



ANNUAL REPORT

2020 - 2021



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INTRODUCTION

Welcome to the latest Red Kite Community Housing annual report which enables us to look back at achievements in the last year and summarises performance in key areas of the business.

We - the Resident Representative Team (RRT) - are a group of tenants who work with Red Kite to help shape the services they provide. Over the last year we have been working hard to ensure that tenants remain at the heart of Red Kite and that the tenant voice is heard and listened to. We have consulted on key service changes, helped to influence decisions, and shared our recommendations for consideration with the Red Kite Board.

We've all had to continue to adapt to the ongoing challenges of the COVID-19 pandemic. For RRT, this has meant considering how often we are able to hold our meetings and really embracing virtual ways of working. We're now meeting virtually via Microsoft Teams on a weekly basis, ensuring that we continue to work as closely with Red Kite as we did before the pandemic.

RRT works as an important part of our wider network of tenant volunteers that help to ensure we are delivering on our commitment to be a truly tenant-led organisation.

We've worked closely with staff in reviewing key strategies and policies that affect tenants the most, including developing sections of the Resident and Community Engagement Strategy. We've attended training sessions with the Tenant Participation Advisory Service (TPAS), and some members attended a webinar to connect with other involved tenants across the country.

We are still very much focused on the Social Housing White Paper and particularly the new Charter for Social Housing Residents – which sets out the actions the Government will take to ensure social housing tenants are safe, listened to and live in good quality homes.

We've welcomed many new faces to RRT meetings over the last financial year and currently have seven new tenant volunteers actively engaging with the RRT group.

We're always looking for more tenants to get involved and you where you can bring your own skills or experience to make a real difference. If this sounds like something you might be interested in please have a look at the RRT pages on our website which you can [view here](#). You can contact our friendly volunteering team at volunteering@redkitehousing.org.uk



CHAIRMAN'S STATEMENT

As with everyone else in the country it has been another challenging year for all at Red Kite including our tenants, volunteers, staff and Board. Like other organisations, we had to find new ways to continue providing our services and, guided by our Emergency Response Team, to try to keep our communities and staff safe. During this time, amongst other things, we helped people who were socially isolated and provided food support for those who needed it most.

I hope that, with the continued roll out of the vaccine, we will gradually return to a more normal way of working.

Last summer our Board took time to consider Red Kite's future direction of travel with a key focus on engaging with our tenants and listening to their voice. This work came to fruition recently with our new Corporate Journey which was completed with valuable input from our tenants. It includes a number of targets against which we can measure progress. Please take some time to find out more about it by [clicking here](#).

We are now delivering a new Resident and Community Engagement Strategy to ensure that we continue to be a truly tenant-led organisation. We are always keen to welcome new members to help us deliver that goal. In line with the recent Social Housing White Paper and the National Housing Federation's Code of Governance, we have also placed an increased emphasis on carbon neutrality and sustainability, as well as home safety and improved building quality.

An important role within our governance arrangements is fulfilled by our Resident Representative Team (RRT) who have continued to meet via Microsoft Teams throughout the pandemic.

We are now delivering a new Resident and Community Engagement Strategy to ensure that we continue to be a truly tenant-led organisation.

The team put a huge amount of effort into supporting our organisation and ensuring that the tenant perspective is reflected in everything we do. We are very grateful to them for their ongoing commitment.

As a Board we are conscious that, in an area of acute housing shortage, we owe it to our communities to develop as many new homes as our resources will allow.

Our aim is to develop 500 homes by 2023 and a further 600 over the following five years. We now have planning permission for our largest scheme, Castlefield. Developing Castlefield will present a number of challenges to our organisation and a decision about it will be made by the Board later this year.

Our In-Depth Assessment (IDA) was conducted earlier this year. An IDA is a review by The Regulator of Social Housing to assess the financial viability and governance of every Housing Association. We have recently been notified of our Regulatory Judgement and are pleased to be awarded a rating of G2 and V1. This means that as a business we remain fully compliant, so our tenants are in safe hands.

Looking to the future, in line with the National Housing Federation's code of governance, a number of our Board members are likely to be leaving the Board over the next couple of years as they will have served the maximum time permitted. We will therefore be seeking to recruit new Board members whilst retaining the mix of skills and experience required to run Red Kite as a caring and sustainable organisation.

To finish, I must express my gratitude to all our Board members who have worked so diligently over the past year. Their names are on our website. I must also offer a huge thank you to everyone at Red Kite – staff, tenants, volunteers and contractors – who have seen us through such a difficult period and built such solid foundations for the next few years.



MIKE GAHAGAN
CHAIR OF RED KITE

A QUICK OVERVIEW...

The below graphic gives a quick overview of a year at Red Kite, and what a year it has been!

The COVID-19 pandemic has certainly brought its challenges, but as you will also see it has been an opportunity for us to reach out to our tenants and show them that we are more than just a landlord.

We made **3,096** proactive wellbeing calls, sent **9,328** letters and **4,001** texts to keep tenants up to date with what we were doing to keep them safe and how we could help if they needed it.

Despite the pandemic, homes still needed repairs and we were determined that as far as possible, and adhering to Government guidance, we would do all we could to ensure our homes were maintained.

More than **640** improvement works were carried out and **15,352** repairs were made, despite the restrictions of the pandemic.

Our staff have gone above and beyond for our tenants this year, which you can see is reflected in these figures.



OUR MONEY

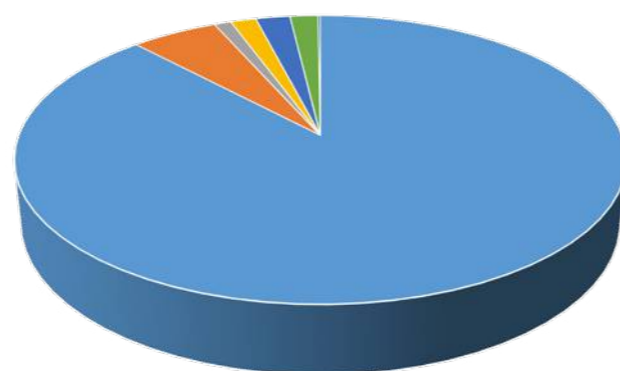
During the year we spent £16.3 million on improving our existing homes, which equates to 50% of the rent that we received. In addition to this, we spent over £4.5 million on new homes for the local community. To enable more homes to be built we borrowed an additional £40 million with one of our current funders.

The pandemic has impacted us financially with approximately £0.5 million of additional expenditure incurred in a range of areas which includes enhanced communal cleaning to protect our tenants and the community. The pandemic has also impacted a number of our tenants and we've provided extra support and also sign posted some to our partners who are better placed to provide further help.

These charts show how the rent from our tenants is our greatest source of income and that we spend most of our money looking after our homes.

INCOME

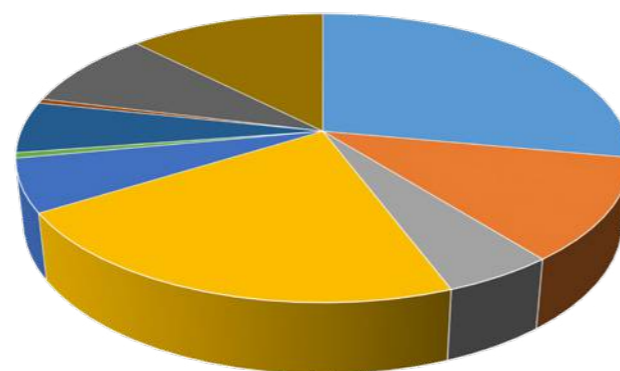
- Housing Rent
- Service Charges
- Net Share Ownership Sales
- Retained proceeds from Right to Buy and other sales
- Garage and shop rents
- Leasehold and other income
- Interest received



TOTAL INCOME:
£36,966,000

EXPENDITURE

- Investment in existing homes
- Day to day maintenance of homes
- Planned maintenance of homes
- Management of homes
- Communal services
- Unpaid rents
- Investment in new homes
- Garages, shops and other costs
- Other Group companies
- Treasury costs



TOTAL EXPENDITURE:
£36,829,000

FINANCIAL WELLBEING

Rent is our biggest source of income, so it's important we collect rent and service charges due. This is to ensure we can continue to provide a good service and service the debts we have invested in our homes.

As part of our Crime and Poverty strategy we support our tenants with financial issues where we can, including maximising available benefits, overpayments, support with debts, grants and discretionary housing applications.

This has been a challenging year which saw our income collection under immense pressure due to the COVID-19 pandemic. This caused a negative impact to income collection rates, driving an increase in arrears. We have been working closely with tenants throughout the pandemic, supporting those who are experiencing hardship because of job losses and reductions in income to reduce levels of arrears.

Our staff have worked proactively and using our insight reports we are able to target support, minimise debt and increase the financial strength of our tenants. We explored new ways of engagement which maintained a high level of tenant interaction.

We managed to secure Discretionary Housing Payments of £50,000 from working with the Council to support tenants having difficulty paying their rent. We are seeing a downward trend in the arrears and expect to see that continue.

Our commitment is to work with our tenants to support tenancy sustainment as evictions are always a last resort. We acknowledge that evictions can be very difficult for those involved and lead to an overall increase in costs for our organisation.

There are still risks posed by the pandemic, the ongoing furlough scheme and changes to Universal Credit payments, however, we are doing our best to help tenants and to mitigate these changes.



Secured **£50,000** on behalf of tenants in Discretionary Housing Benefit



2,300 number of referrals



5,594 contacts to our Sustainability Stem to support vulnerable tenants

THE WORLD WE LIVE IN

The COVID-19 pandemic has changed the way we work at Red Kite. In March 2020, a week before the Government started lockdown restrictions, we moved entirely to remote working to keep the community safe. Incredibly, less than 48 hours after initiating the process, our contact centre staff were working from their own living rooms, and we were ready to deliver as many front-line services as possible to our tenants.

We had already put together an Emergency Response Team (ERT) who met daily at the start of the pandemic to access and review the information available and make informed decisions.

We have always taken the health, safety and wellbeing of our tenants very seriously but never more so than when the pandemic started. COVID-19 brought with it unprecedented times and we were concerned for those affected in our community. Our ERT continued to meet regularly throughout the year and we are still closely monitoring the situation, ready to take a proactive approach and protect our three main priorities: our tenants, staff and services.

They made tough decisions in line with Government advice. This included carrying out home visits in a COVID-Secure way, screening access to our sheltered schemes, additional cleaning and disinfection, reprioritising our repairs and closing our offices. Repair inspections and home visits were carried out virtually and if we needed to visit homes for repairs or safety inspections, we contacted tenants on the day to ensure that no symptoms of COVID-19 were within the home.

Our staff have continued to work remotely embracing our virtual office on Microsoft Teams. It's so important that we can communicate effectively with tenants via phone and video calls, email, chat and social media, and working remotely hasn't affected this thanks to the IT systems we have in place. Being able to react so quickly was partly down to the investment we had made in technology as part of our emergency response and simulations process. This meant we were trained and ready to operate remotely when needed.

WHAT'S OUR FUTURE?

Looking ahead, we'll test, refine and develop the plan for how we work in the future. We're more than a housing provider, we're part of the community and that means remote working can only be a part of how we operate and not a complete answer. We have an Exit Strategy that sets out the steps we need to take as we transition to our 'new normal' and this is regularly reviewed by our ERT. How we integrate our new remote world with the physical office environment is going to be key.

In any business, people are its best assets. For Red Kite this is especially true. Our staff, volunteers and Board members all create our culture. We have demonstrated during the pandemic that we are able to keep our culture alive virtually, although to develop it has proved more difficult. We now need to look towards how we can rectify this and build our culture in the new normal.



CORPORATE JOURNEY

We have developed a new Corporate Journey to map out Red Kite's direction of travel for the next five years.

Our Corporate Journey is our strategic plan for Red Kite's future direction so it is important that it is fit for purpose and truly reflects the needs of our tenants and our communities. Therefore, the priorities and actions set out in the document have been shaped by an extensive consultation process, which involved our tenants and a number of our other key partners.

We are very proud to be a genuinely tenant-led organisation with our roots fixed firmly in our communities. We listen and engage with our tenants working closely with them to shape the services they need. Our vision is to empower our tenants and provide opportunities for skills development and employment. By doing this effectively we can help create successful and sustainable communities.

In order to achieve this vision, the new Corporate Journey has set out eight key areas of focus taking into account feedback received by our tenants:

- Tenant engagement; the Tenant Voice
- Deliver better services in the way our tenants want
- New homes
- Better homes
- The Green Agenda
- Twenty11
- Realising Potential
- Equality and Diversity

These key areas will each have an action plan to map out what we want to achieve. The Resident Representative Team and the Red Kite Board will review progress against this year's actions and will review the actions for next year.

Please [click here](#) to watch our video and find out more.



BEING TENANT LED

We couldn't achieve all that we do without our amazing volunteers who are often tenants that live in our homes. They make a positive difference in our communities by helping to shape the services we provide and have an important role in making sure that we remain truly tenant-led through everything we do.

We are proud of this partnership approach, with a valued Resident Representative Team, tenants on our Board and committees, and a large team of wonderful volunteers. Our Resident Representative Team work in close partnership with us and are consulted on key service changes, help to shape decisions, and share recommendations with the Red Kite Board.

This year we have worked closely with the Tenant Participation Advisory Service (TPAS), an organisation dedicated to improving tenant engagement standards. An important part of this standard is to help tenants develop their capacity to be more effectively involved.

With the help of TPAS we arranged Challenging Effectively training to help our volunteers feel confident to take on their roles and make sure they have their say.

Being tenant led isn't just something we like to say, we make sure tenants are at the heart of everything we do and the decisions that are made. We were formed by the community, for the community and never lose sight of this important commitment.



43 volunteers helping to shape services



573 hours volunteered



5,726 surveys completed

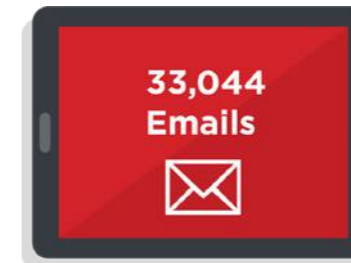
TENANT LED





LISTENING TO OUR TENANTS

Although many of our staff have been working remotely, we want our tenants to have easy access to our Relationship Team through our contact centre. In 2020/21 we received 99,372 contacts across all our communication channels. We recognise that our tenants will use different ways to contact us, not just for different types of interactions but also to suit their own convenience. We continue to invest in new technology to provide a variety of channels to access our service. We saw a 50% increase in our web chat communication which tells us that our tenants have found this method to be the most effective and efficient way to contact us.



FEEDBACK

Feedback has always been important to us as we seek to improve our services based on our tenants' experiences. We actively ask tenants to share how we are doing through our survey programme, from any feedback shared with us and by working with our volunteers. We are always grateful to receive feedback, whether positive or negative, as all this information helps improve what we do. This can come in the form of a complaint, compliment or general comment – but whatever it is that our tenants want to tell us, we're here to listen and do something about it.

We will continue to build on this to make sure we take forward the learning we identify and will be introducing a new survey for tenants who have used our complaints process.

We worked with tenants to produce a set of performance dashboards for our website which you can see [here](#) together with our self-assessment against the Housing Ombudsman's Complaint Handling Code.



632
Quick
resolutions



112
Formal
Complaints



20
Appeals



5
Housing
Ombudsman
cases



765
Compliments



SUPPORTING OUR COMMUNITIES

We're proud to be able to support our communities by providing grant funding to help a wide range of local projects.



Starting Blocks supports individuals with smaller grants to help them set up a business, project or event that makes a difference to the community. It can also be used by Red Kite tenants to help to pay for training or qualifications that will help them to secure a promotion or employment.



Springboard provides larger grants to charities or groups that play a vital role in supporting our communities. This funding route is usually for larger and more complex projects that will realise potential, create employment opportunities and positively contribute to our neighbourhoods.

Funding awarded for 2020-21

Springboard	£95,070
Starting Blocks	£13,124
Total	£108,194

Wycombe Mind secured a grant of £9,250 from the Springboard fund in early 2021. This was awarded to help them launch the Free Space project to provide dedicated support for those affected by hoarding related issues. So far, 25 households have been offered support to improve their indoor space, their gardens or both, and the mental health support offered has also been a priority

Cruse Bereavement provides support for people affected by grief and loss across Buckinghamshire and offers a free service to more than 350 people every year. It has been greatly impacted by the pandemic so the funding provided by Red Kite was much needed. The first tranche helped provide new staff members and volunteers, recruitment and training, and the ability for greater capacity. The latest funding will support ongoing staffing, recruitment and training, a specialist children and young people's team and an increase in allocations.



QUOTES FROM OUR CUSTOMERS



MARLOW OPPORTUNITY PLAYGROUND

£5,000 for a playground for children with profound and complex needs.

“MOP provides our little girl with the tools to help her develop to her full potential. All the staff are incredible. It is a nurturing, caring environment and I’m so thankful we have access to it.”

WYCOMBE YOUTH ACTION

£8,000 for a girls' youth group to empower young women.

“The sessions have been really fun and interactive. There is always a large variety of sessions and we always learn something new.”



TRANSITIONS UK

£10,000 for the Aspire Youth Offending Project

“Transitions UK are grateful for the support from Red Kite. We have developed some great connections in the area and are focused on recruiting new mentors.”



WYCOMBE REFUGEE PARTNERSHIP

£6,000 to support refugees

“We are most grateful for the grant of £6,000 to support running costs of our halfway house, administrator’s salary and IT connectivity.”



HELPING OTHERS

Red Kite is committed to helping our community realise its potential. We believe that all members of our community have something to offer and each of their skills and value should be discovered and supported. We are committed to supporting people when they need it; considering how best to support those struggling with employability and financial security especially given the challenges of the pandemic.

Buckinghamshire Kindness Wave

We supported the Buckinghamshire Kindness Wave providing art and craft activity parcels to vulnerable children and young people in the care system, and families in Red Kite homes to support their emotional well-being.

Friends of Disraeli – Outdoor Activity Trail

In the summer of 2020 we built a large climbing structure and a new activity trail with balance beams, ropes and a climbing wall. The new equipment was for children to be active and occupied at break times and to develop their core strength and motor skills. This is particularly important as many children have missed out on regular outdoor exercise and activities during the pandemic.

The new equipment was received excitedly by the children when they returned from the summer holidays.

Quote from the children:

*“It’s amazing! I can climb, I can hang and I can sit at the top”
“It tires us out and it’s extremely fun”*

Quote from a parent:

“It’s bright and engaging for the children. It encourages their imagination as they can make up different games. It encourages them to come up with different fitness activities and keeps them active”

Food Parcel Project

Despite the obstacles caused by the pandemic, we have remained focused on our tenant-led ethos. Red Kite has worked in collaboration with FareShare and also the One Can trust, distributing more than 500 food parcels to vulnerable people living in Red Kite sheltered accommodation and other homes. Customers have been very appreciative of the parcels and the contribution from our teams. If you’d like to find out more you can watch the video by [clicking here](#).

Quote from a tenant:

“We are stuck in homes and have no one to help. I can’t thank you enough Red Kite for our lovely parcels which we received this morning. God bless you!”

Befriending project

At the start of the pandemic, Red Kite staff volunteered to run a befriending service to give the chance for “tea and chat” during the first lockdown. More than 40 staff volunteers took part and supported tenants who were feeling isolated due the lockdown restrictions.



During the pandemic we have worked with many wonderful partner organisations to provide help and support to those who most need it. We have referred tenants to available support including food parcels, prescriptions, friendly chats and taxi services. You can visit our website by [clicking here](#) to find out more.

COMMUNITY EVENTS

It is important for us to recognise and appreciate the people who make our communities better places to live. Our events help enhance engagement with our tenants and the wider community, and allow active participation with young people, especially those living in our homes. We recognise our role bringing organisations and resources together to help build community pride and social cohesion, and embedding Red Kite as a key partner in the heart of our communities.

Pop Up Business School

Despite the pandemic we partnered once again with the popular Pop Up Business School to give a free course offering business skills, practical advice and confidence. The online training schedule included a mix of practical sessions, one-to-one coaching and workshop sessions. While the team has a great track record of inspiring new businesses, they also introduced a range of work-focused skills aimed at helping people improve their job prospects.

Across the two weeks, 82 people took part, reaching our highest ever numbers! We delivered a fantastic online graduation ceremony, featuring the Mayor, a Red Kite funding presentation and a live music performance.



Feedback from graduates:

"I can't begin to say how much I gained from the course and how much I appreciate Red Kite funding it. It has been life changing."

Virtual Volunteer Thank You Event 2020

To recognise the hard work and amazing contribution of our much-valued volunteers, each year we hold a Volunteer Thank You Event so we can tell them how much they are appreciated.

Last year, due to the pandemic, we decided to hold this event virtually. We had a welcome and introduction from senior Red Kite staff and a special guest speaker from the Guide Dogs charity. This presentation had a real-time illustrator which made it a really unique experience. To finish off, Mike Gahagan, our Chairman thanked all the volunteers followed by live musical performance.

Feedback from our volunteers:

"A massive thank you for inviting me. It was absolutely wonderful! I look forward to being a volunteer very soon and working with you both and your great team"

"I wanted to extend my thanks for a wonderful thank you event"

"It was so nice to see Red Kite senior management involved in the volunteer side of things. It really made the input of the volunteers feel worthwhile and valued so thank you for including me"

Better Futures Youth Event

The COVID-19 pandemic has impacted the wellbeing and career opportunities of many young people. Our crime and poverty strategy focuses on what we need to do to support our communities. To help young people across the region we partnered with local organisations to bring together opportunities, motivational sessions and practical support.

The event provided information of what training, funding opportunities and wellbeing support is available for young people. This included apprenticeships, wellbeing, education, training, internships, employment and available funding.

We collaborated with some high-profile speakers and formed partnerships with lots of local organisations dedicated to supporting young people including Chiltern Rangers, Transitions UK, Wycombe Mind, Wycombe Youth Action, and Wycombe Wanderers. From this we were able to launch our very first Young Resident Forum to help us support even more young people!



Neighbourhood Awards Media Event 2020

Every year we hold our neighbourhood awards event, so that we can give recognition and thanks to the people who really make a difference in our communities. The competition includes awards for the best gardens, celebrating good neighbours, young heroes and amazing volunteers.

The awards last year attracted a total of 76 nominations across all categories. There were some wonderful entries and our judges were delighted to see the lovely images and heart-warming stories.

Well done to all the worthy winners!



KEEPING YOU SAFE

ANTI-SOCIAL BEHAVIOUR

We continue to address anti-social behaviour (ASB) which can affect communities and people's quality of life by adapting our ways of working, using modern technology and increasing our physical staffing resources.

The pandemic impacted on the number and type of ASB complaints so it was important to change how we worked. More people are spending time at home and noise sensitivities can be heightened. We maximised the benefits of the Noise App to help assess and take a balanced approach to complaints of noise, especially where lifestyle clashes can exist.

We offer support and referrals to help our tenants and leaseholders and have continued to develop and safeguard our strong relationships with partner agencies such as Thames Valley Police and Bucks Council.

SPEAK UP, SEEK HELP AND SHARE CONCERNS

We've been encouraging tenants to speak up, seek help and share concerns to help them stay physically and mentally well. The information on our website signposts people where to go if they're in need of support, or are worried about finances.

We pledged at the start of the pandemic to take a zero-tolerance approach to any form of domestic abuse. Despite numbers increasing we have always followed up domestic abuse reports, working with the police and other agencies to ensure cases are fully investigated. Our community team receive domestic abuse training, and can look at additional home security improvements, signposting people to further support and specialist agencies who can arrange for emergency accommodation. There is further information on our website with links to support groups.

SCREENING ACCESS

During the pandemic we had to make key decisions to protect our more vulnerable tenants. As part of this, we made the decision to restrict access in our sheltered housing schemes to only essential visitors. We also closed community playgrounds and sports courts, which gave us the opportunity to refurbish and update some of these areas before reopening them to the public.



OUR HOMES

We strive to deliver the best repairs service we can, as we know how important this is for our tenants and the high volume of interaction we have with them in delivering it. Over 70% of tenants use the repairs service on an annual basis.

During the pandemic lockdowns we successfully continued to provide our repairs service but with COVID-19 Secure precautions in place to keep everyone safe. Repair inspections were carried out virtually, and when we needed to visit a home, whether to do a repair or to carry out a health and safety inspection, we assessed the risks and took adequate measures to ensure the protection for our tenants, staff and contractors.

While we had significant changes to our ways of working, for both Red Kite and our contractors satisfaction for 2020/21 (83.6%) was broadly consistent with the previous year (86.5%). Further comparisons can be seen on page 33.

In the last year our average cost per repair job (including VAT) has been £134.99, with the average spent per home £445.59. We're pleased that despite the challenges of the pandemic we are seeing an increase in satisfaction levels.

Tenants' safety is very important to us. This year we carried out 966 Health and Safety inspections and 1,785 fire alarm tests.

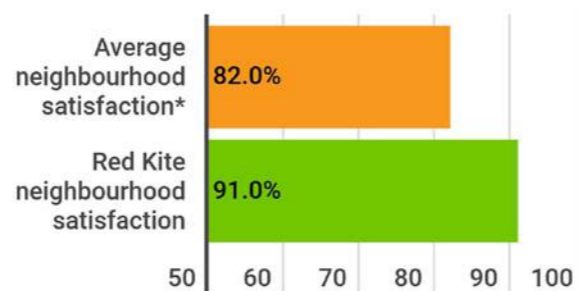


HOW WE COMPARE WITH OTHER PROVIDERS

These charts demonstrate how we compare nationally to other social housing providers.

NEIGHBOURHOOD SATISFACTION

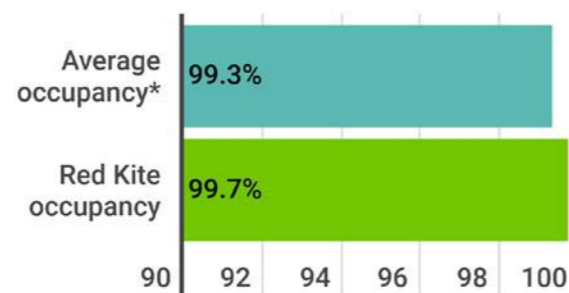
It's important to us that our tenants are happy in their homes, and we regularly check in with them through our surveys, some of which are carried out by our tenant volunteers, to find out how satisfied they are with the neighbourhood they live in.



*Median, Housemark 2019/20, as per Acuity Performance Report

OCCUPANCY

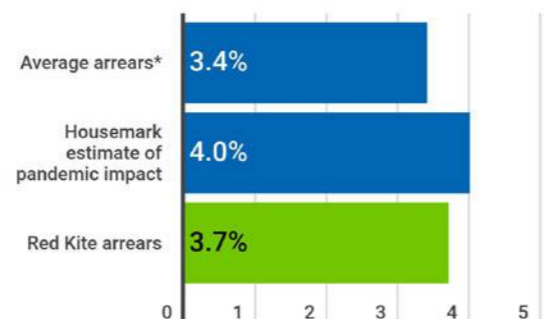
We know that there is a high demand for social housing in the area, so when our homes become empty because someone has moved out, we carry out any necessary works and re-let the home to the next person or family as soon as we can.



*Median, Sector Scorecard 2019/20

ARREARS

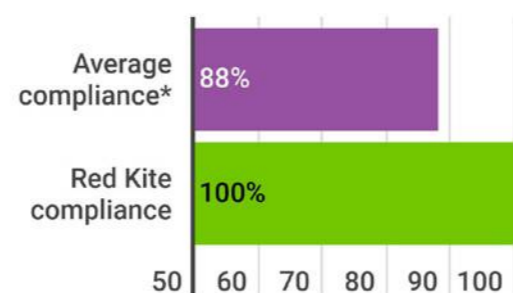
The rent we collect is our biggest source of income, and means we can invest our money in existing and new homes. The pandemic has impacted our income collection rates, driving an increase in arrears. We have been working closely with tenants, supporting those who have experienced financial hardship to reduce arrears levels.



*Median, Housemark 2019/20, as per Acuity Performance Report

DECENT HOMES STANDARD

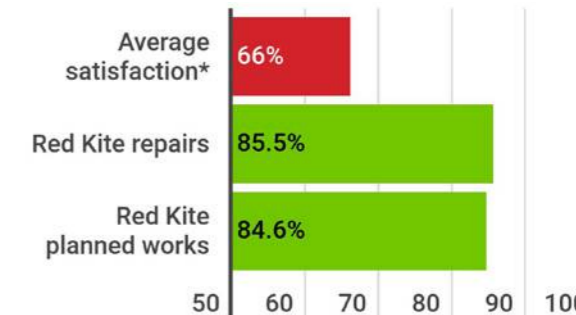
It's important that we provide tenants with high-quality homes - we outline this in what we call our Red Kite Standard, a local offer we designed with tenants which exceeds the Government's Decent Homes Standard. The great news is that all our homes meet our Red Kite Standard!



*Mean, housing associations, English Housing Survey 2019/20

REPAIRS / PLANNED WORKS SATISFACTION

We know that it's important to our tenants that we deliver a great repairs service and we are always looking at how we can improve what we do. We regularly ask our tenants how satisfied they are with the repairs service, and planned works such as roof replacements.

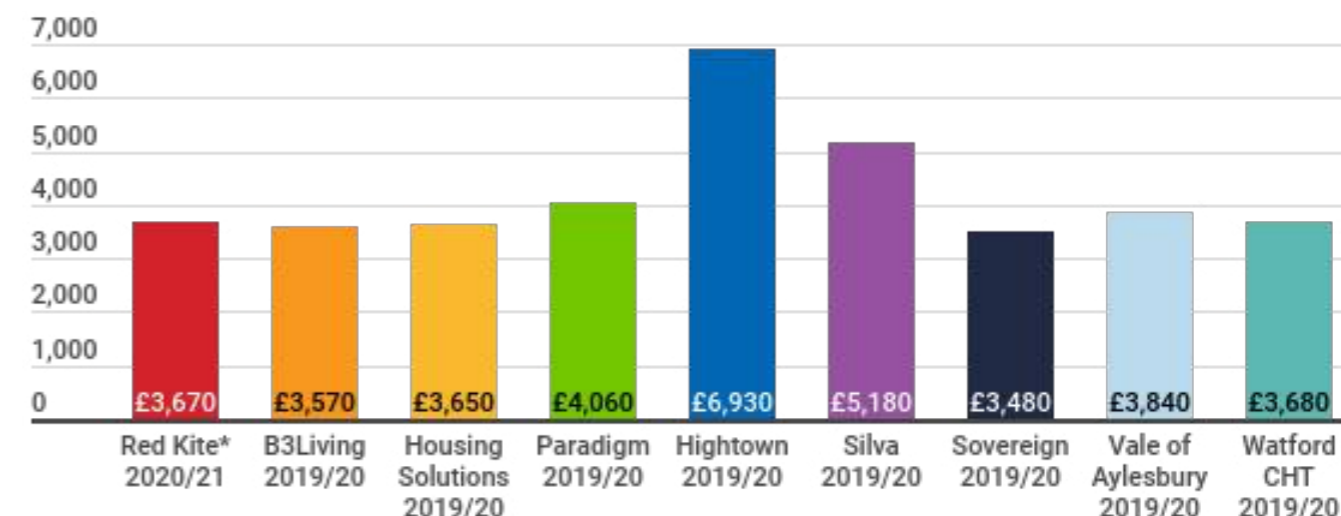


*Mean, housing associations, English Housing Survey 2019/20

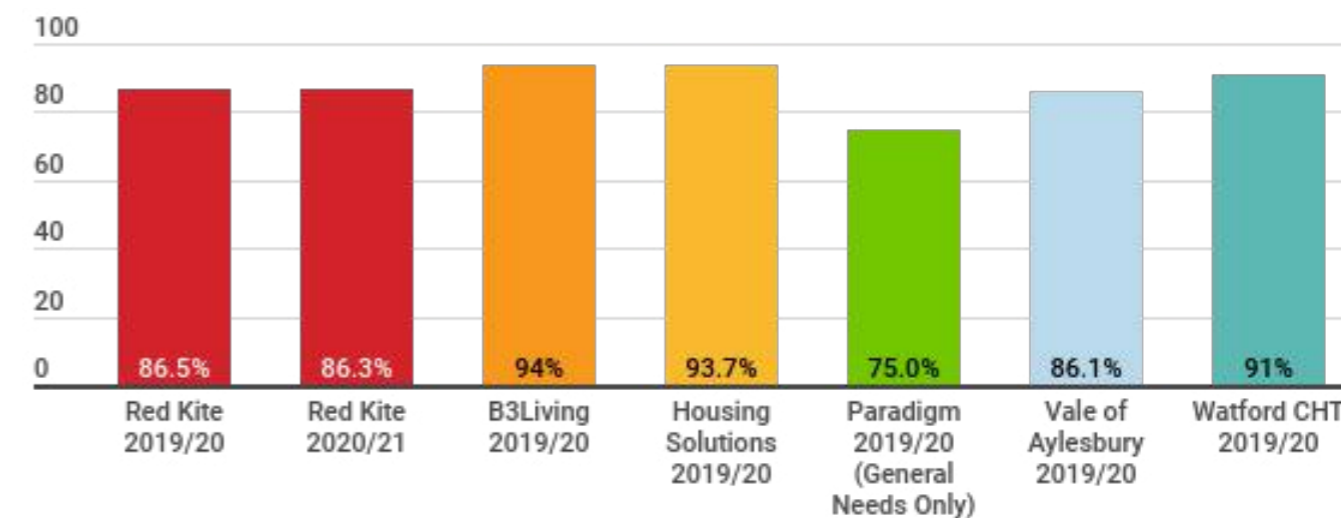
HOW WE COMPARE LOCALLY

This information shows how we compare to some other local social housing providers, as we do in our Value for Money Report. Due to the availability of data, we are only able to share the 2019/20 performance of other landlords and if they have published this information.

SOCIAL HOUSING COST PER HOME



REPAIRS SATISFACTION



NEW HOMES FOR THE COMMUNITY

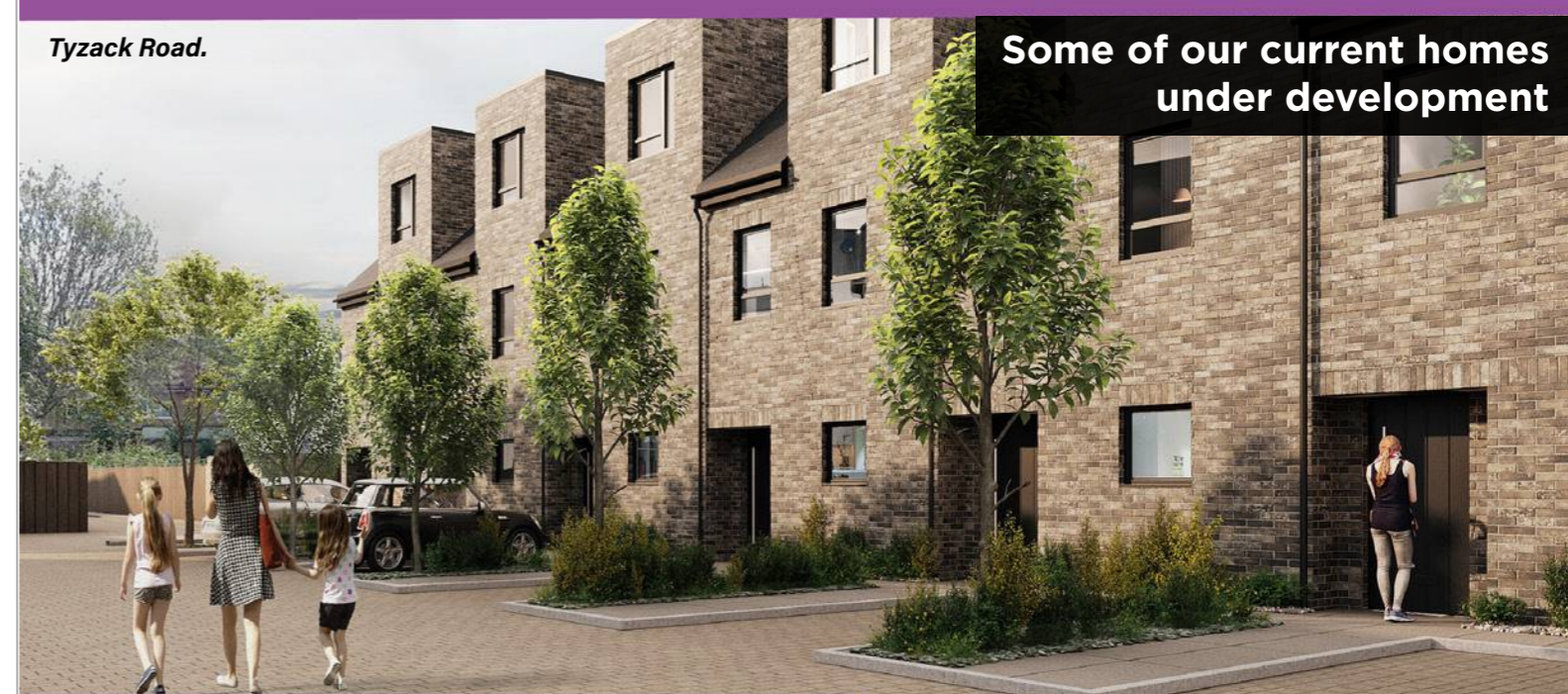
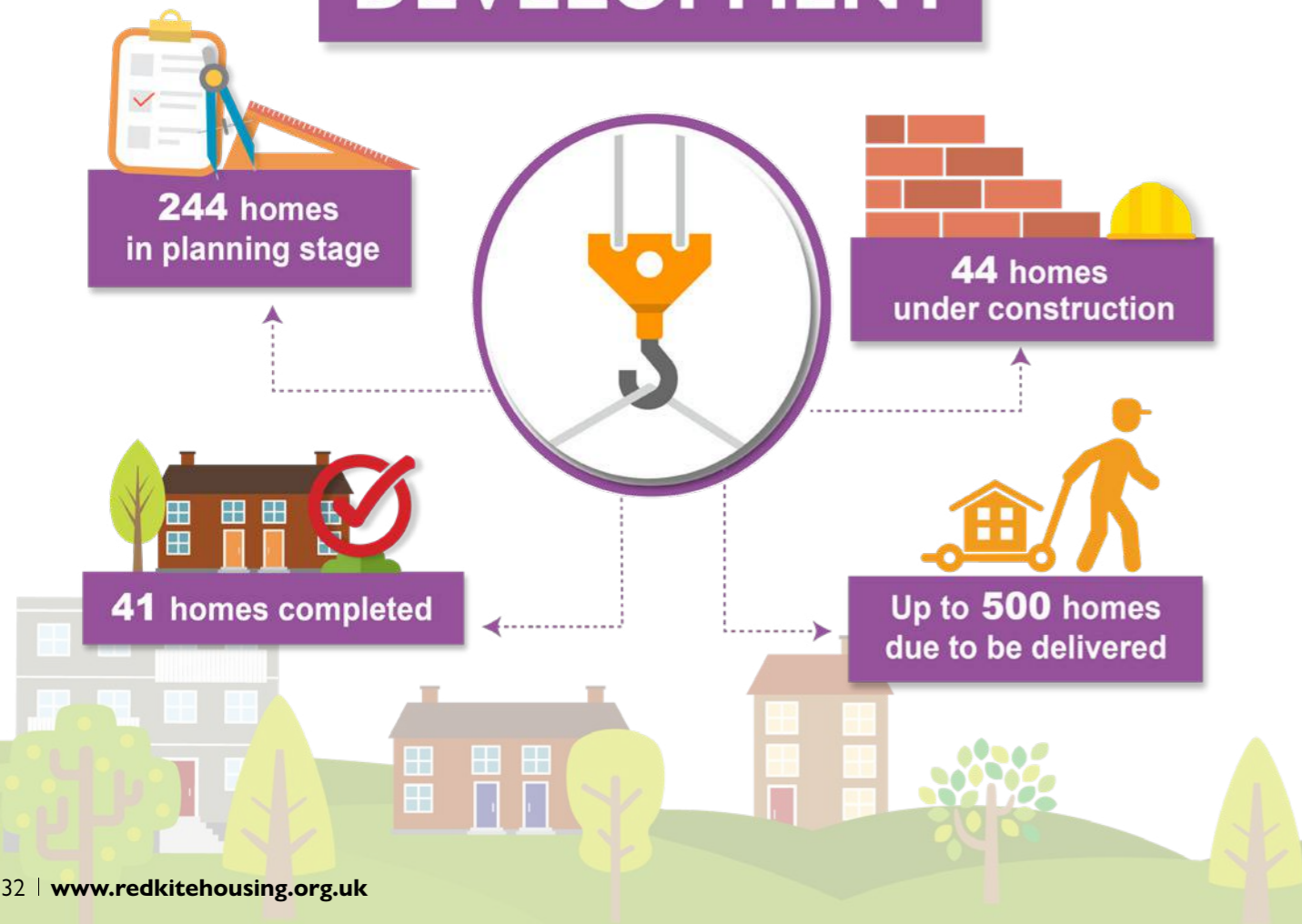
With a growing demand for homes across the UK which is particularly the case for affordable homes in our area. A key focus for us to provide high-quality, truly affordable homes for local people to live in.

Our development programme has been designed to provide a range of different tenures, which will include a small number of outright sale homes. The proceeds we receive from homes sales is used to build more affordable housing for those who need it.

Our main objective will always be to deliver as many affordable rented homes as we can.

- **Currently we aim to deliver up to 500 homes by 2024**
- **Nearly 80% will be affordable homes**
- **We have a budget of £112 million in place to deliver our development programme to 2024**

DEVELOPMENT





IN SUMMARY

This year has been a year like no other and to call it challenging would be an understatement! Keeping our tenants, staff and contractors safe has been our main priority. The dedication we have seen has been phenomenal. While it has been a year we wouldn't want to repeat there have been many positives which have shown the Red Kite team at its best.

Looking forward to the next financial year our focus will be to ensure we are meeting the commitments that are outlined in the Social Housing White Paper. In November the Government published The Charter for Social Housing Residents – its aim is to raise the standard for social housing and to meet the aspirations of tenants throughout the country – ambitions which we have been committed to since we first formed in 2011.

We know safety is a big agenda item and we have a robust programme of safety checks and investment works to ensure our tenants are safe in their homes. We also work closely with the Home Safety Core Group (a team of tenant volunteers) who are reviewing our work in this area. The Government has advised they are launching a consultation on mandating smoke and carbon monoxide alarms in social housing and we are pleased to say we have already done this in nearly all of our homes.

We were the first in the country to install carbon monoxide detectors in all our homes and over 99% have smoke alarms. Building safety will be a key feature of our stock condition survey in 2021/22 and we will ensure that our homes are safe and of good quality.

We're also focused on how we can support environmental ambitions and will be developing a Sustainability Strategy to ensure that we do everything we can to meet zero carbon targets and build a sustainable future for the generations to come.

As you will have seen throughout our Annual Report, engaging with our tenants and listening to what they say will always remain at the forefront of our work. As we deliver on our Resident Engagement Strategy we will ensure that tenants continue to influence the services we deliver and will work with RRT to continually review the ways in which they can get involved.

2021/22 is going to be an exciting year, and also marks our 10th birthday where we will have the opportunity to reflect on the last decade and celebrate our future.



Red  Kite
Community Housing

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