

RED KITE COMMUNITY HOUSING
CORPORATE JOURNEY

2021-2026



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INTRODUCTION BY THE CHAIR

I am pleased to commend to you, on behalf of the Board of Red Kite Community Housing, this Corporate Journey. It sets out our aspirations and targets for the next five years.

That we live in uncertain times is a truism, particularly at the time of preparing this document in the midst of a pandemic. We are fortunate, however, as we explain in the document, that due to careful management by the Board and staff, we have the financial and human capacity to deal with most things that the next five years can throw at us.

However, we are well aware that we cannot foresee all eventualities so we regard this Corporate Journey as a living document to which we will return at regular intervals to review progress and, if necessary, amend our ambitions. To assist that process we have set out, in the final section, some detail of the steps along the way and the criteria against which we will measure ourselves.

The priorities and actions set out in the document have been heavily influenced by an extensive consultation process. This has involved our residents, Buckinghamshire Council and a number of our other partners. The feedback we have received has proved both pertinent and constructive. I am grateful to everyone who took part.

I trust that you will find this Corporate Journey informative and helpful as we look towards the next five years with considerable optimism.

Mike Gahagan CB.



MIKE GAHAGAN
CHAIR OF RED KITE

THE VISION / OUR FUTURE

This Corporate Journey sets out our aspirations for the next five years. When read alongside our business plan it is clear how we expect to resource those ambitions.

In our last Corporate Journey we set out our aspiration to become a trusted landlord and a partner of choice. As we embark on our new corporate journey our goal remains the same. We know we can never assume this by right, but we hope that we have shown in the last five years that we have been consistently working to achieve our aims, particularly in the way we have responded to the Covid-19 crisis. We want to do the best for all our residents present and future and we want to attract like-minded people and organisations to work with us to achieve this.

After a very solid record of success and achievement in the first five years after our launch in 2011, delivering on our transfer promises to our residents, we have built on those foundations in the last four years. Our roots continue to be firmly fixed in our communities and the residents who live within them. We work with our residents to deliver services that they need, and we know what they need because we listen to what they say.

We have found the last few years challenging as we have dipped our toe into the waters of building new homes. We have also created a subsidiary, Twenty11, which is pioneering new approaches to social housing and assisting our residents to achieve their aspirations. As this is a trial we are monitoring Twenty11's performance through Sheffield Hallam University. The essence of partnership influences each and every service we provide and the type of organisation we will be in the future.

We have a unique culture built around creating the right environment for our talented people – residents, staff and volunteers – to flourish and innovate. Passion and enthusiasm run through each of us and we have the skills and expertise to administer our successful business. And our foundations are solid; we are financially strong with all profits being re-invested into our homes and communities. We have a track record of delivering not just what we need to but more. We invest and improve, doing what's right to provide a range of homes for rent and ownership. In return, we expect our residents to take responsibility for their choices, taking pride in their homes and their communities and contributing to them.

By empowering our residents and providing opportunities for skills development and employment, we will realise the potential in our communities. By creating more opportunity and facing new challenges with a positive and creative approach, we are on course to make a lasting impact in our communities locally and in social housing nationally, building a bright future for the people whom we house and with whom we connect.



OUR ROOTS

Our roots are firmly fixed in our communities and with our residents who make up those communities. It was our residents and leaseholders who had the vision and energy to establish Red Kite as a business in which residents are at the heart of decision-making. And it is this core principle that will continue to be the foundation of our business as we go forward. We will remain a community-based local provider of homes and services; a business that knows and understands its residents, communities and local stakeholders. To ensure this is the case, we provide the means for residents and leaseholders to influence our direction and determine what type of organisation we are and will be. We have around 800 residents and leaseholders as shareholders; residents sit on our Board; and it is residents who make the key procurement decisions and monitor performance. In partnership with the Board, staff, stakeholders and contractors, residents are the foundation of what we do.

Red Kite Community Housing was established in 2011 when we purchased 6,000 homes for rent from Wycombe District Council and took over the management of a further 700 leasehold homes. We promised to invest in improving these homes and improving the services provided. We delivered on these promises, completing the works ahead of schedule and with over £30 million of savings on the forecast cost.

Over the last four years, since the completion of the promises, we have built upon that success. A key feature has been the creation of a group structure allowing us to build new homes in the areas which we serve. As of January 2021 we have built or acquired 74 new homes, a further 30 are under construction and another 289 either have planning permission or are submitted for approval, or approved. We have also, through the launch of Twenty11 (Homes) Ltd, pioneered a new way to provide homes to residents who cannot afford market rental. This is still in a trial period but again, as of January 2021 we had 184 residents enjoying their new Twenty11 home.

Above all, we have built a business with a distinctive culture; based on the strong, shared values of partnership, respect and pride.

This Corporate Journey sets out how we will grow and thrive over the next five years in what is likely to be an ever-changing environment - having recently experienced dramatic change through the COVID-19 pandemic. Managing and extending our services whilst keeping our staff and residents safe has been a challenge to which Red Kite has risen and to which we continue to rise. What is unchanging is that our current and future residents, and leaseholders, will be at the heart of our decision making, and we will continue to provide housing at rents that people can truly afford.



OUR PURPOSE

We provide homes and we deliver services to manage these homes, but this is not an end in itself. This Corporate Journey is based on our clear purpose:

To realise
the potential
in our
communities





OUR OFFER

Having a secure home is the foundation stone that allows each of us to grow. We will offer a spectrum of homes for both rent and purchase that are affordable, matched to the income means of each household and remains affordable as each household's circumstances change and their aspirations grow. In particular, we will continue to provide homes to rent for those for whom alternative housing options are either unaffordable or unavailable.

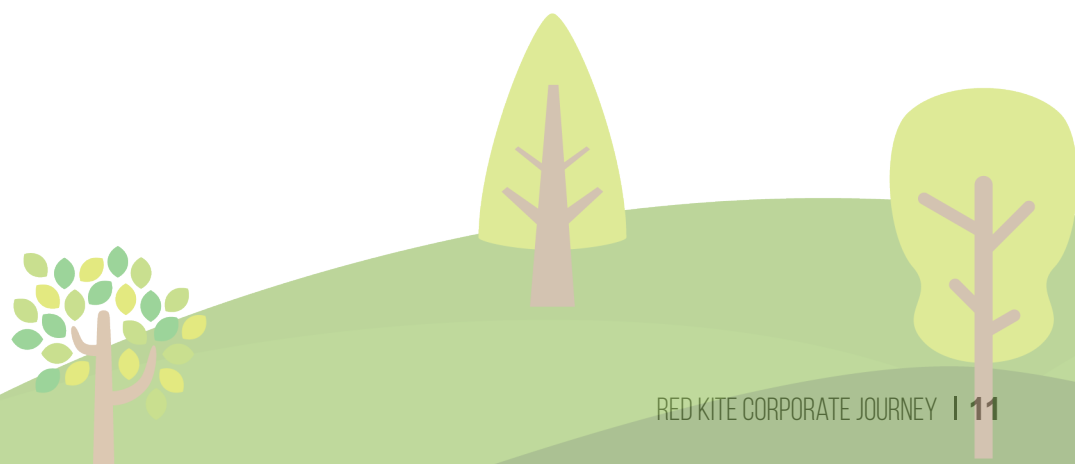
We will work in partnership with our local councils and with local businesses to support investment and jobs; and with individuals, helping them to develop and use their skills, whether in paid employment or in volunteering in their communities. We will invest in the formation and growth of sustainable social enterprises.

We will expect residents to take responsibility for their choices and take pride in their homes and communities. Our services will increasingly become available mainly through digital-access channels, with much more reliance on resident self-service. This is in line with the convenience of access expected by residents in this digital age and we will support our residents to use such channels. We will continue to provide the core services our residents need, always with a focus on the cost, and we will work in partnership with other organisations to provide additional services to residents when they are required.

We will provide the means for residents and leaseholders to influence our direction of travel and what type of organisation we are and will be.

We will balance the views of existing residents and our investment in the provision of services with the needs of future residents and our communities, particularly through investment in new homes.

Underpinning all this is our Customer Engagement Strategy. This has four key strategic themes designed to ensure a strong resident voice, an engagement structure which is fit for the future, an excellent community investment programme and value in our partnerships.





OUR VALUES

We believe that it is not just what you do, but why we do it and the way in which you do it that is also important. Our values express this - and they are values that we hold dear, and want our residents to do the same.

Partnership:

We cannot achieve our purpose alone or as individuals acting alone. We want to work with others who share our purpose and values. Our residents, volunteers and staff work together to achieve success. And the most important partnership of all is the one we share with our residents.

Respect:

We value everyone and seek to enable every individual to realise their potential. This is at the heart of how we work with our residents; respect is the basis on which everything else is built.

Pride:

We strive always to be the best we can, learning from our mistakes and celebrating our successes. That is how we will work with our residents – we want them to be proud of their homes and of being a part of what we are achieving.





OUR RESOURCES

We own and manage homes in Buckinghamshire and some surrounding areas where property and land values are high. This provides a strong basis for raising funding and generating income, but it also means that build costs for new or replacement homes are high.

We have substantial capacity to source new funding. We have undrawn loan facilities of £40 million as at 31st December 2020 and cash of around £20 million. In addition, we have the asset security and income streams to increase this total as we move forward on our programme of building or acquiring new homes.

We are a charitable business, which means that we reinvest our surpluses back into our homes and communities for the benefit of existing and future residents. Nothing gets distributed to shareholders. We have reserves that give us financial resilience, and this is helping us to weather the COVID-19 crisis. However, we must continue to generate surpluses that will allow us to remain financially sound whilst enabling us to make choices as to where we invest in the future. We will constantly review the services we deliver and how we deliver them to ensure we minimise costs and offer value to residents. We will use our creative culture to develop new revenue streams. We will seek investment opportunities that generate a positive financial return, whether these are in providing new homes, new services or social enterprises.

We have a Board, volunteers and staff who are passionate about our values and who are skilled in running the business. We will maintain the quality and diversity of our Board members by exploring options to maintain recruitment.

We have built strong links with our local communities and local stakeholders which means that we are in a good place to understand their needs and aspirations. All of this helps us to deliver the services and homes that offer the greatest value to our current and future residents. This means primarily that services will be delivered in a way that adds value to residents and communities.



OUR OPERATING ENVIRONMENT

When we wrote our last Corporate Journey we reflected on being in a period of change. Well who could have guessed where we would be now - in the middle of a storm with COVID-19 and the knock-on effect to the economy. To add to this, we are yet to find out the true impact of Brexit... so how do we make sense of all this and how can we make any plans? With that in mind, support to our most vulnerable residents and ensuring we have the resources to deliver great services will be at the heart of this continued journey. The fact that it is a continuing journey also means that we will need to review our progress at regular intervals.

We have seen the Government's housing focus move towards the private sector and first-time mortgagees. In the South East buying a home is beyond the reach of most young people but changing rules on Section 106s, and other Government measures, make it harder for us to deliver our purpose.

At the same time, following the tragedy of Grenfell in 2017 the Government has issued its White Paper on Social Housing with a greater emphasis on the safety of residents and on hearing the tenants' voice.

The economic conditions we face now are probably the most daunting this country has faced for years. A very tough recession, driven by the lockdowns the country has endured, will have major long-term knock-on effects.. As always it is those who are most vulnerable, many of whom are our residents, who bear the brunt of these things.

We also need to be aware of our environmental responsibilities responding to the Government's Green Agenda. This will add another financial challenge which we will need to cost into our business plan.

As we have said before, we are not alone in facing reduced funding and economic pressures. Our key local authority partners and all other public-funded agencies and services are also under immense financial pressure which will impact upon their ability to promote the provision of new homes and services.

Social change will continue to occur as the population ages and the costs of home ownership and market renting in the South East escalates, changing the expectations of residents, and the services and homes required.

Technological change will continue to have a significant impact through the increasing use of social media and digital services, supported by the Government's agenda of 'digital by default'. This has received an unexpected boost as we have found ways of working together remotely and the words 'Zoom' and 'TEAMS' have become part of our everyday vocabulary. We will use the opportunity to accelerate the change in the way in which our services are delivered. At the same time, we will work to ensure that those who do not or cannot access ever-changing technology are not excluded.

Increasingly we are using technology to consult and inform our residents. A good example of this is the online survey of residents' priorities which we conducted in preparing this Corporate Journey.

There have been opportunities too. Fewer regulatory restrictions on our business have given scope for more efficient use of our assets and are opening up new funding streams whilst giving us autonomy over our pricing policies (at least with Twenty11). This venture should give us the flexibility to give subsidy where and when it is most needed and to flex it according to our residents' changing needs.

Because we have been financially prudent and because we have committed and well informed volunteers, Board members and staff, we have the resilience to respond to whatever comes our way over the next few years.





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OUR GOVERNANCE

Our Board is responsible for safeguarding our future and the future of social housing within the communities in which we operate. They set our purpose and values, ensure probity and protect our long-term viability. They make the key business decisions regarding our journey and our response to the risks that we face.

In order to meet the ever-changing demands on the Board, we constantly review the skills required and how the Board functions. To support the delivery of the journey set out in this document, we recruit new Board members with the skills needed to complement those of the existing Board and who share our values and ambitions for the Red Kite Group.

We have a strong track record of engaging with our residents to share the challenges we face and to agree a way forward. This approach is engrained in our culture of being resident-led and is one that the Board ensures is continued. In particular, we have over 800 shareholding members who elect our Board members and who continue to be the guardians of our resident-led ethos. Besides the residents on our Board we have a residents' committee (Residents Representative Team – RRT) who see and comment on Board papers, are consulted on major issues and who are increasingly looking to lead reviews of our services.

We have been through some big changes together in the last few years! We have adopted corporate structures that support the delivery of our objectives and enable the effective management of our business risks in this climate of uncertainty.





OUR JOURNEY

Previously we talked of five ambitions – or pillars on which we built our journey. We are replacing these with the issues that were identified by the Board at its workshops in August 2020 taking into account feedback received by residents.

These are:

- **Resident Engagement; the Tenant Voice**
- **Delivering better services in the way our residents want**
- **New Homes**
- **Better Homes**
- **The Green Agenda**
- **Twenty11**
- **Realising Potential**
- **Equality and Diversity**

Under these we have identified a number of actions as is shown in our next section 'steps along the way' and against these we consider what success looks like in the 'how we will know when we get there' section – setting out how this will be monitored, transparency and success measures against the actions.



OUR STEPS ALONG THE WAY

Key issue

**Resident engagement;
The Tenant Voice**



What we will do

- We will roll out our Customer Engagement Strategy. We will build on this to enable a strengthening of the Resident Voice ensuring that we embrace the requirements of the Social Housing White Paper
- Share what has changed because of residents input to validate their commitment and investment in engaging
- Facilitate residents to find their voice to influence what happens in the community

Key issue

**Delivering better
services in the way
our residents want**



What we will do

- Repairs service; we will, working with residents, undertake an options appraisal to include new ways of delivering the service
- Based on this we will deliver the outcome (actual solutions and timing will depend upon the economic impact of the COVID-19 recession)
- We will over the 5-year period review the content and delivery of our services with resident consultation
- We will conduct a review of how we assure residents that their homes are safe in light of the Social Housing White Paper

Key issue

New homes



What we will do

- We will continue with the plan to build 500 homes by 2023 and thereafter 120 homes per year
- We will consider new models of housing that meet the needs and aspirations of our community
- Take the opportunity where possible to tap into new and cheaper funding to deliver homes where they are needed within the footprint approved by our Board

Key issue

Better homes



What we will do

- Continue with enhancing the homes of our existing residents subject to review due to constraints
- We will balance the speed of achieving this ambition against the need to mitigate the impact of the COVID-19 recession

Key issue

The Green agenda



What we will do

- Our investment plans (whether for new or existing homes) will consider the cost of the challenges of meeting the requirement to become Carbon neutral
- We will have a fully-costed strategy for this included within our financial plan of the COVID-19 recession

Key issue

Twenty11



What we will do

- We will complete the trial of this new type of charitable housing company in the first year of the new journey (target December 2021)
- Depending on the outcome of that trial we will either
 - - consider ways of growing this or
 - - execute an exit strategy which preserves the social assets of the group
- We will in any case extend where possible benefits of Twenty11 to Red Kite residents, building on the experience of the Twenty11 model (as, for example, we did in communicating with our residents during the COVID-19 lockdown)

Key issue

Realising potential



What we will do

- We will support our residents in the changing world in which we live (through use of existing funds such as Springboard and by exploring new ways to do this)
- Seek to expand to Red Kite residents the way in which we have supported Twenty11 tenants to realise their potential.

Key issue

Equality and diversity



What we will do

- We will review and check continually our approach to Equality and Diversity to ensure that we are demonstrating best practice and enhance our inclusive culture

APPENDIX: HOW WILL WE KNOW WHEN WE GET THERE?



Key issue	What we will do	How monitored, transparency and success measures
Resident engagement; The Tenant Voice	<ul style="list-style-type: none"> We will build on this to enable a strengthening of the Resident Voice ensuring that we embrace the requirements of the Social Housing White Paper Share what has changed because of residents' input to validate their commitment and investment in engaging Facilitate residents to find their voice to influence what happens in the community 	<p>Resident Voice</p> <p>How monitored:</p> <ul style="list-style-type: none"> PPP will receive reports on a quarterly basis showing progress against the Resident & Community action plan RRT will receive reports on a quarterly basis showing progress against the Resident & Community action plan SLT will receive reports on a quarterly basis showing progress against the Resident & Community action plan Head of Resident & Community Engagement will report to CEO on a monthly basis Conduct a resident engagement survey annually <p>Transparency:</p> <ul style="list-style-type: none"> We will publish our Resident & Community Engagement Strategy on our website A self-assessment against the amended Tenant Involvement and Empowerment standard will be published on our website within six months of the publication being produced by the regulator Progress against the action plan will be published on our website annually A summary of the plan and progress will be in the Annual Report to Residents We will publish on our website a list of all substantive decisions where residents have had a direct influence Use infographics for Resident Voice published on the performance area of our website to share key information (e.g.) <ul style="list-style-type: none"> - percentage of recruitment involving a resident - percentage of procurement involving a resident - Number of residents influencing decisions <p>https://redkithousing.org.uk/all-about-us/our-performance</p> <ul style="list-style-type: none"> Our Annual Report for residents to include information about resident engagement. E.g. the 2019/20 report included qualitative information as well as the following quantitative information: <ul style="list-style-type: none"> - number of volunteering hours - number of volunteers shaping services - number of projects considered and approved by Environmental Improvement Group. - number of contracts awarded and their value with the Core Procurement <p>Success Measures:</p> <ul style="list-style-type: none"> Scrutiny Mentor appointed in year one, ready for delivery of Red Kite's first Scrutiny Review by year two Grow our active volunteer base by five volunteers in year one, and by year five have a pool of 50 active and trained volunteers Develop and launch an internal network of 'Engagement Champions' and quarterly Engagement Forum in year one to coordinate and grow the resident voice across the organisation <p>In addition</p> <ul style="list-style-type: none"> 80% of all core resident panel positions to be filled from April 2022 Development and roll out of a 'Board Member Ready' training provision by year four Deliver at least two training courses for volunteers every year Deliver annual bespoke training to develop key skills for volunteers participating appeals and interview activity Review diversity data and develop tolerances for volunteer representation of wider resident demographic Delivery of a pilot scheme supporting residents with technology to effectively engage in key volunteering roles in year one and two

Key issue	What we will do	How monitored, transparency and success measures
		<p>Complaints and feedback</p> <p>How monitored:</p> <ul style="list-style-type: none"> • #OneTeam to receive monthly Feedback Report providing an overview and trends • Twenty11 Project Team to receive monthly Feedback Report • RRT to receive quarterly report from 2021/22 • PPP to receive quarterly reports from 2021/22 • Board receive and review feedback annual review from 2021/22 • Self Assessment against Housing Ombudsman Complaint Handling Code to be reported to Board annually for approval. First published in December 2020 this will be updated annually in Q1 of each year assessing against the previous financial year <p>Transparency:</p> <ul style="list-style-type: none"> • Publish self-assessment against the Housing Ombudsman Complaint Handling Code on our website. • Feedback statistics published quarterly on Performance pages of the Red Kite website and social media • Learning case studies published quarterly on the Red Kite website and social media • Annual Report for Residents to include information about resident engagement in feedback e.g the 2019/20 report included qualitative information as outlined in the success measures below as well as the following quantitative information: <ul style="list-style-type: none"> - no. of pieces of feedback - no. of responses to surveys • Proportion of complaints in our formal feedback process resolved at stage 1 (formal) <ul style="list-style-type: none"> - 2021/ 22 >80% - 2022/ 23 >83% - 2023/ 24 84% - 2024/25 85% - 2025/26 86% • No determinations made against us by the Housing Ombudsman • Satisfaction with complaint handling service <ul style="list-style-type: none"> - 2021/22 75% - 2022/23 78% - 2023/24 80% - 2024/25 82% - 2025/26 84%

APPENDIX: HOW WILL WE KNOW WHEN WE GET THERE?

Key issue	What we will do	How monitored, transparency and success measures
<p>Delivering better services in the way our residents want</p>	<ul style="list-style-type: none"> Repair service; we will, working with residents, undertake an options appraisal to include new ways of delivering the service Based on this we will deliver the outcome (actual solutions and timing will depend upon the economic impact of the COVID-19/recession) We will over the 5-year period review the content and delivery of our services with resident consultation We will conduct a review of how we assure residents that their homes are safe in light of the Social Housing White Paper 	<p>How monitored:</p> <ul style="list-style-type: none"> Independent review of carried out by Ark and direction of the repairs service agreed by RRT, and Board date April 2021 Services will be monitored under a reviewed resident involvement framework to be developed in the Q3 2021–22. <p>Transparency:</p> <ul style="list-style-type: none"> Publish recommendations from Independent Repairs Review to key stakeholders – June 2021 Red Kite standard published showing compliance to the standard of all homes – annually confirmed in April each year Continue to involve our residents in all procurement (100%) to ensure the right service providers are appointed. <p>Success measures:</p> <ul style="list-style-type: none"> Resident satisfaction with the repairs service >85% reported annually (from May 2021) We will review the Red Kite Standard against the new Decent Homes Standard when published within 6 months of publications First time fix increased by 1% based March 2020 figures measured March 2022 Recharge collection rate increased by 5% based on March 2020 figures measured March 2022 <p>How monitored:</p> <ul style="list-style-type: none"> Create with RRT an agreed rolling programme of service reviews for the 5-year period by May 2021, starting with Empty Homes in 2021/22. <p>Transparency:</p> <ul style="list-style-type: none"> Outcomes of service reviews shared with PPP and Board Improvements to the service delivery and changes to targets published annually in the annual report <p>Success Measures:</p> <ul style="list-style-type: none"> 2021/22 Repairs and Empty Homes complete 2022/23 Relationship and customer contact 2023/24 Neighbourhood and estates management 2024/25 Two further reviews to be agreed with RRT and completed 2025/26 Two further reviews to be agreed with RRT and completed <p>How monitored:</p> <ul style="list-style-type: none"> Key themes of Social Housing White Paper reviewed by Asset Management Core Group, RRT and Information Compliance paper to Board - June 2021 Asset Management Strategy reviewed and relevant amendments to fit with requirements included - Q1 2021 Virtual open consultation event with residents to promote and discuss home safety management issues - October 2021 Appointment of a dedicated 'Responsible Person' to ensure compliance with Consumer Standards - December 2021 Nominate or appoint a Home Safety 'Responsible Person' to implement and manage compliance with Home Safety Standards Restructure and implementation of strengthened health and safety management system December 2021 Health and safety feedback report added to every RRT agenda to highlight any complaints, feedback or concerns from residents – Commence June 2021 Quarterly health and safety reports to Board covering all aspects of performance relating to tenant health and safety issues – Commence June 2021 Asset Management Core Group used to monitor service delivery on a quarterly basis <p>Transparency:</p> <ul style="list-style-type: none"> Commitment to publish any review associated with the Consumer Standards – (ongoing) Red Kite/Decent Homes standard published showing compliance to the standard of all homes – annually Continue to involve our residents in all procurement (100%) to ensure the right services are scoped and the right providers are appointed – ongoing Formal resident involvement group to monitor performance - quarterly <p>Success measures:</p> <ul style="list-style-type: none"> Keeping properties in good repair – satisfaction with the quality of home >85% (from April 2021) reported annually Decent Homes Standard Compliance – 100% with existing standard reported annually Develop plans to comply with the new Decent Homes Standard and Future Homes Standard once published <p>Maintaining Building Safety</p> <ul style="list-style-type: none"> Compliance with health and safety obligations

Key issue	What we will do	How monitored, transparency and success measures
		<ul style="list-style-type: none"> • Restructure and implementation of strengthened health and safety management system December 2021 • Health and safety feedback report added to every RRT agenda to highlight any complaints, feedback or concerns from residents – Commence June 2021 • Quarterly health and safety reports to Board covering all aspects of performance relating to tenant health and safety issues – Commence June 2021 • Asset Management Core Group used to monitor service delivery on a quarterly basis <p>Transparency:</p> <ul style="list-style-type: none"> • Commitment to publish any review associated with the Consumer Standards – (ongoing) • Red Kite/Decent Homes standard published showing compliance to the standard of all homes – annually • Continue to involve our residents in all procurement (100%) to ensure the right services are scoped and the right providers are appointed – ongoing • Formal resident involvement group to monitor performance - quarterly <p>Success measures:</p> <ul style="list-style-type: none"> • Keeping properties in good repair – satisfaction with the quality of home >85% (from April 2021) reported annually • Decent Homes Standard Compliance – 100% with existing standard reported annually • Develop plans to comply with the new Decent Homes Standard and Future Homes Standard once published <p>Maintaining Building Safety</p> <ul style="list-style-type: none"> • Compliance with health and safety obligations • Gas safety – 100% • Electrical safety – 100% • Fire safety – 100% • Asbestos – 100% • Water safety – 100% • Lift safety – 100% <p>Implement the practical measure of the Fire Safety Bill and Building Safety Bill (high risk buildings within the portfolio)</p> <ul style="list-style-type: none"> • Appoint an Accountable Person/Duty holder – December 2021 • Develop a format for a Resident Engagement Strategy prior to any new qualifying building being occupied – December 2021 • Produce an annual building safety report with resident engagement – March 2022 • Home Safety Manager to take the role of the Building Safety Manager – October 2021

Key issue	What we will do	How monitored, transparency and success measures
<p>New homes</p>	<ul style="list-style-type: none"> • We will continue with the plan to build 500 homes by 2024 and thereafter 120 homes per year • We will consider new models of housing that meet the needs and aspirations of our community • Take the opportunity where possible to tap into new and cheaper funding to deliver homes that are needed where they are needed within the footprint approved by our Board 	<p>How monitored</p> <ul style="list-style-type: none"> - Five-year Development Programme to 2024 and further five year programme to 2029 aspirational targets agreed by Board March 2020 (revised May 2020) - Review of build specification by resident Development Panel to include requirements of Future Home Standard as appropriate – Q3 2021-22 - Development programme progress reviewed at each Development Committee – Ongoing development update to Board as part Development Cttee Chairs update report – Ongoing <p>Transparency:</p> <ul style="list-style-type: none"> - Development aspirational targets published on website – August 2021 - Networking events with local community and stakeholders – 1 per year - Consultation events on qualifying schemes (as per our Development Strategy) with the community – 100% - All parish councils consulted on development aspirations on a three year rolling basis - Update the overall progress with programme published on website – annually - Pipeline supply programme to Development Committee in line with budget preparation annually <p>Success measures:</p> <ul style="list-style-type: none"> - Number of homes to be delivered cumulatively <ul style="list-style-type: none"> 150 by March 2022 350 by March 2023 500 by March 2024 - Following tenure split to be indicatively achieved - 320 affordable/flexi rents - 76 shared ownership - 42 market rent - 62 outright sale - All homes to meet EPC band B (confirm as part of Sustainability Strategy) - Develop zero carbon and energy efficiency targets resulting from the finalisation of the Sustainability Strategy (Q3 2021/22) - No more than 30% of homes built outside of Wycombe District

Key issue	What we will do	How monitored, transparency and success measures
Better homes	<ul style="list-style-type: none"> • Continue with enhancing the homes of our existing tenants subject to review due to constraints • We will balance the speed of achieving this ambition against the need to mitigate the impact of the COVID-19 recession 	<p>How monitored:</p> <ul style="list-style-type: none"> - Through Asset Management Core Group to ensure good decision making and resident engagement on strategic approach –quarterly meetings - Adopt the measures outlined in the Building Safety Bill and monitor progress – in consultation with resident structure – December 2021 - Adopt the measures outlined in the Fire Safety Bill and monitor in consultation with resident structure – December 2021 <p>Transparency:</p> <ul style="list-style-type: none"> - Publish our annual investment programme on our website Q1 2021 and yearly thereafter - Publish Resident Consultation Standard and keep up to date - Publish position of our homes against the Red Kite standard and New Decent homes standard annually <p>Services will be monitored under a reviewed resident involvement framework to be developed in Q3 2021/22</p> <p>Success measures:</p> <ul style="list-style-type: none"> • Red Kite standard compliance – 100% with existing standard reported annually • Develop plans to comply with the new Decent Homes Standard and Future Homes Standard once published • Deliver our stock investment programmes in existing homes in line with stock condition and business plan requirements

Key issue	What we will do	How monitored, transparency and success measures
The Green agenda	<ul style="list-style-type: none"> • Our investment plans (whether for new or existing homes) will consider the cost of the challenges of meeting the requirement to become carbon neutral • We will have a fully-costed strategy for this included within our financial plan 	<p>How monitored:</p> <ul style="list-style-type: none"> - Sustainability Strategy and road map developed with resident input and agreed by the Board – Q1 2021 - Annual review of action plan with stakeholders April 2022 and annually thereafter <p>Transparency:</p> <ul style="list-style-type: none"> - Sustainability Plan and targets to achieve net zero published on website – July 2021 (with annual reviews) - Sustainability Strategy published on website – June 2021 - Publish Green initiatives educational pamphlet – Q3 2021/22 - Strategy circulated to all key stakeholders – Q3 2021-22 <p>Success measures:</p> <ul style="list-style-type: none"> - Develop SMART targets resulting from Sustainability Strategy Q3 2021/22 - Hold a Green awareness event for all residents Q3 2021/22 - Action plan developed to deal with phasing out of natural gas by 2025 plan developed March 2022

Key issue	What we will do	How monitored, transparency and success measures
Twenty11	<ul style="list-style-type: none"> • We will complete the trial of this new type of charitable housing company in the first year of the new journey (target December 2021) • Depending on the outcome of that trial we will either: <ul style="list-style-type: none"> - consider ways of growing this or - execute an exit strategy which preserves the social assets of the group • We will in any case extend where possible benefits of Twenty11 to Red Kite residents, building on the experience of the Twenty11 model (as, for example, we did in communicating with our residents during the COVID-19 lockdown) 	<p>How monitored:</p> <ul style="list-style-type: none"> • Independent study carried out by Sheffield Hallam University <ul style="list-style-type: none"> ◦ Interim report WP3 – June 2021 ◦ Final report WP5 – December 2021 <p>Transparency:</p> <ul style="list-style-type: none"> • Publish summary of independent reports to key stakeholders (inc. LAs, MHCLG, RSH, Nat Fed, Placeshapers, CIH) <ul style="list-style-type: none"> ◦ May 2021 WP1, WP2 and WP3 (1) ◦ August 2021 WP3 (2) ◦ February 2022 WP5 • Hold 'get together' events for tenants <ul style="list-style-type: none"> ◦ May 2021 ◦ November 2021 • Consult with tenants on progress and future options <ul style="list-style-type: none"> ◦ RRT – November 2021 <p>Success measures:</p> <ul style="list-style-type: none"> • Personal Success Plans (PSPs)/tenancies <ul style="list-style-type: none"> ◦ 2021/22 35% ◦ 2022/23 40% • PSPs completed <ul style="list-style-type: none"> ◦ 2021/22 65% ◦ 2022/23 75% • Average Tenancy Sustainment Licence (TSL score) <ul style="list-style-type: none"> ◦ 2021/22 >101 ◦ 2022/23 >104 • Tenancy sustainability <ul style="list-style-type: none"> ◦ 2021/22 90% ◦ 2022/23 95% • Yield model <ul style="list-style-type: none"> ◦ 2021/22 >65% ◦ 2022/23 >64% • Digital contact Twenty11 <ul style="list-style-type: none"> ◦ 2021/22 >98% ◦ 2022/23 >99% • Personalised rents/capped LHA <ul style="list-style-type: none"> ◦ 2021/22 17.5/82.5% ◦ 2022/23 20/80%

Key issue	What we will do	How monitored, transparency and success measures
<p>Realising potential</p>	<ul style="list-style-type: none"> We will support our residents in the changing world in which we live (through use of existing funds such as Springboard and by exploring new ways to do this) Seek to expand to Red Kite tenants the way in which we have supported tenants in Twenty11 to realise their potential. 	<p>How Monitored</p> <ul style="list-style-type: none"> Springboard and Starting Blocks <ul style="list-style-type: none"> PPP receive report twice a year (April and October) RRT receive report twice a year (April and October) SLT receive report twice a year Follow up contact with funded projects to check spend and capture impact to be included in above reports <p>Transparency</p> <ul style="list-style-type: none"> Springboard and Starting Blocks allocated grants publicised on our website with quarterly updates and overview included in the annual report Application process and eligibility criteria are published on our website (reviewed annually) Funding recipients promoted via social media channels at the end of each funding round <p>Success Measures</p> <ul style="list-style-type: none"> 90% of the annual Springboard budget allocated each year 20% increase in applications from Red Kite Group Residents for Springboard and Starting Blocks funding over the course of the plan (baseline clarified in final plan) 80% of projects that have funding agreed by the panel go on to meet the criteria to have the funds released i.e. they pass the due diligence process Delivery of quarterly networking breakfasts that develop ongoing relationships with funding recipients and provide practical support to key partners <ul style="list-style-type: none"> Training opportunities provided annually (e.g. bid writing) Collaboration with other key local funders to increase accessibility (e.g. Rothschild and Heart of Bucks) <p>How monitored:</p> <ul style="list-style-type: none"> For Twenty11 Independent study carried out by Sheffield Hallam University <ul style="list-style-type: none"> Interim report WP3 – June 2021 Final report WP5 – December 2021 Proposal based on outcome of final report, produce plan for transfer of model and/or learning into Red Kite – June 2022 Personal Success Plans and Aspiration Pot monitored at Twenty11 Project Team <p>Transparency:</p> <ul style="list-style-type: none"> Aspiration pot awards shared on social media PSP and Aspiration Pot case studies to Twenty11 'get togethers' and on website <ul style="list-style-type: none"> May 2021 November 2021 <p>Success measures:</p> <ul style="list-style-type: none"> Delivery of agreed plan following proposals in June 2022 based on outcome of trial

Key issue	What we will do	How monitored, transparency and success measures
Equality and diversity	<ul style="list-style-type: none"> We will review and check continually our approach to Equality and Diversity to ensure that we are demonstrating best practice and enhance our inclusive culture 	<p>General (non-HR/staff side)</p> <p>How Monitored</p> <ul style="list-style-type: none"> #OneTeam to receive quarterly report OMT to receive quarterly report Audit and Risk Committee to receive annual report (as per Equalities Policy) Board to receive assurance update from Audit and Risk Committee annual (as per Equalities Policy) <p>Transparency</p> <ul style="list-style-type: none"> We publish our Equalities Policy on our website. We introduce either a dedicated section on Equalities in our Annual Report (or incorporate throughout the report) <p>Success Measures</p> <p>Percentage of new policies (or where there have been major changes to key policies) within the period with a completed Equality Impact Assessment</p> <ul style="list-style-type: none"> 2021/22 – 100% 2022/23 – 100% 2023/24 – 100% 2024/25 – 100% 2025/26 – 100% <ul style="list-style-type: none"> % of justified or partially justified complaints relating to unlawful discrimination in our services: <ul style="list-style-type: none"> 2021/22 – 0% 2022/23 – 0% 2023/24 – 0% 2024/25 – 0% 2025/26 – 0% Action plan and approach agreed for collecting and processing protected characteristics in place from September 2021 with targets set for collection and how we can use this to understand level of service delivery for different groups of people. <p>For Staff</p> <p>How Monitored</p> <ul style="list-style-type: none"> #OneTeam to receive quarterly report OMT to receive quarterly report PPP will receive reports on a quarterly basis RRT will receive reports on a quarterly basis PPP to receive annual report Board to receive assurance update from PPP annually Collection of employee equality data on an ongoing basis for new starters and every six months for existing staff Collection of applicant equality data as part of recruitment process Conducting an equal pay audit in 2022 and 2024 2021 - Review and analysis of our gender pay statistics. Action plan developed (if required) and implemented <p>Transparency</p> <ul style="list-style-type: none"> We add a linked page to our Equalities Statement on our recruitment page publishing our performance against agreed measures. Publish staff demographic data in our annual report Publish applicant demographic data in our annual report <p>Success Measures</p> <ul style="list-style-type: none"> Employee demographics reflect our local community (by comparison) Applicant demographics reflect our local community (by comparison) Board demographics reflect our local community (by comparison) Involved residents demographics reflect our local community (by comparison) Successful equal pay audit – i.e. no equal pay issues identified

Red  Kite
Community Housing

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