

Equality, Diversity and Inclusion Strategy

2025 -2030



Equality, Diversity and Inclusion Strategy



We're a tenant-led, not-for-profit, charitable housing association and we own and manage more than 6,600 homes all within 15 miles of High Wycombe, in the south of Buckinghamshire. Our tenants and leaseholders are our customers and have an important role in making sure that we remain truly tenant-led through everything we do.

We're firmly committed to our fundamental purpose of creating homes as foundations that enable individuals and communities to thrive. We recognise that as part of this we need to ensure that all of our staff, partners and tenants understand their role when it comes to Equality, Diversity & Inclusion.

Our Equality, Diversity and Inclusion Strategy is designed to support the delivery of our Corporate Strategy, specifically the strategic objectives: "Be proactive in understanding and supporting the diverse individual needs of all of our tenants and leaseholders" and "Help unlock barriers to ensure fairness". Alongside our Resident and Community Engagement Strategy, and Recruitment and Retention Strategy, this strategy will strengthen the services we deliver for our tenants, the community and our staff.

As a landlord with a tenant focus and a community base we recognise that we play a key role in enhancing tenants' lives and helping communities to flourish.

This strategy was developed in consultation with our tenants, staff and board, with consideration of our vision and marks the commencement of our journey towards strengthening our approach to equality, diversity, and inclusion. It focuses on building firm foundations so that we can play our role in building and maintaining inclusive and diverse communities where no one is unlawfully discriminated against. We are excited to share this with you.

Our EDI Vision

Our EDI vision is simple.

We want to create an environment where tenants, communities and staff feel that they can be their true selves, but are also able to thrive.

We know that to achieve this we can't simply treat everyone the same, we need to understand and seek to support everyone to have what they need to succeed. We will do this by building firm foundations and by listening to our tenants and staff and working with our partners to help remove barriers and provide opportunities.

This vision is born of the outcomes of the above mentioned Corporate Strategy strategic objectives.

Red Kite's Values



We believe that it is not just what you do, but why you do it and the way in which you do it that is also important.



Partnership

We will work with our tenants, volunteers and other stakeholders to achieve successful outcomes, recognising the value and opportunities enabled by working together.



Respect

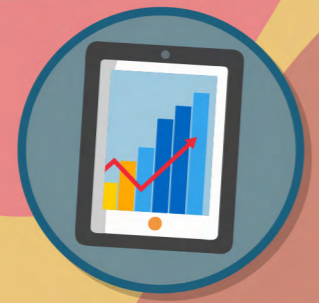
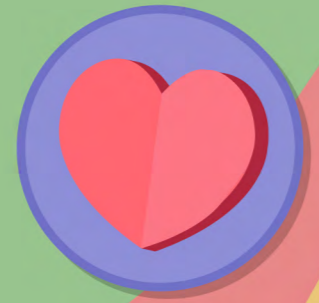
We will hear and value the diverse voices of our tenants and communities, and use this to shape and improve our services.



Pride

We will take pride in all that we do, and want everyone to be able to be proud of their homes and neighbourhoods.

Our Corporate Strategy



Our Corporate Strategy, also developed with our tenants, board and staff sets the scene for our Equality, Diversity and Inclusion Strategy committing to being proactive in supporting the diverse individual needs of all our tenants and leaseholders to achieve a fair and equitable.

We will unlock barriers to ensure fairness by ensuring equity of voice, access, service and outcome.

Corporate Strategy Objectives for Theme: Great core services	Year Five Outcomes	Corporate Strategy Objectives for Theme: Valuing tenant voices	Year Five Outcomes
<p>Be proactive in understanding and supporting the diverse individual needs of all of our tenants and leaseholders.</p>	<p>Tenants and leaseholders receive proactive, tailored support through effective partnerships and funding, significantly reducing fuel poverty, furniture poverty, and debt, and enhancing community wellbeing.</p> <p><i>This will address:</i> Unheard tenants not receiving the support they need.</p>	<p>Remain tenant-led, understanding tenants and leaseholders and acting on feedback.</p>	<p>We will consistently demonstrate tenant-led decision-making through structured feedback channels, resulting in measurable improvements in tenant satisfaction scores and engagement metrics, better reflecting our position as being tenant-led.</p> <p><i>This will address:</i> Tenants voice being unheard and feeling that we are not always acting on their feedback.</p>
<p>Help unlock barriers to ensure fairness.</p>	<p>All tenants and leaseholders consistently receive a service tailored to their diverse needs, demonstrated by measurable improvements in accessibility, increased participation and representation in tenant feedback channels, and more equity in satisfaction rates across demographic groups.</p> <p><i>This will address:</i> Discrimination remaining to be a societal issue, particularly impacting vulnerable and disadvantaged individuals in housing.</p>	<p>Increase and widen opportunities for tenants to help shape the organisation.</p>	<p>Tenants will have multiple accessible channels to influence decision-making, resulting in an increase in tenant participation compared to 2024, measured through regular engagement surveys and participation metrics.</p> <p><i>This will address:</i> Access for tenants who want to influence and shape the organisation.</p>
		<p>Seek input from the diverse voice of our tenants.</p>	<p>Consistent levels of engagement with tenants from diverse and underrepresented backgrounds, evidenced by increased participation rates, ensuring these perspectives meaningfully influence decision-making and service delivery.</p> <p><i>This will address:</i> Not being able to hear from a representative tenant voice.</p>



Our Operating Environment



Under the Tenant Involvement and Empowerment Standard it is an expectation of the Regulator for Social Housing that landlords respond to the diverse needs of their tenants.

We are committed to:

- Treating all our tenants with fairness and respect
- Understanding the different needs of our tenants
- Supporting our tenants with reasonable adjustments.

Whilst we are not directly a public body, there are some circumstances in which we are required to comply with the responsibilities of the Public Sector Equality Duty. We therefore want to embrace this and by doing so give due regard to:

1. Eliminating unlawful discrimination, harassment and victimisation.
2. Advancing equality of opportunity.
3. Fostering good relations.

We recognise that as a wider community our tenants continue to be impacted by the long-term impact of COVID-19 and the cost of living crisis. It is important that we continue to support tenants in managing this.

Our Approach

Whilst Red Kite has had a long commitment to equality, diversity and inclusion, this is the first time we have captured our commitments and ambitions in a standalone strategy. Our Equality, Diversity and Inclusion Strategy is very much about building firm foundations. By doing so it means we will have increased confidence in what we know about our tenants and staff and their needs so we can focus on how we best meet these as a landlord and an employer. This has been based on what our stakeholders have told us:

- Important that we build a strong baseline
- Ensure we strengthen our understanding of our tenants and use it to tailor our services
- We cannot do everything alone and it's important to use the skills of our tenants and other organisations in strengthening our communities
- Make sure our commitment to our values and equality, diversity and inclusion carries through to our contractors and those delivering services on our behalf.

Our EDI Strategic Themes - achieving our vision



Leadership	Knowing our tenants	Diverse and inclusive culture	Embrace learning	Community cohesion
				
<p>EDI is the responsibility of everyone in our organisation but our leaders have a special responsibility to ensure our commitment shapes our strategy, the values we uphold and the decisions we take.</p>	<p>Understanding the needs of our tenants to improve their experience of our services and to engage with them in an inclusive way.</p>	<p>Be a diverse and inclusive organisation where our people thrive and where the talents of people are maximised.</p>	<p>A commitment to continual learning to grow awareness and skills to support our tenants' and their different needs.</p> <p>Ensuring our people are equipped to deliver services that meet the differing needs of our tenants.</p>	<p>Build partnerships that support our tenant's health and wellbeing and those that build a sense of community.</p>

Theme 1: Leadership

EDI is the responsibility of everyone in our organisation but our leaders have a special responsibility to ensure our commitment shapes our strategy, the values we uphold and the decisions we take.

Our priorities

Whilst EDI is the responsibility of all, we know that it is important to demonstrate leadership, commitment and accountability.

Our leadership team have all fully committed to this strategy and will work tirelessly with their teams to drive forward its implementation and ongoing application. Equality Diversity & Inclusion will be a standing item at senior leadership meetings and progress against the action plan will be reported to our Board.

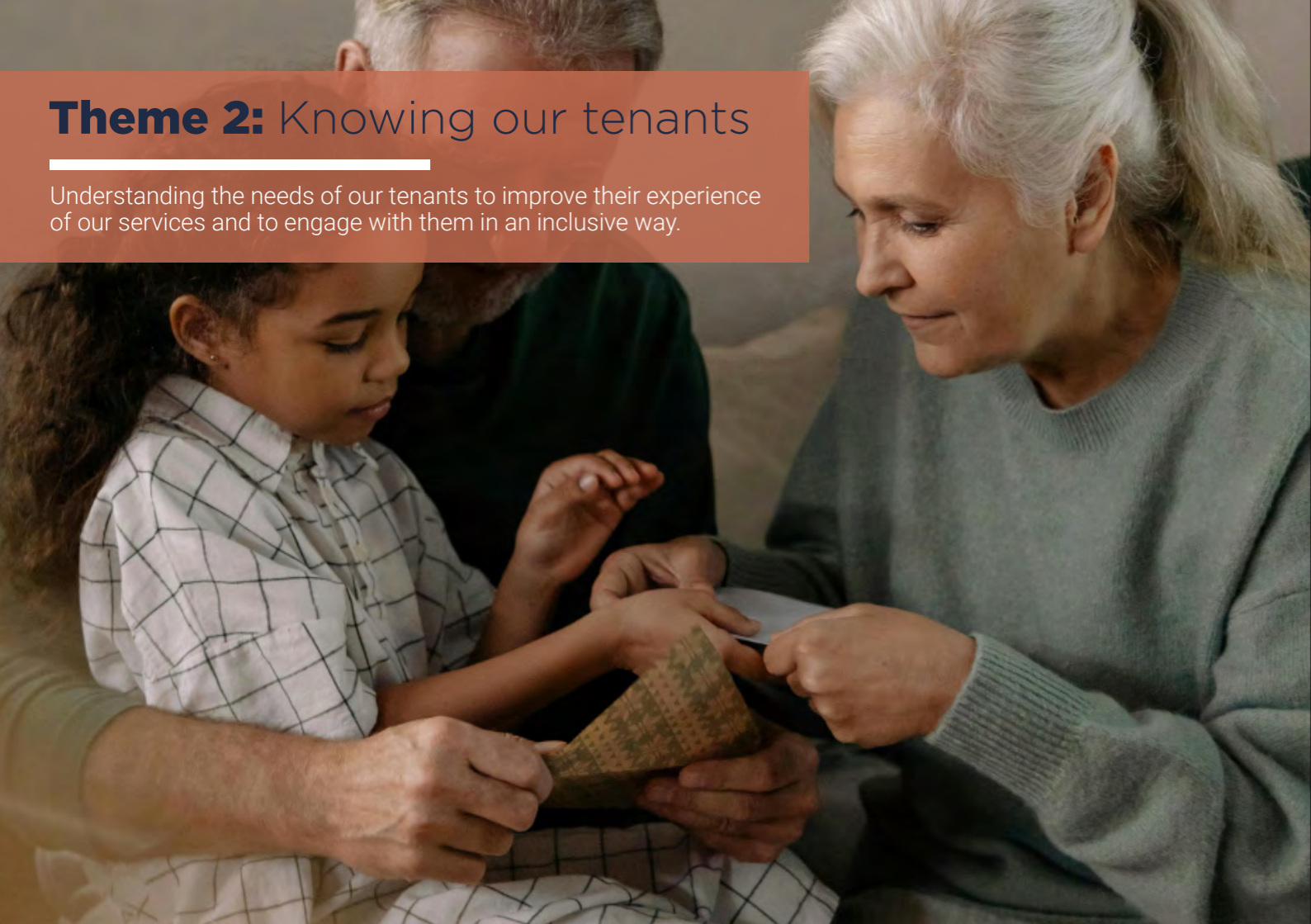
1. Making sure that our values are at the heart of what we do.
2. Ensure that EDI is discussed regularly at Executive and Senior Leadership meetings.
3. Regularly and consistently communicate our commitment.

Making it happen

- Lead by example ensuring that our values are at the heart of what we do and part of our decision making
- Ensure we have the resources in place to support delivery of the strategy
- Demonstrate leadership commitment through monitoring of the strategy and action plan
- Challenge behavior that isn't in line with our strategy and promote behaviour that is
- Promote what we do and celebrating our successes to help strengthen our reputation.

Theme 2: Knowing our tenants

Understanding the needs of our tenants to improve their experience of our services and to engage with them in an inclusive way.



Our priorities

Red Kite is a tenant-led organisation and therefore ensuring we continue to understand and meet the needs of our tenants is at the core of everything that we do. We know that tenants' needs are varied and that our tenants are the experts in their own lives, best placed to tell us how we can work with them and support them.

1. Delivering clear and accessible information to our tenants so that they know what we are doing and how this may affect them. We will make sure that our tenants can feed back to us and their voices are heard, ensuring we understand what our tenants want.
2. Developing our approach to knowing our tenants, including how we use the information to proactively tailor individual services and communications, but also to help shape our services overall.
3. Helping all tenants to have a voice. Our Resident and Community Engagement Strategy recognises that some groups are hard to reach. We want to work with our tenants and partners to increase opportunities and widen the pool of tenants we hear from and who are actively involved in volunteering with us to shape our services.
4. Building on what we are already doing to ensure that we provide accessible services to our tenants.

Making it happen

- Deliver on our Communications Strategy which has a commitment to inclusive and accessible communications, with a focus on timely and relevant communications with our tenants
- Develop the processes and technology we have in place to enable effective tenant data collection
- Complete our 'Knowing our Tenants' project and ensuring we keep this alive – making sure that we have up-to-date information on our tenants and their families so that we can understand their preferences and needs
- Monitor tenant satisfaction by diversity and inclusion characteristics that we hold, and use this to identify what we are doing well and where we may need to focus on improvement activity. We will develop dashboards that provide easy to understand analysis of EDI data that is accessible to all colleagues
- Use the insight we have available to us to carry out Equality Impact Assessments on our tenant-based policies and strategies
- As part of our Resident and Community Engagement Strategy, attract a diverse mix of tenants for our involvement opportunities where tenants can help shape the services that they receive.

Theme 3: Diverse and inclusive culture

Be a diverse and inclusive organisation where our people thrive and where the talents of people are maximised.

Our priorities

Fostering an inclusive environment is crucial. Embracing diversity and making sure everyone feels valued and respected isn't just the right thing to do; it also drives innovation and productivity. When people feel supported and appreciated for their unique perspectives, they are more likely to contribute their best work. We want a culture where people feel able to bring their whole selves to work, and where they respect the rights of their colleagues to do the same.

1. Ensuring our workplace is a place where our staff, volunteers and tenants feel safe from all forms of discrimination and prejudice and where they feel valued for what they bring to the table.
2. Providing an overriding sense of being welcome for all those who interact with our staff on the phone or via other electronic means, or who visit our office, making people feel instantly at ease and respected.
3. Never leaving someone feeling they would have been treated differently if they had different characteristics or background.

Making it happen

- Have a physical environment that accommodates all our staff including those with accessibility, religious, medical or dietary needs
- Review our recruitment material and processes to ensure they help us attract candidates from diverse backgrounds, who share our values
- Ensure our tenant policies have been equality impact assessed and train our staff well in how to apply them in a fair and equitable way
- Continue to consult and engage with our tenants and colleagues, listening to ideas and concerns so we can better support them, utilising our Tenant and Employee Engagement Initiatives to help deliver this.

Theme 4: Embrace learning

A commitment to continual learning to grow awareness and skills to support our tenants and their different needs. Ensuring our people are equipped to deliver services that meet the differing needs of our tenants.

Our priorities

We have a team of staff committed to delivering the best possible service to our tenants. Our people are empowered to do the right thing for our tenants, and part of this is ensuring that they have the skills and knowledge they need. We also know that we can't stand still and are always looking for better ways of doing things.

1. Ensuring that all our staff and volunteers are equipped with up-to-date knowledge and skills to deliver our approach to Equality and Diversity, putting it at the heart of what we do.
2. Working with partners who share the same values as us by refreshing our procurement processes to ensure contractors that work with us in our tenants' homes are committed to the same EDI principles as us.

Making it happen

- Ensure we build on our recruitment process as we onboard to ensure that our culture and values are a core part of our induction
- Review our mandatory EDI training provision and include as a core part of our employee induction process to support front line staff in delivering services, and supporting managers with their EDI responsibilities
- Develop guidance for staff and tenants around the types of reasonable adjustments that we can support as we deliver our services
- Deliver inclusive leadership & management development opportunities
- Provide appropriate EDI training to our volunteers to enhance their awareness as they continue to help shape our services
- Embed the ways in which we ensure that the contractors we work with understand our expectations in terms of our values and behaviours when representing us
- Update our procurement framework to ensure EDI guidelines are clear and are assessed as part of our evaluation of prospective partners.

Theme 5: Community cohesion

Build partnerships that support our tenants' health and wellbeing and those that build a sense of community.

Our priorities

We pride ourselves on being a community-based organisation that is committed to helping our communities thrive. We know that to have the most impact we need to work with partner organisations, many of whom are part of the heart of our local communities.

1. Seeking opportunities to establish new partnerships and develop those that we already have to maximise impact. We will ensure our approach does not see us delay what we want to deliver by working with those in the best position to help us deliver, whilst we develop relationships with new partners.
2. Ensuring a visible presence in our communities, supporting local events where people can come together.
3. Continuing to work with our key partners and networks to keep communities safe, taking a strong stance against any type of discrimination or harassment.

Making it happen

- Ensure that we continue with our community investment programmes, using these as an opportunity to strengthen partnerships and the community
- Review our partnerships, understanding any gaps we have in supporting our tenants through our tenancy sustainment and wellbeing team – and seeking to address those gaps so that we continue to support those who need it the most
- When looking at delivering outcomes to the community being open to different partnerships, looking at who is best placed to help us deliver success
- Develop a programme of community events that we either lead or join other partners on to demonstrate our visibility and get to know our tenants in their communities
- Ensure our tenants, partners and the community fully understand how Red Kite defines and responds to hate crime and any type of discrimination or harassment.

How we will measure success

It is important to us that we understand what good looks like, and fundamentally, everything we do is to improve tenant and staff satisfaction and helping to realise their potential and the potential of our communities. The table on the right highlights what our overall outcomes will look like at the end of the strategy and our key measures of success.

How we will be monitoring progress

Our EDI Strategy is supported by an operational action plan which outlines what we will deliver and when. Our plan has smart actions to support the monitoring of progress and clear ownership and accountability.

Our Operational Performance and Tenant Services Committee and our Resident Representative Team will receive six-monthly reports on our progress against the action plan.

An annual EDI report will be produced to demonstrate our progress with our Strategy and targets.

EDI Strategic Theme	Year Five Outcome	Success measures	Target for Year 5
Theme One Leadership	Our tenants value us as their landlord and feel that we treat them with fairness and respect.	Less than 10 percentage point deviation from national satisfaction averages by demographic group. (CJ). TSM* - Landlord treats tenants fairly and with respect.	10 percentage points 85%
Theme Two Knowing our tenants	We know our tenants and are able to tailor our services to their diverse needs.	80% of tenants responding to EDI data requests. Proactively contact 85% of tenants that are identified through our insight programme that may need support. (CJ).	80% 85%
Theme Three Diverse and Inclusive Culture	Red Kite is a place where people want to work and stay.	Staff turnover at 13% or below. (CJ). % of staff recommending Red Kite as an employer.	13% 85%
Theme Four Embrace Learning	Our staff have the knowledge, skills and values to deliver on our EDI commitments.	95% of staff have completed mandatory EDI training.	95%
Theme Five Community cohesion	We are seen as a key community partner – an organisation who cares about what happens in the community and will work with others for positive outcomes.	<i>New metric to be introduced for capturing the views of tenants referred to Wellbeing Team.</i>	TBC
	Increase visibility in our communities, supporting local events where people can come together.	Increase face to face engagement out in the community by 20% (from a baseline of 1,700 in 2024/25).	2,040 instances of engagement

*TSM – Tenant Satisfaction Measure



If you need this document translated, please contact us.

Jeśli potrzebujesz przetłumaczenia tego dokumentu, skontaktuj się z nami.
Dacă aveți nevoie de traducerea acestui document, vă rugăm să ne contactați.

यदि आपको इस दस्तावेज़ के अनुवाद की आवश्यकता है तो कृपया हमसे संपर्क करें।
اگر آپ کو اس دستاویز کا ترجمہ کرنے کی ضرورت ہے تو، براہ مہربانی ہم سے رابطہ کریں۔