds.



The average call takes

8 minutes 32 seconds

compared to 12 minutes 28 seconds for the year before.



Overall satisfaction with our service, based on our transaction surveys, was

4.27 out of 5

compared with 4.16 out of 5 for the previous year.



Satisfaction with our repairs service scored

4.51 out of 5

compared to 4.53 out of 5 for 2023/24.

Our call-back feature is now firmly established, meaning you no longer need to wait on the telephone for our teams to answer. This was used 6,186 times over the past year and has helped us improve our call handling times by over 3%.

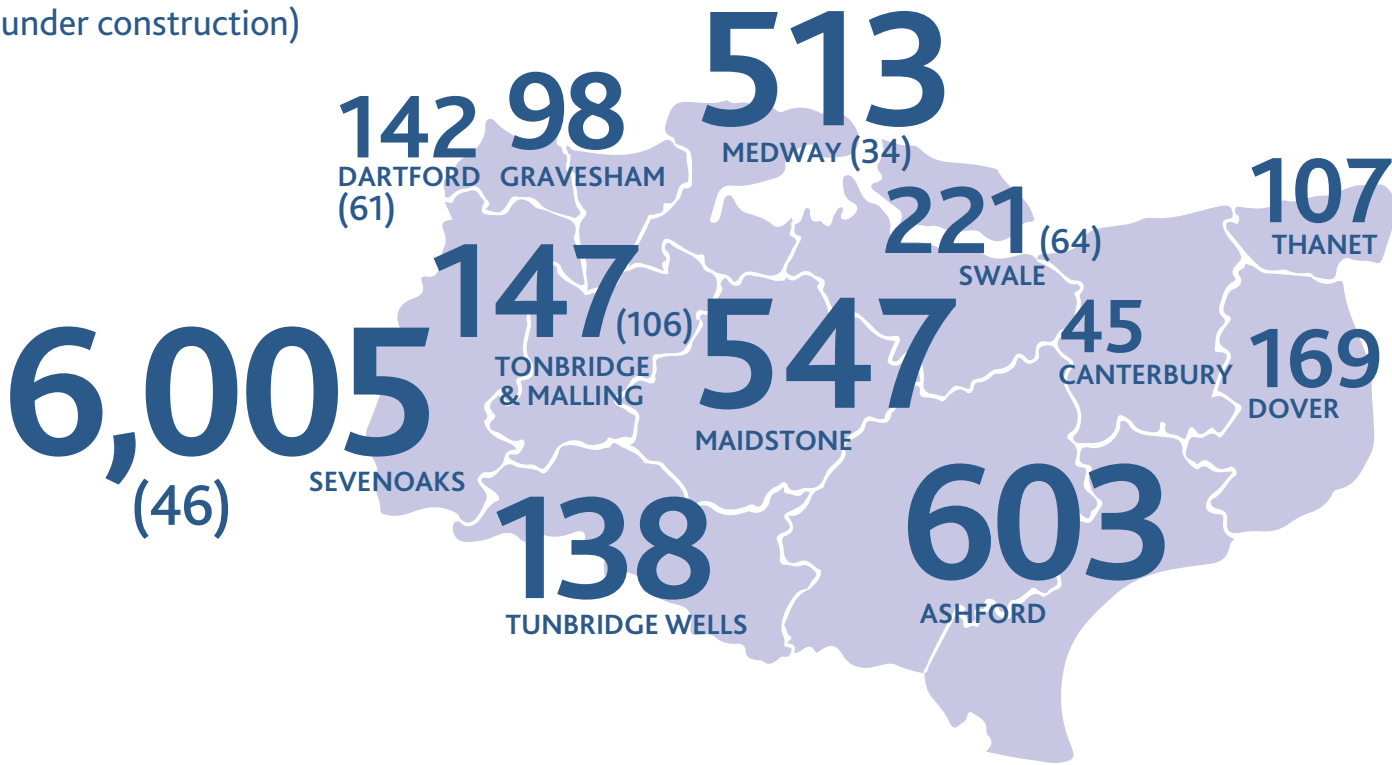
We have also looked at new features for our customer portal for residents during the year, using resident feedback to make changes. We plan to relaunch the updated portal, with additional features including booking a repair and managing your tenancy over the next 12-18 months.

Our homes

Where are our homes?

Our current homes by local authority

(Figures in brackets are homes under construction)



TOTAL
8,735 (311)

	2024/25	2023/24
Rented	7,466	7,321
Low-cost home ownership	1,019	947
Total social housing homes	8,485	8,268
Leaseholders	250	248
Total owned and managed accomodation	8,735	8,516
Homes under construction	311	297

Letting our homes



In 2024/25 we let

539 homes

compared to 522 in 2023/24.



The average time to let a home to a resident was

30 days

This is ten days better than our target of 40 days.

Over the last two years we have worked on reducing the time that our properties are empty whilst maintaining the quality of the homes at re-let. Satisfaction with moving into a new home scored 4.68 out of 5, and 4 out of 5 for re-let homes, compared to 4.88 and 4.01 in 2023/24.

To be eligible to move to one of our available homes you need to be registered on the local authority housing list. To find out more information on bidding for a home or mutual exchange, please visit our website – www.westkent.org/find-a-home/rent-a-home

If you find you are struggling to look after your current home, then please talk to us. Our teams can help you explore options, such as sheltered or supported housing. We have friendly and welcoming schemes near to most of our current estates for residents aged over 55. These homes vary from independent living to extra care where different facilities and care are available, such as restaurants, salons, and activities rooms.

In the last year, we supported 66 residents to make a move to a more suitable home. Roderick and Doreen's stories from White Oak Court are great examples of the difference this can make. They shared their views as part of our 35 years of West Kent campaign; you can find out more by visiting www.westkent.org/35years.



Creating new homes and communities

We are delivering high-quality homes across Kent, but also working to create welcoming, well-connected neighbourhoods that meet the needs of local residents. In the 12 months between April 2024 and March 2025, we built 180 new homes, beating our target of 148. All our new homes are built to a high standard, with an average of 1.3 snags per property at the time of moving in, and customer satisfaction rated at 4.68 out of 5.

When we develop new homes, we also look at how we can help create a new community.



Oare Lakes

We have developed a new approach at Oare Lakes in Faversham, starting with directly surveying the community to understand their specific needs and then building a programme of activities and projects around them. We started with a very popular Christmas event, which helped our teams get to know the community. We have engaged with the owner-occupier-led residents' association to ensure that all projects and activities support the whole community to create a positive environment and ensure communities are integrated and not just of one tenure. We will be taking this learning to our other new build schemes in the future.

Maintaining your tenancy

We know having a secure tenancy means more than just having a home. We will work with you, our residents, to stay financially stable, manage your home, and access the support you need.

- During the last year, a total of 1,187 support cases were opened to help residents live in a financially healthy way, significantly higher than our annual target of 800 cases.
- The total number of welfare benefits cases supported increased from 189 in 2023/24 to 353 in 2024/25.
- The total for fuel efficiency cases supported increased from 78 in 2023/24 to 92 in 2024/25.

Complex cases

We reviewed the complaints received in 2023/24 to better understand trends and make improvements. From this work, we recognised that some residents' needs are more complex than others and sometimes these circumstances mean we need to change our approach to continue to provide an excellent service. We refer to these situations as 'complex cases'. These are cases that require coordinated support across multiple teams due to the nature or severity of the residents' needs.

Over the last year we have resolved over 12 complex cases. These have included cases related to hoarding, multiple repairs, safeguarding, and access issues. Most of these cases involve vulnerable residents either with a mental health condition or the need for support from external agencies, such as social services.

By managing cases in this way, we can provide residents with one point of contact during a difficult time and ensure our teams work collaboratively to provide solutions. We have seen this approach reduce the likelihood of complaints and refusals for works linked to the Decent Homes Standard. The more we know about resident's lives, the better we can collaborate on providing the best support possible in the most effective way.

From our most recent Tenant Satisfaction Measures, just over



74.5% (rented) **58.5%** (homeowners)

residents said they are satisfied with the overall service they receive.

From our most recent Tenant Satisfaction Measures, just over



63% (rented) **46%** (homeowners)

residents said they are satisfied we listen and act on their views.

From our most recent Tenant Satisfaction Measures, Almost



76% (rented) **67%** (homeowners)

residents said they are satisfied we keep them informed about things that matter to them.

From our most recent Tenant Satisfaction Measures, Just over



80% (rented) **74%** (homeowners)

residents said they are satisfied we treat them fairly and with respect.

Case Study: Winter payment projects

Following the announcement to the changes to the Winter Fuel Allowance we contacted all our residents over 65 years old that we had not heard from in the last 12 months. We asked a series of questions to identify welfare benefits, fuel efficiency and tenancy sustainment support needs and help identify where residents may need some additional support over the winter period. Residents reported back that they were grateful for a call. The vast majority did not need support, however, as result of the 170 residents we spoke with, 20 were referred to our support teams for tenancy support, including help with benefits or with fuel bills. 145 residents positively benefitted because of this work, like Priya.



Priya's story

Priya* was struggling with her finances and is one of our residents. At one stage, she wasn't claiming her Pension Credit and didn't know about the extra benefits that she was entitled to. Our Welfare Benefits Team stepped in to provide support.

Priya didn't feel comfortable making phone calls to enquire about her benefits, so our welfare benefits team contacted her and offered support. Thanks to the team's quick action and knowledge, Priya's Pension Credit application was successful, and she was awarded a backdated payment of £1,906, as well as an annual payment of £953.

Our welfare benefits team also investigated Priya's Housing Benefit and Council Tax reduction and noticed that she was eligible for further support. The team worked with Priya to gather the information needed for her additional claims and then submitted everything on her behalf. As a result, Priya's Housing Benefit increased by £3,427 annually and her Council Tax support increased by £355 annually.

Priya's quality of life has hugely improved following the help from our welfare benefits team. Priya spoke about the support she received from our welfare benefits team, saying:

"This made such a difference to me. It was a God send to me and helped me access the right support rather than just asking family members for help."

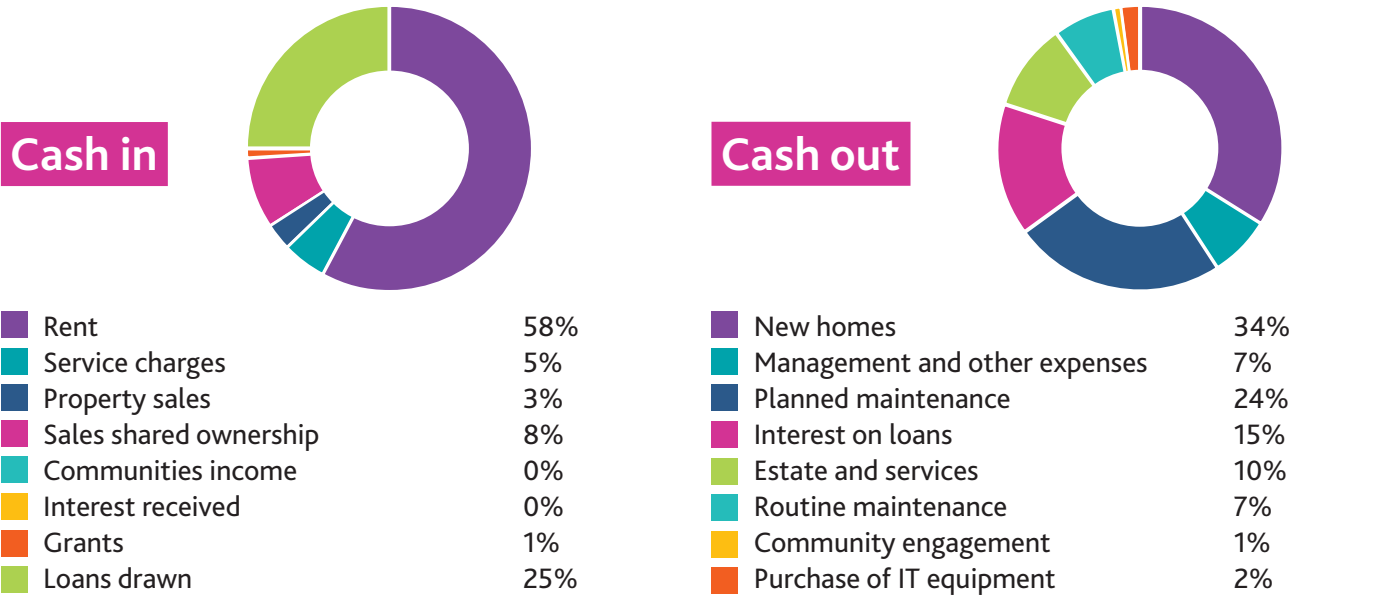
*Priya's name and image has been changed to protect her identity.



How we use our money

Our rental income is used to maintain our homes and provide our housing management and community services. Any surplus is combined with loan finance and reinvested through planned maintenance of our existing homes and the construction of new homes. These pie charts below show the cash receipts we received and how they have been used in 2024/25.

We take the money we spend in a year and divide it by the number of homes that we manage to work out our cost per unit. In 2024/25 our cost per unit was £6,146. Directors' remuneration equates to £128 per unit and falls within management costs in the table below. The table below also shows how our costs are broken down by the different services we provide and how they compare to the previous financial period.








Our income is supplemented by loan financing to support our investment in new homes.

Breakdown of social housing cost per home	West Kent Group		
	2024/25	2023/24 12 months	% change
Management costs	£852	£728	17%
Services	£1,257	£1,305	(4%)
Maintenance	£3,805	£3,444	13%
Other (social housing letting) costs	£0	£0	
Development services	£9	£49	(82%)
Community/neighbourhood services	£194	£225	(14%)
Other social housing activities: other (operating expenditure)	£11	£9	15%
Other social housing activities: charges for support services (operating expenditure)	£18	£62	(71%)
Group total social housing costs	£6,146	£5,822	9%
Group total social housing costs (including pension exit)	£9,770		
Total social housing homes owned and/or managed at period end	8,735	8,516	

Maintaining your home

We understand that a well-maintained home is a priority for all our residents. Below are some of the highlights from the last 12 months.

-  We delivered over **28,000 repairs**, an average of 3.7 repairs per home with 260 complaints, compared with 269 in 2024
-  **96.19%** of our emergency repairs (within 24 hours) were on time, compared to 97.10% in 2023/24
-  **90.3%** of our urgent repairs (within three working days) were on time compared to 95.8% in 2023/24
-  **82%** of our routine repairs (within 21 working days) were on time compared to 92.36% in 2023/24
-  Customer satisfaction with our repairs service from transactional surveys scored **4.51 out of 5** compared to 4.53 out of 5 for 2023/24
-  Based on our TSM results, **76%** of residents in rented homes were satisfied with their overall repairs service
-  **100%** of our homes meet the Decent Homes Standard
-  We achieved over **99% compliance** for building safety with zero fire risk assessments overdue and one gas safety check overdue and in the 'no access' legal process
-  **372 homes** were moved to above EPC C, against our target of 274
-  **93%** of our properties are now rated EPC C or above
-  We reduced homes with EPC D or below (poor energy ratings) from 906 to **632**
-  We spent **£27.2m** on replacing kitchens, bathrooms, roofs, windows, doors, and boilers

Despite wider challenges in the sector, we maintained strong performance in our repairs service, achieving an average satisfaction score of 4.51 out of 5 from residents. We know how important it is for residents to have repairs dealt with quickly and effectively, and we've focused on improving completing repairs on time, communicating clearly, and learning from feedback when things don't go to plan.

Improving how we track and deliver your repairs

This year, we've updated the way we measure our repairs performance, so it better reflects the real time it takes, including when residents request to move an appointment or when extra work is needed to fully fix an issue. Because of this new approach, our reported performance for completing repairs within 21 calendar days dropped to 82%, below our previous target of 98%. However, resident satisfaction with repairs stayed high, which is an important measure for us to maintain.

We also found that around 1 in 5 residents choose a repair appointment that's beyond our 21-day target, often to suit their own plans and availability. As a result, we've set a more realistic and achievable target of 90% for 2025/26.

Tackling damp and mould

In autumn 2022, we reached out to every resident who had reported multiple damp or mould in the past five years to make sure the issue hadn't returned and to offer further support or surveys if needed.

Working with residents, we created easy-to-follow guides, animations, and short how-to-videos to help prevent damp and mould. These have been shared across our website and social media throughout the year, which had thousands of views. We also developed the same information in print for those who struggle to access information online, which has been shared with our teams working directly with residents.

In 2024/25, we carried out an average of 93 home surveys each month following reports of damp and mould, leading to 235 repairs. We monitor each case closely until all work is completed, with 79% of cases resolved within 21 days. We then check back in six months to make sure everything is still okay. To find out more about tackling damp and mould in your home, go to our website, www.westkent.org/dampandmould

Case Study: temporary moves

This year, we supported residents through major repairs that required temporary relocation. An inspection by our property team identified structural safety issues at a block of flats in Tonbridge with the balcony and walkways on the upper-level homes needing extensive repairs.

This meant that six families required temporary moves to ensure the works could be completed at the same time. This was made more difficult because of the limited number of homes in the area that we could offer the families to move into. We had to consider the diverse needs of the residents: to be near schools, work, childcare, or health care. This meant we needed to develop a plan with residents and manage the temporary moves as a complex case.

All households were moved in time for works to start, and the works were tightly managed, with regular updates on the works progress, which were fed back to residents weekly. We also ensured residents were promptly paid any expenses, and ensured removals and storage were arranged for anyone who needed them. By using our new complex cases approach:

- All works were completed within six weeks
- All customers moved back home as soon as repairs were complete
- Residents felt engaged with and were satisfied with the work
- No complaints were received

From our most recent Tenant Satisfaction Measures, just over **76% (rented)** said that they are satisfied with the overall repairs service. There is no measure for home ownership residents as they cover the cost of their own repairs.



Neighbourhood and communities

We regularly listen to resident feedback on neighbourhood services, shared spaces and anti-social behaviour. Our Tenant Satisfaction Measures scores help us to understand where we are getting things right, and where we need to improve.

TSM question	Residents	Sector average – residents	Shared owners	Sector average – shared owners
Satisfaction with communal areas	60.6% (64.4% 2023/24)	65.1%	35.8% (41.8% 2023/24)	46.2%
Satisfaction we make a positive contribution to neighbourhoods	66.6% (67.7% 2023/24)	63.1%	48.6% (42.7% 2023/24)	39.1%
Satisfaction with our approach to handling anti-social behaviour	58.2% (62.9% 2023/24)	57.8%	44.5% (38.5% 2023/24)	37.1%

* section as per page updated content on page 10

Estate Services

We asked, you said, we did: what’s changing

In 2024/25, we received 123 complaints about housing and estate management including 66 about grounds maintenance. This compares to 110 in 2023/24 of which 49 were about grounds maintenance.

Over the last year, we’ve been working with residents to find out how we can improve the standard of their estates. We consulted with over 600 residents across Kent by carrying out surveys, community events, and door knocking, to get feedback on our current standards. Residents told us that the most important things when it came to neighbourhoods were:

- Grass cutting
- Clearing paths and alleyways
- Cleaning and maintenance of flooring in blocks
- Dealing with fly tipping and disposing of waste

As a result, we have created a new set of estate standards. The standards clearly set out what residents can expect from us. So that we can measure if we are meeting the standards we have introduced, a new app has been developed for our neighbourhood housing officers (NHOs) to use when they are carrying out estate inspections. This makes it easier for them to report issues on estates.

We have also developed a neighbourhood management policy which sets out the services and activities we provide, how we will work with residents and local partners, and the responsibilities of residents. This policy was widely consulted with residents including the resident scrutiny panel and via our website. We have trained around 55 resident inspectors, to support us in maintaining our grounds maintenance standards and have a further 24 residents that inspect our cleaning services.



Snapshot of success – fly tipping reduction

By working in partnership with Sevenoaks District Council, we have started to jointly tackle the increasing problem of fly tipping. Initial results are positive with average days for fly tipping collection in Swanley reducing from 28 days to 1.5 days. This approach has received positive feedback from Swanley Town Council and residents.

Community investment

Social value is the additional benefit we get from our relationships with contractors, such as apprenticeships, work experience programmes, or training. Social value does not impact the money we spend on core services. Over 5,000 people benefitted from our social value activities in 2024/25.

Key successes this year include:

- Working with AD Construction Group, Wealdens, and Beavers and Struthers to support residents in gaining work experience and permanent employment.
- AD Construction Group carried out a refurbishment of the HOUSE youth project at the Eden Centre. HOUSE is a drop-in centre for young people aged 11-19 (or up to 24 with additional needs).
- Our electrical and building contractor Brenwards provided air fryers to residents in need of affordable cooking facilities.
- We have worked with Compaid delivered face-to-face digital skills training with 39 residents, to improve digital literacy.

Case Study: training & employment making a difference



Emily* is a single parent, who was working as a catering assistant at a local school until she had a car accident, which resulted in her losing her job. Emily met the West Kent employment and training team after a referral from the Job Centre in Dartford.

Emily needed term-time work to fit around her family and limited support network. She was lacking in confidence since the car accident, something which was limiting her job search. She was also struggling with updating her CV, job searching, and with digital skills.

Emily met with the employment and training team at the Swanley hub for an initial appointment. They spent time with her to establish her needs and the barriers she faced getting back into work. They worked with her to update her CV, gave her support and advice on job searching, and loaned her a laptop so that she could continue her job search at home.

To build her confidence with technology, the team referred her to Compaid, a digital inclusion charity, who supported her with basic IT and social media skills.

Over time, Emily grew in confidence and developed stronger relationships with the team. Her job search increased and in late March 2025, she secured a job as a kitchen assistant at a local school. Emily said:

"I looked forward to going and meeting people who I came to know and felt relaxed with, there was no pressure. There was very encouraging support and guidance. They were always interested in me as a person and what I wanted. There was fantastic IT support which I needed, and it built my confidence and ability. It is how I got my job now and I am very happy with it. I can honestly say that everything was great, totally at my speed, and a very welcoming atmosphere."

*Emily's name has been changed to protect her identity.



From our most recent Tenant Satisfaction Measures,

64.6% (rented) **48.6%** (homeowners)

residents said they feel like we make a positive contribution to their neighbourhood.

Supporting you

We're committed to supporting you in any way we can. We offer free one-to-one information, advice and support with housing-related issues, including managing your home and tenancy, tackling debt, or finding work.

We can help with:

- settling into your new home
- dealing with difficult housing issues
- managing forms and letters
- finding out if you're eligible, and applying for welfare benefits and grants, maximising your income and dealing with bills, rent arrears and debts
- getting services from specialist agencies, such as social services or health
- connecting with local groups, organisations, and opportunities in your community
- getting you support and signposting for alcohol and drug issues or with your emotional or mental health
- getting into work, training, or education

If you would like support, please get in touch. Call **01732 749400** or email help@wkha.org.uk

Keeping you and your neighbourhoods safe

Our priority is to create safe homes and supported communities for our residents.

Partnership work is vital for effective management of community safety issues. We attend monthly multi-agency meetings organised by local authorities which allow us to share information safely and create action plans to ensure resident wellbeing, with the goal of tenancy sustainment. Partners can include police, social services, mental health teams, local charities, and probation services.

We also collaborate with our internal teams such as tenancy sustainment, resident involvement, and

community development and refer to complex cases with a multi-team approach to management of tenancy issues.

We had 1,019 anti-social behaviour (ASB) cases over the last year, and of these 70% were closed on first contact as resolved or decided not to take further action. 12% of these cases related to domestic violence and the remainder were classified as ASB. Most of the cases we receive are regarding noise. On average we have around eight cases a year requiring close working with police.

Tackling tenancy fraud

Tenancy fraud can limit someone's access to a home. Over the year, we've had over 50 allegations of tenancy fraud. Some of these reports have come from staff, but also from residents who believe that their neighbour is committing tenancy fraud. Following our investigations, we've managed to recover eight homes that can now be reallocated to those on the housing register. When an allegation is made, we will investigate by collecting information from our databases, our partner agencies, and the National Anti-Fraud Network.

Tackling domestic abuse

Over the last few years, we have adapted our approach to supporting our residents who are experiencing domestic abuse. Our dedicated community safety officers regularly attend meetings with a variety of organisations, including local authorities, to have a joined-up approach to coordinating support for victims and survivors and to keeping residents and their families safe.

Keeping a resident safe in their home is our number one priority and we will work with Kent County Council's SAFER scheme to offer security measures in their homes.

Sometimes, it is not safe for the survivor to remain in their home, and we have assisted ten households move to new accommodation to reduce the risk in 2024/25.

We are a member of the Kent Domestic Abuse Reciprocal Agreement, which gives us access to other landlords' homes within Kent to support those experiencing domestic abuse.

Tackling anti-social behaviour (ASB)

We are committed to supporting our residents who experience ASB and there are times where robust action is needed to protect victims and the community from serious harm.

From April 2024 to March 2025, 170 new residents signed up to the ASB app which allows people to log incidents, upload evidence and track progress. The app continues to help us take swifter action when someone is engaged in anti-social behaviour. For more information about the app, please visit our website, www.westkent.org/asb



From our most recent Tenant Satisfaction Measures, just over

58% (rented) **46%** (homeowners)

residents said they are satisfied with our approach to handling anti-social behaviour.

Case Study: working in partnership to tackle ASB

In July 2024, we worked with Kent Police in Ashford to close a flat down that had been involved in the supply of class A drugs and had residents living in fear. This flat became a West Kent home following a transfer from another housing association. Following the closure order, the resident terminated their tenancy before we took steps to recover the home.

Since then, the local neighbourhood housing officer (NHO) and the community development officer to this area have been engaging with the community, listening to their concerns, and using their feedback to make changes. This included arranging for internal decorations, clearing out bin stores, and organising grass cutting.

One resident told us: “We can trust that our landlord will do what they say they will do and have made a real sense of community here.”

Since this initial intervention, we have worked to cultivate a deeper sense of community. In response to what residents have told us, we are now:

- Holding ‘Meet your NHO sessions’ with residents
- Establishing a resident action group to better share residents’ concerns back to West Kent
- Supporting those in need to access additional support from our tenancy sustainment team and external partners, including local foodbanks



Plans for 2025/26

In the year ahead, our work will focus on four core priorities; delivering excellent services, supporting successful communities, reshaping how we operate, and continuing to grow as a housing provider. These priorities will guide our actions and ensure we will remain focused on what matters most to residents.

To deliver excellent services, we will:

Develop and launch a new resident influence and impact strategy.	Design our customer portal to enable residents to book or change a repair online.	Reduce the number of repeat jobs by 10%, improving the time taken to complete a repair.
Consult on the services eligible for service charges with residents.	Increase the number of tenancy checks carried out to 700 per annum.	Pilot an approach to use managed moves to tackle homes with over-crowding and under-occupancy.

To support successful communities, we will:

Improve our cross-team response to cases of ASB, reducing the level of the most serious cases.	Launch our resident inclusion group, who will help ensure our services are accessible and inclusive.
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To grow and reshape our organisation, we will:

Reduce Decent Homes refusals to less than 89.	Work towards reducing damp and mould recurrence by 10% by 2026/27.
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To be the best in Kent, and continue building homes and creating places to thrive, we will:

Deliver 177 new homes.	Deliver phase one: consultation and vision setting, for our Swanley master plan.
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WestKent

Places to live. Space to grow.

West Kent Housing Association
101 London Road, Sevenoaks Kent TN13 1AX

-  westkent.org
-  01732 749400
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