



Residents' Annual Report 2023-2024

Reporting on the 15 months from
January 2023 - March 2024

WestKent

Places to live. Space to grow.



Foreword from Dr Jo Simpson

Introduction

We started January 2023 with inflation at an all-time high at 10.5% and so the cost-of-living continues to be on everyone's minds. We want to help residents through these tough times but can only do this when we know about problems. To help this, we launched campaigns to raise awareness on the support available for residents around the cost-of-living and how to manage damp and mould. We have worked with households to tackle the underlying property issues. This helped us to identify 70 vulnerable residents who had not previously contacted us, which resulted in us making improvements to their living conditions. Alongside this work, our financial inclusion service has worked with 345 households to access financial support and improved utility deals.

The invaluable Resident Scrutiny Panel has once again put in a lot of work, taking 'deep dives' into important issues such as how we deal with anti-social behaviour and how we let our homes, and I thank the panel members for their time and efforts, their work makes a real difference to how we deliver our services. Additionally, we have had our first full year of the tenant satisfaction measures, these satisfaction surveys give us great insight into how we are delivering our services and I urge you to take the time to respond to resident surveys and questionnaires to make sure that we are getting as wide a range of views as possible.

A major priority this year for us was the launch of a new housing system and this has impacted every part of our business and how most of the teams work. This, as anticipated, has impacted our service performance for a short time as we transitioned in October 2023 to the new system and staff settled into new ways of working. A special thank you to all residents for their patience during this time. Although it has been hugely challenging, we are confident that this will improve our services to residents and customers for years to come. It is a credit to our staff that customer satisfaction levels have been maintained through this significant change.

2024 sees the launch of the new regulatory consumer standards and increasing powers for the Regulator of Social Housing. We will be seeking to effectively balance the

competing pressures to deliver improved services that meet the changing needs of our residents and deliver on the increasingly demanding standards for investing in our current homes.

I would like to acknowledge the continued excellent contribution of our Resident Board Members Angela George, Megan Morvan and Ben Cooper who ensure that our Board discussions retain a focus on you, our residents.

We look forward to another exciting year of supporting our residents and communities and celebrating 35 years of West Kent!



Dr Jo Simpson
Board Member and Chair of the Communities and Housing Committee at West Kent

Resident involvement introduction

I joined the Resident Scrutiny Panel in November 2023 and feel enthusiastic about the role we as residents can have in helping to shape and improve services provided by West Kent. Having been a West Kent resident for over 30 years, I wanted to join the Resident Scrutiny Panel to support and represent other views and feel part of a strong and influential team. I am keen to represent residents' views and needs by working with the panel, staff, and contractors. This happens on a regular basis and our findings and recommendations are presented to the West Kent Board and Executive Team.

The cost-of-living has had an impact on many of us over the last few years and has shown the importance of value for money and the services that we as residents receive from West Kent. Over the last 15 months we have conducted two "deep dive" reviews of processes relating to residents and what can be improved for the better. One of the reviews focused on community safety, has shown what a difference feedback can have on the services provided and you can read more about our reviews later in this report.

Looking ahead, we as a Resident Scrutiny Panel are examining policies and procedures and will make recommendations on how to improve the standard of homes offered to new residents and how to streamline the service to avoid unnecessary delays in offering homes to those in need as part of the voids (empty homes) process. Once the review is finalised, you will be able to see the recommendations we have made, and we will report later in the year on the feedback and the impact this has had on the website and in Neighbourhood News.

This report highlights the importance of residents' voices in decision making. Working with West Kent over the last year, I can say I am helping to make a difference.



Melvin Harwood
Resident Scrutiny Panel Member





Improving and supporting resident involvement

We have a dedicated Resident Involvement team who are actively recruiting residents to work with us and share their views and opinions on our contractors, policies, and procedures. This helps make improvements to our services based on residents' feedback.

We share how this feedback has made a difference through our website, social media, and Neighbourhood News magazine.

We are updating our Resident Involvement Strategy for 2024-2027, which will help shape the way we work and ensure that our regulatory requirements are met. The strategy is currently under review and will be shared with our residents for further suggestions and improvements before being published later in the year. Here are some examples of projects our residents have been involved with over the last year:

- Our Resident Inspectors carry out inspections of our schemes and estates and we share feedback/issues and good practice with our contractors involved in cleaning and grounds maintenance.
- Our Resident Influencers have reviewed and recommended additions to several policies including:
 - Aids and adaptations
 - Maintaining your home
 - Mutual Exchanges
 - Pets Policy
 - Fixed Term Tenancies

- Contractor Standards Representatives meet regularly with our contractors InHomes and Brenwards and identify issues and best practice. Some of our residents have been out with contractors to see their daily work and challenges.

Looking ahead to 2024/25, one of the main projects will be the Estate Services Review. This is focused on reviewing services such as ground maintenance, communal area cleaning, window cleaning and bin store management. Our aim is to produce standards in partnership with residents for each service, so that residents know for certain what and when work will be carried out, when it will happen, and what standard they should expect.

The Resident Involvement team is very keen to support residents with additional needs and are happy to come out to your home or estate to work with you.

If you would like to get in touch to become an involved resident and help make a difference, please contact our resident involvement team via the [web form](#), by using the QR code on the right, emailing residentinvolvement@wkha.org.uk or calling [01732 749908](tel:01732749908).



Looking ahead to 2024/25, one of the main projects will be the Estate Services Review.

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Keys to live. Space to grow.

Meet West Kent's Resident Scrutiny Panel



We work very closely with our independent Resident Scrutiny Panel, who are a group of residents that meet regularly to review our performance information, policies and processes. The panel holds us to account for the services we provide and how they can be improved.

The panel meets monthly to complete in-depth reviews of our services and then present their recommendations for improvements. They also attend a quarterly meeting, where they examine our performance data and discuss areas of the business that would benefit from a review.

The panel receives lots of training and attends national webinars and conferences to meet other involved residents across the country. This makes a real difference in how we improve our services and helps to keep residents at the heart of what we do.

The panel examines our tenant satisfaction scores and considers:

- **What are we hearing** – complaints/text and email surveys carried out in partnership with a company called Rant and Rave/general satisfaction in our services
- **What are we doing** – identifying themes, prioritising and planning and involving residents

- **What are we saying** – we are 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, and co-create policies, procedures, and publications.

Over the last year the panel has reviewed our community safety and Anti-Social Behaviour (ASB) procedure and the outcomes of their findings and recommendations have been shared on our website and in Neighbourhood News. The findings highlighted the need for better and quicker communication from West Kent, additional support for victims of ASB, including links for support on our website and consistency of our approach.

They are now reviewing our voids procedure (empty homes), looking at the standard of properties that are being re-let, voice of the residents, and a better end-to-end process. Recommendations from these reviews will be factored into service improvements plans in 2024/5.

If you're interested in finding out more about the scrutiny panel, please email residentinvolvement@wkha.org.uk or call **01732 749908**



From our most recent Tenant Satisfaction Measures just over

66%

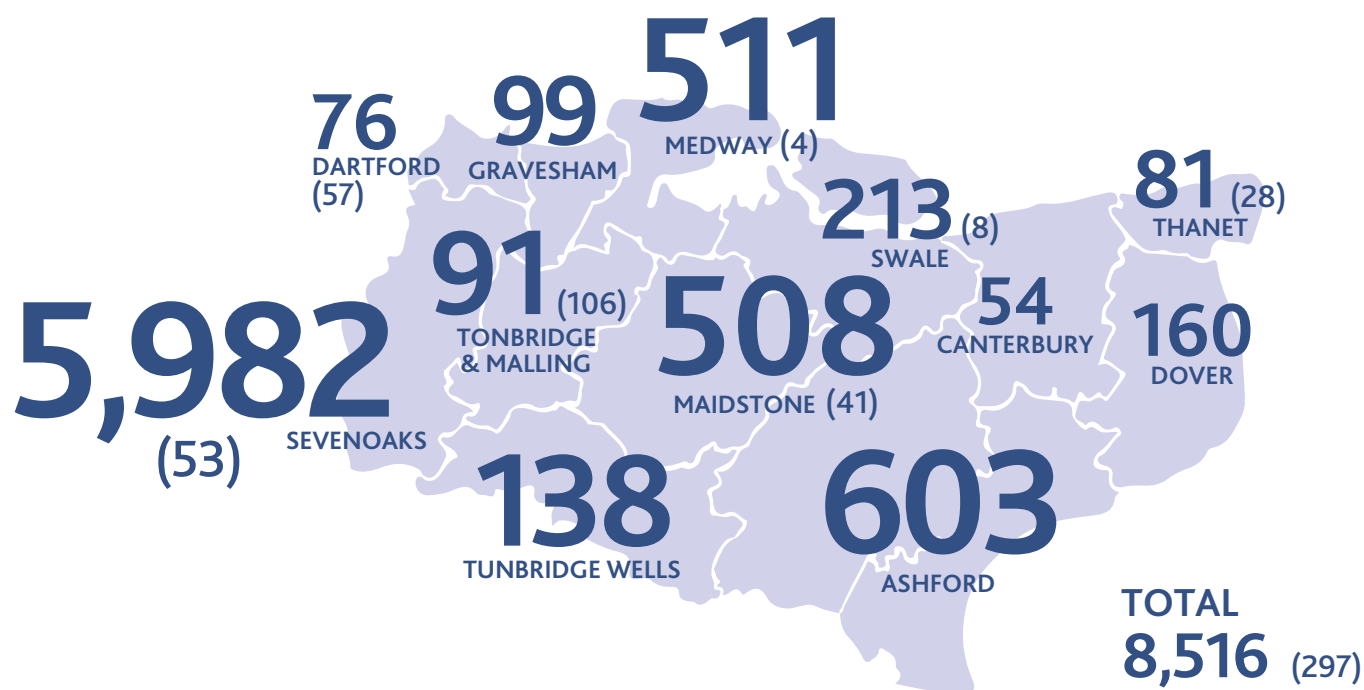
of residents

state they are satisfied that we listen to their views and act upon them

Where are our homes?



At the end of March 2024, we owned and managed 8,516 homes across Kent.



Our current homes by local authority (Figures in brackets are homes under construction)

	23/24	2022
Rented	6,211	6,031
Rented – older people	1,110	1,110
Low-cost home ownership	947	813
Total social housing homes	8,268	7,954
Homes managed by others	-	-
Leaseholders	248	247
Total owned and managed accommodation	8,516	8,201
Homes under construction	298	389

Letting our homes

The average time to let a home to a resident was 52 days, our target is 40 days. We are working to let our homes more quickly so people that need homes can move in. We are also focussing on the quality of homes as previous feedback from new residents showed that we didn't always get this right. We still want to improve but are really pleased that the satisfaction with moving into a new home scored 4.88 out of 5 and 4.01 out of 5 for existing homes.



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 2023/24.

Cash out



New homes	33%
Management and other expenses	6%
Planned maintenance	23%
Interest on loans	15%
Estate and services	11%
Routine maintenance	7%
Community engagement	2%
Purchase of IT equipment	3%

Cash in



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

Rent	46%
Service charges	5%
Property sales	1%
Sales shared ownership	10%
Communities income	0%
Interest received	0%
Grants	0%
Loans drawn	38%

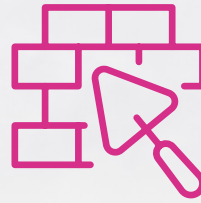
We take the money we spend in a year and divide it by the number of homes that we manage to work out our cost per unit. In 2023/24 our cost per unit was £7,277 per unit. The table below shows how the £7,277 cost per unit is broken down by the various types of services that we provide:

Breakdown of social housing cost per home	2023/24 15 months
Management costs	£910
Services	£1,630
Maintenance	£4,305
Other (social housing letting) costs	£0
Development services	£61
Community/neighbourhood services	£282
Other social housing activities: other (operating expenditure)	£11
Other social housing activities: charges for support services (operating expenditure)	£78
Group total social housing costs	£7,277
Total social housing homes owned and/or managed at period end	8,268

Director's remuneration equates to £139 per unit.

New homes

There is a great need for new homes across Kent and in the 15 months between January 2023 and March 2024, we built 327 new homes, beating our target of 295. All our new homes were affordable and built to a high standard. This included the regeneration of three garage sites in Swanley to create 14 new social rent homes. We took the opportunity to adapt a new home for someone who had a disability.



327
new homes built
in 2023/24



Keeping you and your neighbourhoods safe

Our priority is to create safe homes and supported communities for our residents. One of the key reports from the Resident Scrutiny Panel in 2023/24 was on community safety.

Key findings from the Community Safety Review

The Resident Scrutiny Panel reviewed the handling of community safety cases following low feedback scores. Overall, the panel were impressed with the changes that have been made. We have an improved case management and reporting system. We have also introduced a new app for residents to report anti-social behaviour. The panel also recommended that we provide clear explanations of the possible outcomes of a case and offer ongoing updates to residents on the progress of their cases. We will incorporate these improvements into our processes for 2024/25.

Satisfaction with our approach to handling anti-social behaviour has improved over the 15 months, with a 17%

increase compared to our survey results from November 2022 for residents, and a 9% increase from November 2022 for our Shared Owners.



According to our Tenant Satisfaction Measures almost

63%
of residents

report that they are satisfied with our approach to handling anti-social behaviour.



Community Safety

From January 2023 to March 2024, we saw an increase of 15% in the number of anti-social behaviour (ASB) cases reported to us. Over that period, we responded to 1,417 reports of ASB, domestic abuse and other community safety concerns.

Most of these reports were responded to by our Community Safety Co-ordinator who would discuss the report with the residents, understand their expectations and see what steps can be taken to resolve the reports.

We work with various agencies such as the police, environmental health and animal welfare officers to have a problem-solving approach to long term solutions. There were times we had to take enforcement action in 2023, with six injunctions and eight possession orders obtained as a last resort.

Sometimes the relationship between neighbours break down which may result in anti-social behaviour. We have a strong working relationship with West Kent Mediation who have managed 16 referrals to their service from us to help resolve conflict and differences of lifestyle.

Following the launch of our Community Safety Policy in 2022, we asked our Resident Scrutiny Panel to review our community safety approach, the main outcome of the review was strengthening the way that we communicate with those experiencing community safety related issues. We also introduced a more resident friendly guide which is on our website. This guide talks about our approach to dealing with community safety related issues and working in partnership with residents to make their communities a much safer place.

ASB App

From January 2023 to March 2024, over 200 residents signed up to using the ASB App to help manage their report of anti-social behaviour.

In 2023 we saw residents upload over 3,300 pieces of evidence to the ASB App. This is directly sent to the case officer with noise recordings and diary entries being the most popular.

This has helped 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/help-for-residents/anti-social-behaviour-and-crime/the-asb-app

Types of Community Safety issues reported from January 2023-March 2024:

Type of abuse	Number of cases
Verbal Abuse	283
Noise	225
Animal Nuisance	136
Drugs	137
Domestic Abuse	122

Health and Safety

Fire - We carry out regular checks on communal areas of our blocks and flats called 'fire risk assessments'.

Gas - We meet our legal requirements under the Gas Safety (Installation and Use) Regulations 1998 by carrying out regular inspections and installing carbon monoxide detectors where we have gas or solid fuel appliances. We carried out 8,415 gas safety checks between January 2023 and March 2024.

Asbestos - We hold a register of asbestos for all our homes. We regularly check the condition of the known asbestos-containing materials and will remove them if they become a risk.

Legionella - We have carried out risk assessments of all communal water services, these will be reviewed every 2 years or more regularly to any high-risk areas.





Compliments, complaints and feedback

We want you to let us know when we haven't got things right, so we can learn from individual complaints and monitor trends to see where things are going wrong. We have teams dedicated to customer resolution and experience to ensure we use your feedback to improve our services. We also want to hear from you, when things go well, and we track compliments across our teams.

Of the 681 complaints we received between January 2023 and March 2024, 62% were upheld and 19% went to stage 2. The Housing Ombudsman reviewed 16 cases and of these seven were not upheld, and for nine a form of maladministration was found. There were no findings of severe maladministration during the period.

Our research shows that there are no notable trends for the types of complaints or residents raising complaints. However, we want to better understand how we can improve our complaints handling. In November 2023 a panel of our directors began to review all stage 2 complaints and have agreed an action plan for improvements. This organisational wide approach is aimed at reducing the number of complaints reaching stage 2 by 10%.

In 2024/25 we will update our approach to comply with the new Housing Ombudsman complaints handling code and continue to review with the Board their published findings, to inform our plans. More information on this can be found in our new complaints report, which can be found on our website www.westkent.org/about-us/contact-us/complaints-compliments-and-feedback/annual-service-improvement-report-and-self-assessment.

Between January 2023 and March 2024 we received:



Complaints



Using your feedback to improve our services



Tenant Satisfaction Measures

Tenant Satisfaction Measures (TSMs) were introduced by the Regulator of Social Housing in April 2023 for every housing association. The TSMs are gathered through a general satisfaction survey (perception survey) asking residents what they think about their home and the services provided by West Kent.

You asked, we did

One of the recommendations made by the Resident Scrutiny Panel in late 2022, was to provide 'how to' guides for our residents on household maintenance, like 'how to bleed a radiator'. In 2023, we developed a new range of videos to help residents with these tasks and they have proved to be very popular. The videos received over 5,000 views across social media and our website in the first three months and over 13,000 in 12 months.



Our first full year of capturing the TSMs shows that we have improved through the year. Overall satisfaction with West Kent as a landlord is 77%, placing us around the average compared to other housing associations.

Scrutiny spotlight

You asked:

West Kent to be more visible across communities and to know who they can contact for help and when. The scrutiny panel concluded there needs to be a face-to-face offer for residents and communities, alongside an improved digital offer and both methods should consistently be offered and tailored to need.

The Resident Scrutiny Panel recommended more resident involvement opportunities and that resident feedback both formal and informal should be brought together internally to support improvement plans. The Resident Scrutiny Panel also recommended the renaming of Tenancy Service Officers.

We did:

As a result, we have created new pages on our website highlighting the variety of resident involvement opportunities, that have been well used. We have also set up an improvement group that brings together all forms of feedback. We are also working to improve our digital offer and the ways residents can contact us and we have renamed our Tenancy Service Officers to Neighbourhood Housing Officers to give more clarity about their roles.



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 15 months.

- Building safety 99.9% compliant. At the end of the year there were three overdue gas safety checks (all are progressing through the no-access process).
- 100% of our homes meet the Decent Homes Standard and we reduced the number of resident refusals of replacement components, for health and safety works to 89 (March 2024) from 133 (March 2023).
- We received 13 disrepair claims in the year of which 2 were upheld.
- Zero fire risk assessments overdue.
- Completed the replacement of defective cladding on Tennyson Lodge – in collaboration with the owners Kent County Council and Bouygues UK Ltd.
- Reduced homes with EPC D (Poor energy ratings) or below to 906 (from 1,552)
- Replaced external doors at 1,002 homes and 64 homes had new windows installed.

Jan 23 – March 24	Complete	Target in 2024/25 12-month
Kitchens	176	158
Bathrooms	69	88
Windows (Number of homes)	64	79
Doors	517	953
Doors (Fire)	485	
Boiler replacement	362	180
Insulation (Loft)	21	153
Insulation (Cavity Wall)	13	92

Maintenance spend including planned works, repairs & maintenance, servicing and surveys



Contractors

Repairs

In the first three months of 2023, we saw a significant rise in responsive repairs, primarily driven by issues related to damp and mould. This increase was expected as we had proactively raised awareness with our residents, encouraging them to report any concerns. From 2022 to 2023, the number of jobs increased by over 700, with notable rises in works associated with damp and mould.

To support this, we developed a clear policy in collaboration with our Resident Scrutiny Panel, aiming to establish a zero-tolerance culture for damp and mould. A proactive business wide approach was taken, where residents who were identified as vulnerable and/or in a property deemed as high risk based on data, were approached for up-to-date surveys and support provided where needed. Additionally, we changed our process to ensure the initial job remains open until all follow-up works are completed. A dedicated team of experienced staff track progress to manage any disrepair or complex cases better. We also conduct a follow-up contact within 3-6 months to ensure there are no recurring issues.

We are working hard to demonstrate compliance across the majority of areas of Awaab's Law. The planned legislation, which would be an amendment to the Social Housing Regulation Bill will see greater changes in how soon landlords must investigate and fix serious issues. We are taking this seriously and have action plans in place to strengthen our services and policy on damp and mould.



76%

of residents are satisfied with the repairs received in the last 12 months



75%

of residents are satisfied with the time taken to complete their most recent repair.



75%

of residents report that they are satisfied that their home is well maintained.

Our communities

We want to provide homes and build communities residents are proud to live in, with better support to sustain a successful tenancy and manage life changes.

Services include community investment, tenancy sustainment, estate services and management of anti-social behaviour (ASB).



Performance with our Tenancy Satisfaction Measures shows us in line with the sector average, for rented homes.

Satisfaction with communal areas:



64%
Residents

Satisfaction with our approach to handling anti-social behaviour:



63%
Residents

Satisfaction with our contribution to creating positive neighbourhoods:



68%
Residents



Community Investment Highlights



We know the cost-of-living has put pressure on many residents' budgets. We are committed to supporting residents and have provided benefits or debt advice, employment and training support. This has been enhanced by the West Kent Hardship Fund, which can provide one off emergency help such as food vouchers or fuel payments.

Over the 15 months from January 2023 – March 2024, we gave almost £80,000 (£79.6k) from the West Kent Hardship Fund to support 219 residents and worked with agencies to arrange emergency food vouchers. This work was supported by our dedicated cost-of-living campaign 'Help for You', launched in February 2023, which has been used to communicate sources of support to residents. To find out more, please visit our website - www.westkent.org/help-for-residents/cost-of-living-support

This included:



Supporting

351

residents through our new Tenancy Sustainment team to live positively in their homes and sustain their tenancy.



Securing over

£300k

of increased benefit payments and small grants to support residents directly.



Generating

£458k

of social value for West Kent through our partnerships.



Between January 2023 and March 2024, we supported

4,809

people across our communities work.

We have increased the social value through our procurement this year. Social value is the additional benefit we get from our relationships with contractors - such as apprenticeships, work experience programmes, or help with gardening and decorating for vulnerable residents.

Suppliers bidding for large long-term contracts are asked to consider what they can do to support our residents and communities. Activities have included:

- Brenwards who provide our responsive repairs and planned maintenance programme contributed £37,500 towards the West Kent Community Chest, which funded 45 projects in 2023 and a further five projects in the first three months of 2024. These included youth residential trips, social events at various schemes for older people and a new gazebo at Woodlands Court, Swanley. Brenwards also part funded a van to support our neighbourhood activities.
- Civica, the supplier implementing our new housing system, delivered a successful careers event at Orchards Academy in Swanley, followed by work placements for two students who learnt about working in a global software business.
- Capsticks, one of our legal advisors, awarded a £2,500 grant towards our detached youth work.
- Ian Williams, our cyclical decorations contractor, provided new carpets worth £3,000 at Montgomery Road scheme in South Darenth.



Providing furniture to
707
residents



and
1,438
local customers through
our Abacus store.



Tackling fuel poverty

We introduced a dedicated fuel efficiency advisor who works with our residents to get the best rates, access financial support from utility companies and get the most from the heating systems in their home.

From January 2023 until March 2024, our financial inclusion service supported 345 households with welfare benefit and fuel efficiency advice.

By taking a wider view of the residents' needs, providing fuel efficiency advice and other support as required, we supported over 110 households with bespoke fuel efficiency advice in 2023. We also reduced void costs and importantly improved the quality of life for residents, through targeted financial support.



Helping residents in need

'Joyce' is a West Kent resident who received the following support after seeing the campaign in 2023.

"I was struggling to pay my high gas and electric bills and was also worried about the damp and mould in my property as I have suffered from Chronic obstructive pulmonary disease. The support I received made an enormous difference to my wellbeing, health, and home."

Contacted by our fuel efficiency advisor, Joyce received the following outcomes.

- £293 better off with Pension Credit
- Felt empowered to call the Department of Work and Pensions for support
- Damp and mould removed from home by West Kent
- Food voucher received to help through a challenging month.

We knew that this needed an ever-evolving approach, so in September 2023 we went further, using data to identify homes that were in a poor condition. Our analysis found that this was linked to residents over 75 years old, who had been there for more than 30 years, and had refused recent home improvement works. We were able to target these residents with visits for repairs and improvements.



We supported over
110
households with
bespoke fuel efficiency
advice in 2023.

*Joyce is a pseudonym used to protect her identity

Delivering our new communities offer across West Kent neighbourhoods

Broadband offer for over-55s

We improved the broadband for 16 of our over-55 schemes and piloted the introduction of Wi-Fi to residents as part of a digital inclusion initiative at 3 schemes (Montgomery Court, Queens Court and Jerwood House) providing access to SkyQ, TV streaming and gaming systems through a specialist partner ensuring a secure and safe way to access digital services.

Resident Action Groups

Following on from our work last year in St Mary's, we are building on our success with the Resident Action Group introducing regular Resident Action Groups at White Oak and in our community in Edenbridge.

Swanley Community Hub

We worked closely with a local church in Swanley to support them in establishing a charity that could act as a community hub supporting the local community in a range of issues. During its first year of operation, Swanley Community Hub has been able to establish and extend

an allotment and food distribution project. They have already raised £10,000 towards the food distribution service, which is now providing a weekly food delivery service for residents in financial need.

Establish an approach to community development in new schemes

We want to ensure that our residents feel part of a wider community when they move into our homes. That is particularly important when we are building new homes and new neighbourhoods in areas where our new scheme will mean we have a significant presence locally. We will establish an approach that:

- Supports our residents in understanding and accessing their local neighbourhood and the services within it.
- Helps build relationships within schemes, across tenures and within wider communities.

We are already developing this approach for our scheme at Castor Park where we are building 106 new homes, which will be part of a new community in an existing neighbourhood.



Older people

We own and manage 1,110 homes across Kent for those aged 55 and over.

We understand the importance of having quality homes and stable support networks as we age. Our homes for those aged over 55s offer different levels of support, from independent living and sheltered housing to extra care facilities.



Celebrating 10 years of Montgomery Court.

Montgomery Court is one of our extra care schemes, which means residents live independently whilst benefiting from having a care team on site 24 hours a day, 365 days a year. Residents also have access to communal facilities such as a restaurant, activities room and hairdresser.

In March 2024, residents, staff and partners came together to celebrate 10 years of Montgomery Court.

It was great to hear how much residents enjoy living at Montgomery Court, Maisie who has been at the scheme since it opened in 2014, said; 'It is a lovely place, I came into it when it was brand new, and it was like a five-star hotel. My flat is nice and comfortable, and it is lovely and warm!'



If you or a family member are interested in finding out more about our homes for over 55's, please visit www.westkent.org/find-a-home/homes-for-over-55s or call 01732 74940



Plans for 2024/25

In 2024/25 we will:



Reduce properties with EPC D or below to 632 (from 906).



Develop our approach for building communities where we build new homes.



Consult with residents on our estate standards and how we deliver our estate services.



Replace 323 boilers, 1,360 doors, deliver new windows in 81 homes, 153 loft insulations and complete 99 cavity wall insulations



Establish a clear approach to sustainability in new schemes and our new homes standard.



Pilot a way to manage complex cases and improve overall complaints handling and reduce the number of complaints.



Complete the implementation of our new housing system and deliver the service improvements to make it easier for our residents to interact with us either online or by phone.



Deliver our action plan to ensure compliance with the Regulator of Social Housing's new Consumer Standards and the Housing Ombudsman Complaints Handling Code.



WestKent

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