



2022 - 2023



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Realising the potential in our communities



INTRODUCTION

A message from our Resident Representative Team (RRT)

Welcome to the latest Red Kite Community Housing annual report.

This document outlines some of the key achievements from the financial year 2022-2023.

Engaging with tenants is essential for all housing providers; not only is it a regulatory requirement but it's the right thing to do.

For us in the Resident Representative Team (RRT) however, we want to make all engagement meaningful and impactful which benefits all tenants. The new Tenant Satisfaction Measures (TSMs) alongside wider regulatory reform, place more focus on holding landlords to account, and ensuring there is greater emphasis on hearing what tenants have to say but also recognising the importance of perception. We know however, our co-production approach enables us to work closely with staff and partners ensuring the tenants' perspective is always at the forefront of any decisions made, allowing transparency and accountability to be achieved at all levels.

Over the last year we've been working hard to achieve many service improvements for our tenants. As a group of 10 members, RRT brings together a wealth of experience, knowledge and skills to help provide the tenants perspective when considering service delivery and policies. Some key areas in which we have made a difference this year include:

- **We reviewed the storyboard for the Corporate Journey video report and requested additional detail be added**
- **We helped develop the Equality, Diversity and Inclusion survey, ensuring we are clear on why it's important and that the language we use is reader-friendly**
- **We reviewed the ASB policy and approved changes to the process, including adding references to our new Unacceptable Behaviour Policy and referencing the Community Trigger**
- **We were involved in a scrutiny review meeting, where we worked in partnership with Red Kite to think of new ideas to improve the Contact Centre's service with the aim of providing a more efficient service overall, with shorter wait times for our tenants. A call-back service has since been introduced**
- **We agreed for the next scrutiny to be damp, mould and condensation especially in light of the introduction of the new Red Kite policy and the high-profile attention this area of service is receiving.**

RRT members have worked tirelessly over the past year, but we know we can't rest on our laurels as there is always lots more to do. Our engagement vision doesn't just rely on RRT however, the RRT forms part of our wider network of tenant volunteers that helps us ensure we are delivering on our commitment to be a truly tenant-led organisation. We're always looking for more tenants to get involved as volunteers, and there's a range of opportunities across the business, all with different levels of involvement. Your experience as a tenant is what we're looking for and we can always provide training and personal development opportunities to help you get the most out of your involvement with us. If this sounds like something you might be interested in, please visit our website.

 redkithousing.org.uk/volunteer

SCAN HERE



to watch our
volunteering video



CHAIRMAN'S STATEMENT

This is my last Chairman's statement. I'm stepping down as Chair having served for seven years on the Board. I'll miss the cadre of Board members, volunteers and staff which makes Red Kite such an outstanding organisation. However, I trust that, over those years, we've built successfully on the foundations laid by my predecessor. As a result, I'm confident that my successor inherits a strong Association.

We have long had a first-rate Board at Red Kite. However, we now need to change the basis on which we recruit onto the Board, especially as members can now serve only six years as opposed to the past span of nine years. In addition, although a volunteer Board has served us well, it has become increasingly difficult to recruit candidates of the quality we require. I was therefore pleased that, after consulting with our tenants and a discussion at our last two AGMs, we have at last been able to implement a key recommendation of our independent Board Effectiveness Review and pay Board members. That has led, at the time of writing, to some excellent candidates from our recent recruitment campaign.

One part of Red Kite that has played an increasingly active part over the past year has been our Resident Representative Team (RRT). RRT is led by a very capable Chair, Candida Dutiro, who has, besides contributing to discussions on various matters, undertaken the first stage of a scrutiny programme. RRT is not, of course, the only contribution made by our volunteers. I'm so grateful to those who serve on various groups or assist in other ways.

It's worth mentioning that our Regulator has awarded us the highest available status for Governance and Viability (G1 V1). We were, in fact, the only Association to be upgraded this spring amid a sea of downgrades.

We are fortunate, in Red Kite, to own and manage homes of good quality in an attractive part of the country. But that brings its own challenges as we strive to provide a first-rate service for our tenants. We have improved considerably the data available to the Board and Executive, enabling us to monitor our performance and put in place corrective action where necessary. Despite the current shortages of skilled staff across the county we've managed to maintain and even enhance standards in this post-covid era.

“ It's worth mentioning that our Regulator has awarded us the highest available status for Governance and Viability (G1 V1). ”

One price of the popularity of Wycombe and its surrounds is the shortage of homes and the difficulties of development. As a Board we're well aware of our duty to build as many new homes as our finances will permit. Nevertheless, we took the difficult decision recently to cancel our proposed major development scheme at Castlefield. This was because the sums just would not stack up, especially given the challenges posed by the site. We're seeking ways to demolish the blocks, before then making a decision as to the future use of the site. Whatever happens, we're keen that any development provides good quality homes as well as improving the local environment. We will also continue with our programme of development elsewhere.

In addition to rising prices, the sector has faced ever increasing pressure from the Government arising from its response to the Grenfell tragedy. The Social Housing (Regulation) Bill, amended to include 'Awaab's Law' following the tragic death of a child in Rochdale, will be a challenge to which we and other Housing Associations will need to respond as the Bill gets royal assent. The requirement for the Regulator to amend its Consumer Standards and the introduction of Tenant Satisfaction Measures appears to indicate a shift of emphasis towards the needs of the tenants. As a tenant-led Association, we welcome that provided that it does not become simply, a box-ticking exercise.

Returning to Board matters, I'd like to thank those Board members, besides myself, who have stepped down during the year or are stepping down at the AGM. They are Patrick Smith, Claire Morton and David Easson. Special thanks are due to Patrick who has served as Chair of our Development Committee and our two related subsidiaries, Red Kite (Devco) and Edenmead Ltd. I'm also very grateful to Ray Prior who will also be leaving us. Ray's stewardship as Group Director of Resources has ensured our continuing financial good health.

At the AGM last September, we welcomed onto the Board Diana Green, Anita Khan and Alistair Newman who have all contributed to our debates and decisions. I'd also like to add my thanks to my Vice Chair, Paul Turner, for his commitment and support throughout the year.

Finally, my thanks go as ever to our Chief Executive, Trevor Morrow, and his team for their support and commitment. They have always been open and constructive with the Board. The new Board will, I'm sure, continue to appreciate and benefit from the advice and skills which they bring to bear.

In closing, I'd like to wish Red Kite every success in the future.



Mike Gahagan
Chair of Red Kite

A QUICK OVERVIEW

The graphic below gives a quick overview of a year at Red Kite, and as you can see from the stats, our dedicated tenant volunteers are a huge part of our success! This year, they volunteered 1,843 hours of their own time, helping to shape the services we provide.

With the cost of living on the rise, we wanted to help relieve the pressure that so many of our tenants are currently facing. We sponsored two events at Hills Café in Micklefield, where tenants and local residents were able to pop in for a free hot meal for the whole family. During the two events, 81 hot meals were served.

20,339 repairs were carried out during the year, with 94.1% of these completed on time. This is an increase on the previous year.

We're proud to have awarded £95,665 from our Springboard and Starting Blocks fund, continuing to support our communities in realising their potential and helping a wide range of local projects.

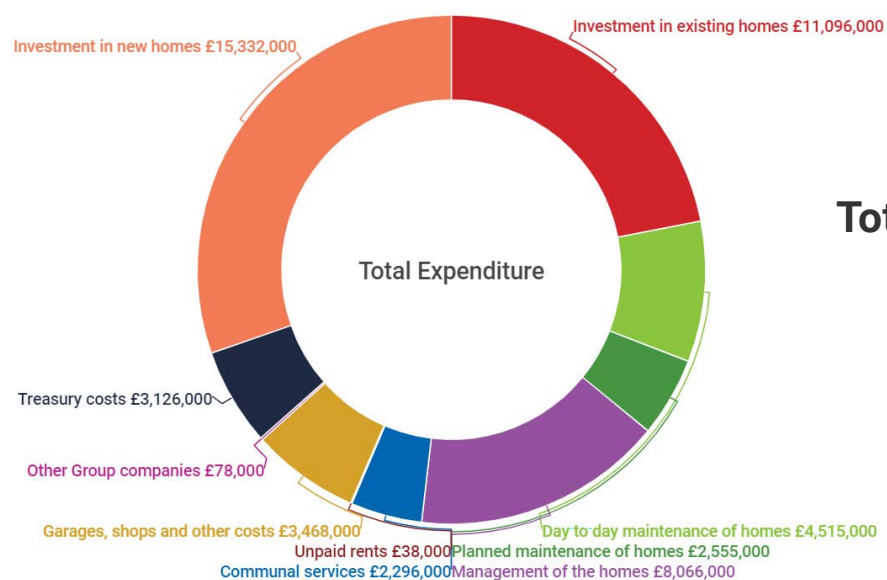


OUR MONEY & FINANCIAL WELLBEING

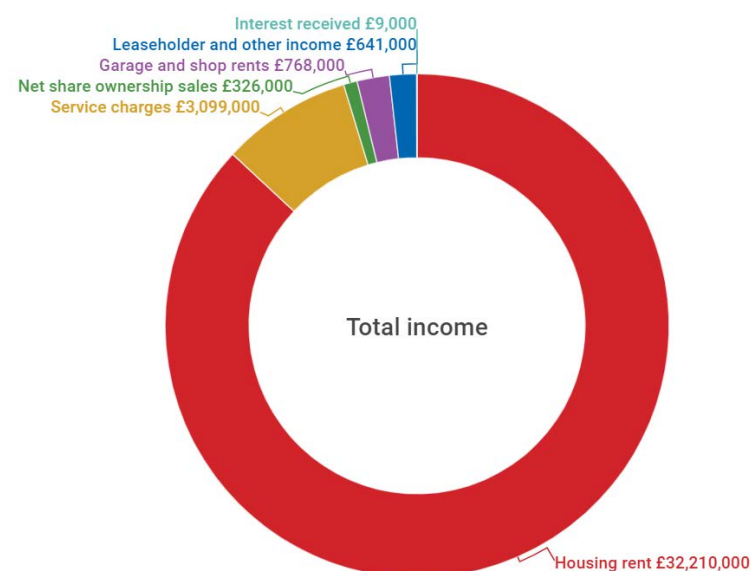
Our money

During the year, we spent £11.1 million on improving our existing homes as well as a further £7.1 million on day-to-day repairs and planned maintenance works. This equates to 22% of the rent that we received. In addition to this, we spent a further £15.3 million on new homes for the local community.

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 existing homes as well as investing in much-needed new homes for the community. We borrow additional money to fund the both the building of new homes and to invest in our existing homes and this programme sometimes results in expenditure being higher than income in that particular year.



Total expenditure:
£50,570,000



Total income:
£37,093,000

Financial wellbeing

It has been an extremely busy year when it comes to supporting our tenants, with 524 wellbeing cases referred to our Inclusion and Wellbeing Specialist.

We've been successful in helping our tenants to increase their income and benefits close to £60,000, with one tenant better off by £13,500 over the year following a benefit assessment. We've also supported tenants with navigating the application process.

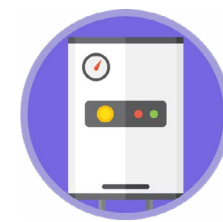
We have made (and supported tenants to make) many Discretionary Housing Payment (DHP) applications to the Council and have received 101 DHP payments totalling £26,682, helping to alleviate some of the financial pressures on our tenants.

With the increased pressure of the cost-of-living crisis, we've made 159 referrals to the local food bank, One Can Trust, which has resulted in 607 food parcels being provided. These are at an approximate value of £40 each, therefore an estimated £24,280 worth of parcels were delivered to our tenants'.

We've also issued 300 fuel vouchers, which are worth £49 each, so a total of £14,700.

Finally, we've issued £3,235 from our Hardship Fund to help those tenants most in need.

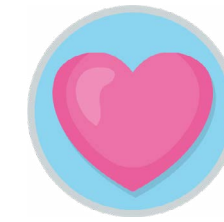
With food and energy prices still on the rise, the next year will undoubtedly be difficult for many, however, we'll continue to work with our tenants, supporting them where possible to help ease the financial burden.



£14,700 of fuel vouchers issued



£3,235 awarded from our hardship fund



524 wellbeing referrals made



SUPPORTING OUR COMMUNITIES

Here at Red Kite, we're passionate about investing in our community, which is why we have a dedicated fund to offer financial support to local people and organisations.

We have two funding routes to give applicants the opportunity to access the funding they need - Starting Blocks and Springboard. Starting Blocks is there to support individuals with smaller grants to help them set up a business, project, or even an event that makes a positive impact on their community. Springboard provides larger grants to charities or groups that play a vital role in supporting our communities.

We funded a total of 41 projects.

*Spring***BOARD** £

**STARTING
BLOCKS**

Funded awarded during the year

Springboard
£45,425

Starting Blocks
£50,240

Total applications received 53, number agreed 41.

Tenant involvement

12 of our tenants provided feedback on applications either via our remote panel, called the e-Panel, or by attending the in-person panel meetings.

High Wycombe Rugby Union Football Club received **£2,350** for their under-10s and under-12s teams for a branded gazebo and match shirts.

“ We love the gazebo – it keeps us dry when it rains and stops mum moaning.

U10 player.



The Life Experience Education Programme (LEEP) has secured approval for £5,000 to deliver sessions to schools and youth settings to talk about risks. Three tenant panel members attended a presentation.

“LEEP is designed to warn younger generations of taking up dangerous acts without pre-planning and the consequences of it. They'd like to get into as many schools and youth clubs as possible so youngsters who want to participate in dangerous acts can be educated to go on training courses and wear appropriate gear.

Richard Martin - tenant volunteer

The Hive Young Carers Project, Wycombe Youth Action received £5,150 to provide young carers with support, qualifications, and life skills to propel them into later adolescence and adulthood.

“One of the boys was reserved for the first couple of weeks and preferred to be on his own when engaging with the activities. He was encouraged to join in with other young people, which he was reluctant to do. However, another boy encouraged a friendship with him and by the third week he was joining in with the others and began to seek them out when he arrived.

Community Matters provide support to financially vulnerable people in Lane End. They were awarded £8,000.

Hope Community SDA (Seventh Day Adventist Church) received £3,422 to provide hot meals on Christmas Day for the lonely, isolated and financially vulnerable.

Marlow Young Change Makers youth club received £6,500 for their Better Futures Together project which focused on creating projects and partnerships to boost young people's mental health and wellbeing.



The Breakout Programme run by Action4Youth is a hard-hitting 12-week anti-knife and gang programme, designed to bring positive change to the lives of young people at risk of being sucked into crime and of losing purpose in their lives. They received £4,500.

Starting Blocks

Nine tenants have been awarded a total of £15,983 to help them set up a businesses. They were also supported by providing free mentoring sessions with Mark Harris, the Enterprise Doctor. Feedback from this has been very positive; his advice and guidance has elevated their businesses to the next level.

The grant has enabled me to have an efficient representation through a beautifully done website, which has opened unexpected opportunities. Not only has my work been seen more internationally and nationally, but communication with potential business partners has started to develop and sales have been generated.

Red Kite tenant



Community Matters
foodbank
Donations here please
Thank you x

COMMUNITY EVENTS

Hills Café takeover

We held two successful Hills Café takeovers, providing free hot meals to local families in Micklefield and Totteridge, many of which were our tenants.

A member of Red Kite staff was there every day to talk and offer support to those who needed it. Hills Café is a thriving community hub, so being there gave us the opportunity to connect with some of our tenants who are struggling with the cost-of-living crisis.

We had a selection of arts and crafts for the kids (or young at heart) to get involved with.

The takeover was funded through our Springboard fund, £1,000 was given to serve free hot meals and another £1,000 was given to go towards a new coffee machine at the café.

Rebecca, an unpaid Director at Hills Café commented: "It has been great to team up with Red Kite this week and ensure that local residents and their families have access to free hot food, as well as providing a space for face-to-face contact with Red Kite to support with any issues they're facing".

Hills Cafe prides itself on being a welcoming and open space for anyone, customer or not, so it was a great space for the takeover events.



Christmas market

We were joined by over 200 guests at our annual Christmas Market.

The market was filled with festive treats, gifts and a live performance from The Jupiter Singers who dazzled us all with festive classics, and some modern ballads.

There were 40 stallholders overall, one third of which have been awarded grant funding by Red Kite to support their business and help to realise their potential.

Mulled wine and mince pies were consumed, many gifts were purchased, and lots of festive cheer was spread!

“ The rain held off for the day and the sun shone brightly, bringing local small businesses together. The hard work of staff and volunteers truly paid off and the event was magical.



Family fun day

We held a free Home Safety event at Princes Risborough Fire Station.

Around 200 people from the local community attended and enjoyed a bouncy castle, face-painting, and games, as well as free coffee and cake.

Our Resident and Community Engagement team helped around 70 children colour in masks while sharing details about our Neighbourhood Awards and volunteering opportunities with their parents.

There were also stalls for people to find out more about how to stay safe in their homes, with the fire service informing them about the importance of smoke detectors and how to avoid domestic fires too.

The event was also organised to help us gain information about what sustainability means to our tenants, and to give them an opportunity to help shape our sustainability strategy. Gathering the tenant voice is vital to ensuring this strategy is truly tenant-led.



Networking breakfast events

We held two very successful in-person networking breakfast events held at our offices.

These were a great opportunity for local businesses, charities, and those we have supported through our grant funding to get together to talk and share ideas.

There were around 34 companies represented, so this was an ideal opportunity for us to establish relationships. Partnership is one of our core values and we believe that lasting positive change is only achieved when we work together to help communities to realise their potential.

“ I was very pleased – not to say a bit stunned - to meet so many of those whom you have helped to make an impact in the community in so many very strikingly different ways through your funding.



Neighbourhood Awards

Our annual Neighbourhood Awards recognise people and projects within our communities. This year, we had a record number of entries which meant that our four judges, including two of our tenants had a difficult job on their hands. They were tasked to pick a winner for each of our categories: Amazing Volunteer, Gardening Awards, Pet Awards, Project of the Year, Young Hero and Good Neighbour.

Congratulations to all winners and to all those who were nominated.

We had a record number of nominations, which made judging very difficult. Our Neighbourhood Awards are such an important event, recognising the members of our community who are helping to improve their neighbourhoods and the lives of the people who live in them.



ANTI-SOCIAL BEHAVIOUR (ASB)

This year has been extremely busy and as the court system slowly reverts to some normality after Covid, we've seen some of our older cases dealt with, although some remain in the legal process due to court delays.

Alongside these historical cases, we've seen a considerable upsurge in new cases going down the legal route after exhausting our attempts to resolve them informally, and we've had some very successful legal outcomes to help bring about respite for victims. We will take robust action where necessary to protect our tenants and the wider community.

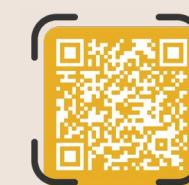
A number of these have involved very close partner working with other involved agencies, especially the Police, in order that very solid legal claims can be made with strong evidence and proportionate aims. The fundamental key to these positive outcomes has been our eagerness to work with our partners on both a case-by-case basis and generally through local forums such as the Antisocial Behaviour Action Group (ASBAG). We have reaped the benefits of this in our results.

One other significant piece of work undertaken during the year with the help of tenants was the creation of an ASB guidance section and directory on our website for both tenants of Red Kite and the wider community. This one-stop shop highlights the tools we have at our disposal to deal with ASB and provides a directory of where to go for support and responsibilities. It also explains what is legally considered ASB to help manage expectations where enforcement is not appropriate, together with other information such as conflict resolution tips and referrals.

We also worked hard to ensure our ASB policy and processes are in keeping with the latest guidance from the Ombudsman on good practice, by appropriately triaging ASB complaints via filtering through the ASB or other relevant processes. We'll continue to work with tenants and our partners to keep our communities safe.

Click the below button or scan the QR code to view our ASB web page and directory.

<https://redkithousing.org.uk/supporting-you/antisocial-behaviour/>



NEW HOMES FOR THE COMMUNITY (DEVELOPMENT)



Inflation is continuing to bite, and the construction industry faces ongoing challenges as a result. Prices for labour and materials have remained persistently high throughout the period, although thankfully we have seen a slowing of price increases in the latter part of the year. Having received 'investment partner' status with Homes England being able to receive grants for new affordable housing schemes, the inflationary pressures have been offset in part however, despite being eligible for grant, some projects remain unviable due to soaring costs.

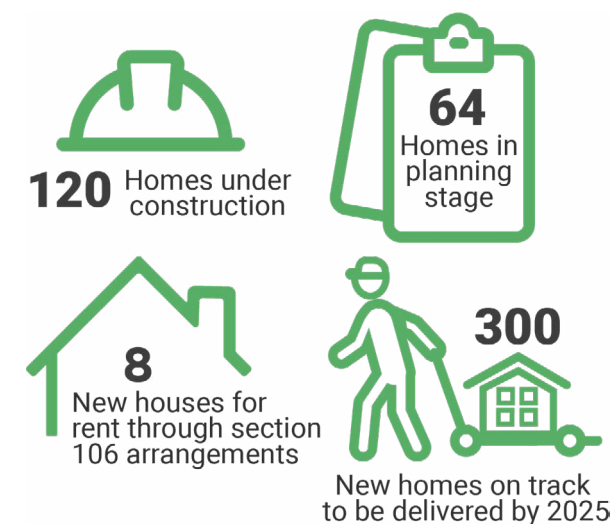
Given these challenges, we are reviewing with our Development Committee and our Board the subsidy levels we can commit when building new homes. We will continue to do all we can to develop new affordable housing for the community going forward whilst endeavouring to ensure value for money.

Now known by many national and local developers as a housing provider actively seeking Section 106 opportunities, we have in the past 12 months successfully bid and started construction on 83 new affordable homes and completed a further eight new houses for rent through Section 106 arrangements.

Currently 120 homes are under construction and 64 homes have been submitted and are working their way through the planning process; these will contribute to the delivery of our new homes aspiration target of 300 homes by March 2025.

Applicants for our shared ownership homes built and made available in the period had the option to buy up to 75% of their homes depending on their own individual affordability circumstances. On average, applicants purchased shares of 57% in their new home. This has therefore helped six families in the local area achieve their dream of affordable, low-cost home ownership while bringing £1.4 million of capital receipts into Red Kite Group. This money will be invested to provide further affordable homes and deliver services for those in need.

We continue to seek new innovative ways to deliver greener, more sustainable development. Our Development Panel, made up of engaged tenants has been active in providing feedback, and support in our development decisions.



SUSTAINABILITY OUR HOMES



Sustainability

The sustainability agenda continues to be a priority area of focus for us, particularly given the challenging energy costs all have experienced. Progress is being made to ensure the energy performance of homes meets EPC C by 2030 and that we work towards carbon neutral homes by 2050. Grant funding through the Social Housing Decarbonation Funding was secured (£1,244,691) and will deliver a project of some £3 million to improve 141 homes to EPC band C across a two-year period.

Click the button below or scan the QR code to read our social housing decarbonisation funding news story.



Working with specialist consultants, all our homes are in the process of being assessed to identify the energy improvement measures needed and their associated costs. Our aim is to achieve high levels of thermal efficiency and reduce energy costs and carbon emissions. The challenging economic conditions have made this more important than ever.

Various sustainability projects have already been delivered in partnership with local organisations and we continue to develop plans and initiatives to enhance further the local environment by improving biodiversity across the district. The key to this is considering how we best utilise the land that we own for greater community and habitat benefit.

Other areas we are progressing include exploring the potential of ECO4 funding. This is a government energy efficiency scheme designed to tackle fuel poverty and help reduce carbon emissions. We'll look to use this as an additional measure to further support our wider strategy. We've had success at delivering energy efficiency improvements through the previous ECO3 funding.



Our homes

Our Property team has commissioned, and with the support of specialist consultants undertaken a comprehensive stock condition survey accessing 82% of homes. We will be undertaking further surveys to increase the information we hold including the other 18% of our homes. We have externally surveyed 100% of homes. The data collected has been used to plan investment across the next 30 years and set out programmes for replacement and improvement for a host of building components such as kitchens and bathrooms.

Working closely with our tenants, the team has reviewed the requirements for a new, five-year responsive repairs and voids refurbishment contract and started the procurement process for a new contractor. This is an important, high spending area which impacts many tenants each year, so a great deal of consultation has been undertaken to ensure the requirements that need to be delivered have been considered. A focus to improve tenant satisfaction and value for money has been a key area of consideration.

A new four-year contractor framework has been successfully procured which allows planned investment works to be progressed efficiently using a range of contractors appointed.

The average repair cost this year was higher than we typically might expect, and work to drive down costs continues. The challenging economic conditions have made this more difficult. Tenant satisfaction with the repairs service has been problematic during several months and levels have fallen below our standards. Performance improved in the latter stages of the year as a result of improvement measures taken and agreed with various tenant groups. Again, as in the previous year, a high volume of responsive repairs was completed.



We continue to use feedback from surveys, complaints, and our compliments processes to inform how we can improve our responsive and planned works delivery. Despite the increased costs and high demand on the repairs service, it's reassuring to see that the majority of tenants remain satisfied with the service they received.

We have engaged in 'Toolbox Talks' which our contractors give to their tradespeople to ensure that key messages are shared. This has helped reinforce the standard for the quality of works and the levels of communication expected.

Our Asset Management Core Group has continued to monitor the performance across many areas of our work and add value by acting as a critical friend and decision-making body.

The Property team has looked to continue and further develop its close ties with tenants through various core group meetings covering planned works, home safety and responsive repairs and voids. These meetings give tenants the ability to review current service delivery and discuss trends in performance, challenge areas of concern, plus provide advice and feedback for deciding how we shape and amend service delivery. In addition, our Core Procurement Group has ensured involved tenants are at the forefront of decision making throughout the procurement of new contracts. These arrangements have helped shape the direction of travel across all our work.

Performance in the delivery of home safety works such as gas and electrical servicing, fire safety management, water treatment testing and anti-scalding, lift maintenance and asbestos management has remained high throughout the year. New management processes have been implemented to deal with reports of damp, mould and condensation. This is under regular review and will form the basis for the first RRT scrutiny group due to take place in the coming months.



99.9%

Gas and safety compliant



82%

Homes accessed for a stock condition survey



94.1%

Repairs completed on time



100%

of homes meet the Decent Homes Standard

Click the button below or scan the QR code to read our "Tenants lead the way to new and improved process" news story.



RED KITE SPONSOR WYCOMBE WANDERERS WOMEN



This year we were delighted to become a corporate sponsor of Wycombe Wanderers Women's F.C.

We are thrilled to be involved with the club at a time when women's football is enjoying a surge in popularity, thanks to England's success in the Women's Euro 2022.

We hope that our funding will help the team reach their full potential in the sport and provide opportunities for our tenants to be inspired to follow their dreams.

Our sponsorship of the Wycombe Wanderers Women's football team also sends a powerful message of support for women in sport. We believe that everyone, regardless of gender, should have the opportunity to pursue their dreams. By sponsoring this team, we are helping to level the playing field for women in football and we are excited to see what they can achieve in the years to come.

We're very happy to have Red Kite on board as a major sponsor of the Women's team. A lot of work has gone into this and we're looking forward to working with Red Kite during the season and beyond.



Click the button below or scan the QR code to read our blog on Wycombe Wanderers Women player Chante Inniss.



Chante Inniss

LISTENING TO OUR TENANTS

We really value the feedback we receive from our tenants. It's great to know what they think we do well, but also when we get things wrong so we can look at how we can improve our services based on their experience.

One of the ways we do this is through our survey programme where we get an independent company to capture tenants' feedback on key services such as our repairs service. This year we had 5,928 responses to these surveys which gave us a wealth of information. We really appreciate it when tenants take the time to complete these surveys. We've also received contact directly giving us compliments or telling us where they've been unhappy.

Some tenants choose for us to try and resolve these through what we call our Quick Resolution (QR) route. Where possible we always try to put things right as quickly as we can.



676
Compliments



508
Quick Resolutions



378
Formal Complaints



20
Appeals

The Housing Ombudsman

The Housing Ombudsman service provides a free, independent and impartial service for tenants, who can contact them for advice at any time. Tenants can also escalate their complaint to the Housing Ombudsman once they've exhausted our complaints process.

During the year, three complaints were referred to the Housing Ombudsman for investigation. The Housing Ombudsman will determine if there has been any maladministration in the handling of the complaints. In the same year we have not received determinations back for any complaints, however since the close of the financial year we have received a determination on one of the three complaints referred, and the Housing Ombudsman found that there was no maladministration.

You can find out more about the Housing Ombudsman on its website www.housing-ombudsman.org.uk where you can also find published determinations.

As a member of the Housing Ombudsman, we have to complete a self-assessment against their Complaint Handling Code. We publish this on our website, and you can find our latest self-assessment here: www.redkithousing.org.uk/selfassessment



Learning

As a tenant-led organisation, we continuously use the feedback we receive to improve our services. We've recognised a crucial part of ensuring we take a partnership approach to managing and maintaining tenancies is committing to upholding high communication standards across our business and with our contractors, something we monitor on a regular basis.

During the year our Insight & Strategy team monitored the root cause of our complaints on a regular basis and poor communication was noted as a significant area of dissatisfaction for our tenants. This pattern aligns with that seen across the sector with tenant bodies, the Housing Ombudsman, and The Regulator of Social Housing. We proactively looked to address this through our improvement activity over the year and have seen impactful results in many service areas.

Repairs and appointments

Our complaint learning highlighted high instances of operatives turning up late or unexpectedly for scheduled appointments. Tenants were subsequently calling our contact centre to check when their operative would be arriving, and the uncertainty made it difficult to plan their day.

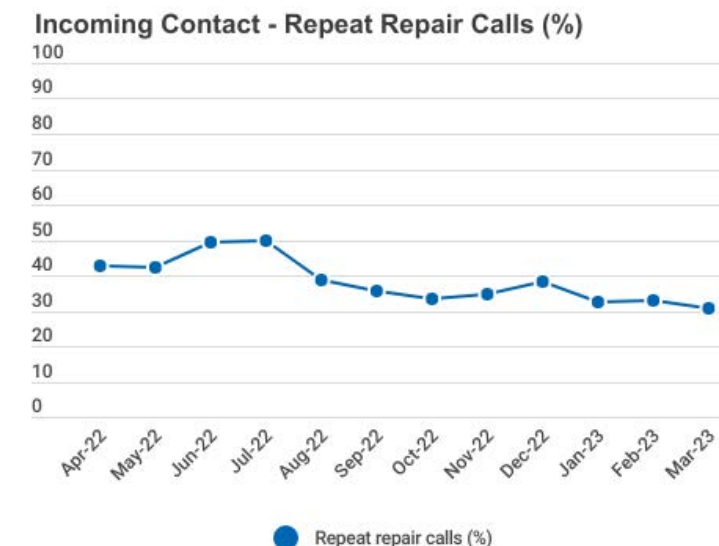
We worked closely with our contractor Gilmartins to make their repairs appointment tracking service 'Localz' available to our tenants. When a job is scheduled, tenants receive direct communications via SMS as well as up-to-date information as to when the operative is on the way and when they'll be arriving. They will also get a notification if an appointment needs to be unexpectedly rescheduled, keeping our tenants up to date as much as possible.

This service was launched in September 2022 and since then we have seen a reduction in the number of late arrivals to appointments. This has also had a knock-on effect with our contact centre who saw a reduction of 81.4% in the number of calls enquiring about an operative being late in the three months since Localz had been in operation.

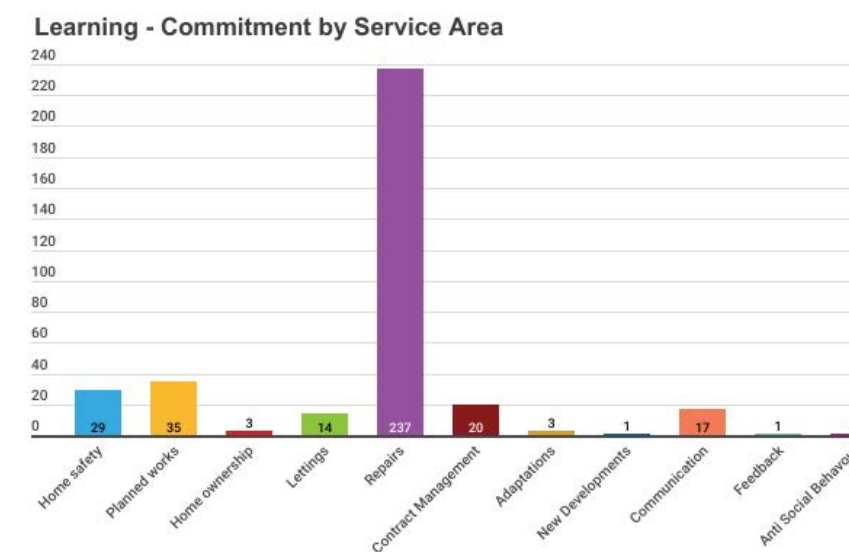
The introduction of this technology solution is not only keeping tenants better informed but is also reducing the number of phone calls to our contact centre, freeing up lines for when our tenants need us most and allowing us to answer queries faster.



Our improvement to our follow-on works process also saw a positive impact on communications and our contact centre. In November 2022, we reviewed our performance around repairs and agreed that we weren't being clear enough with our tenants around how we go about raising follow-on works and the timescales for returning to complete works. This also matched up with some data from our contact centre, and the fact that our tenants sometimes need to call us to find out when we might be returning to complete a repair.



We took action and created two new internal processes, one for standard follow-on works and another for situations where an emergency repair was involved. The key feature of both processes was implementing clear tenant touchpoints where we provide updates on the progress of repairs. We also made it clearer on our website the timescales involved when raising follow-on works, helping to manage expectations.



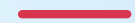
Overall, we reviewed 361 pieces of learning of which 92% have been actioned with the remaining 8% of improvements progressing as part of wider business actions plans. Our designated Improvement team continually look for opportunities to increase efficiency and improve customer service and this work is continuing to see a benefit to tenant satisfaction measures.

Learning - Status of Learning Commitments



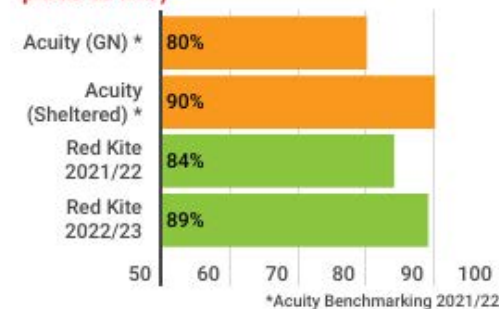
We regularly publish examples of actioned learning on our website.

HOW WE COMPARE TO OTHER PROVIDERS

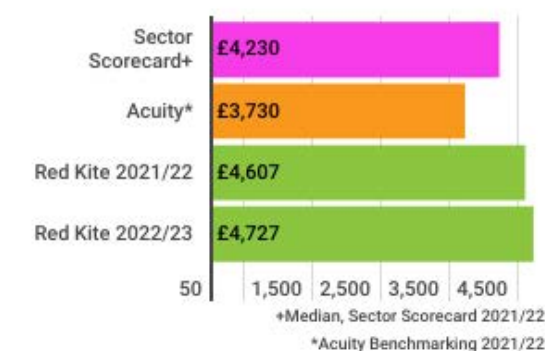


We also wanted to share with you some information to help show you how we compare to other social housing providers. Red Kite's figures are for this financial year, 2022/2023, comparing to the most recent available figures published for the sector, generally financial year 2021/2022.

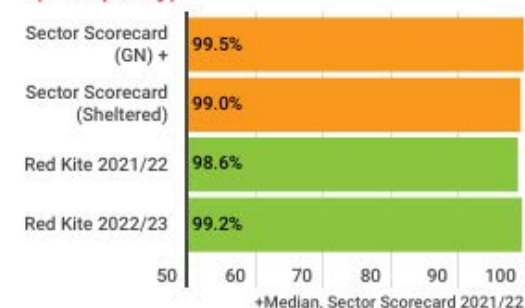
Creating happy communities (Satisfaction with neighbourhood as a place to live)



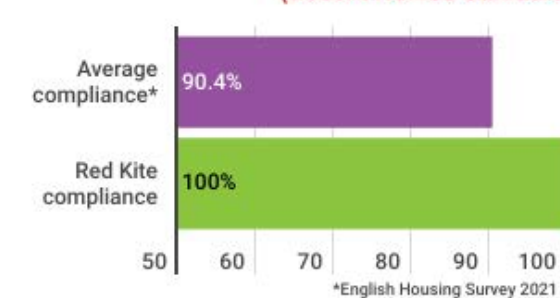
Social housing cost per home



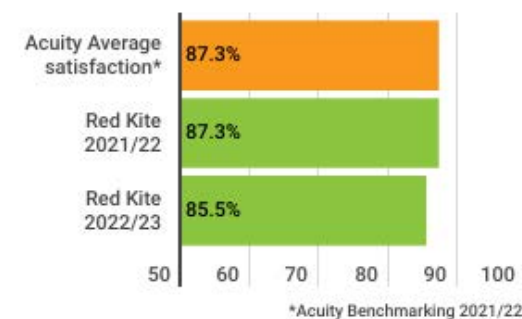
Making best use of our homes (Occupancy)



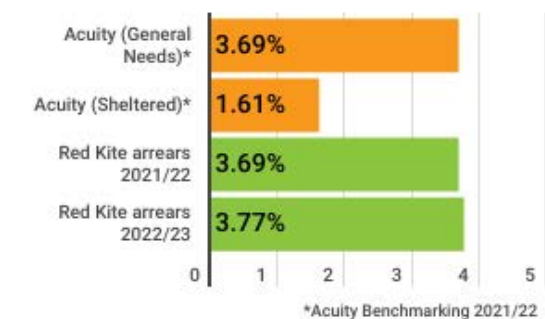
Providing quality homes (Decent Homes Standard)



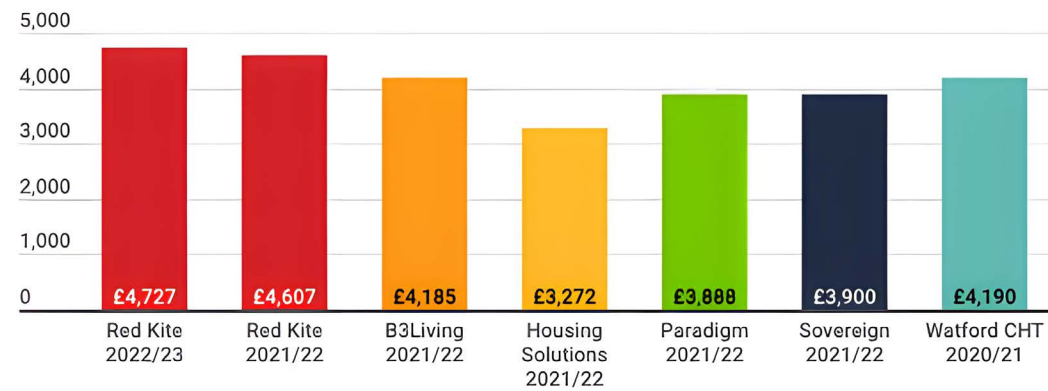
Maintaining our homes (Repairs satisfaction)



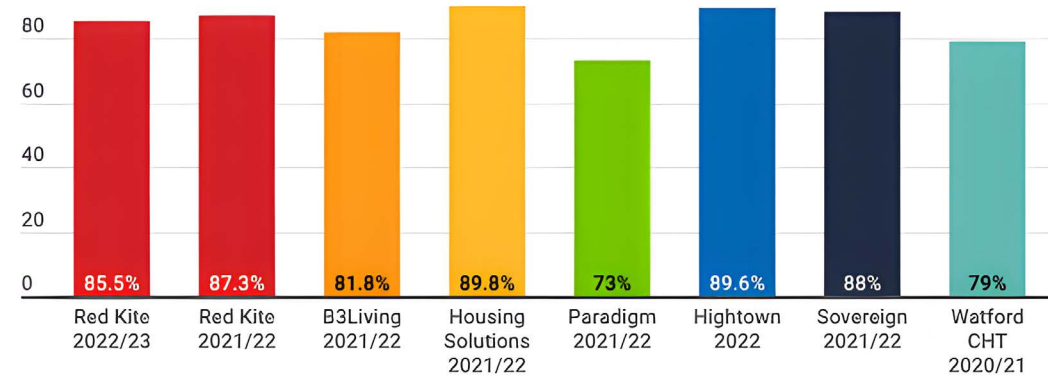
Collecting rents (Arrears)



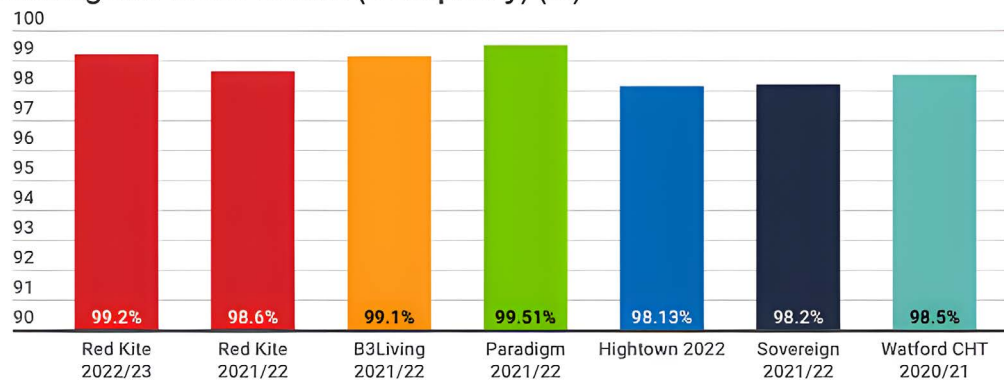
Social housing cost per home



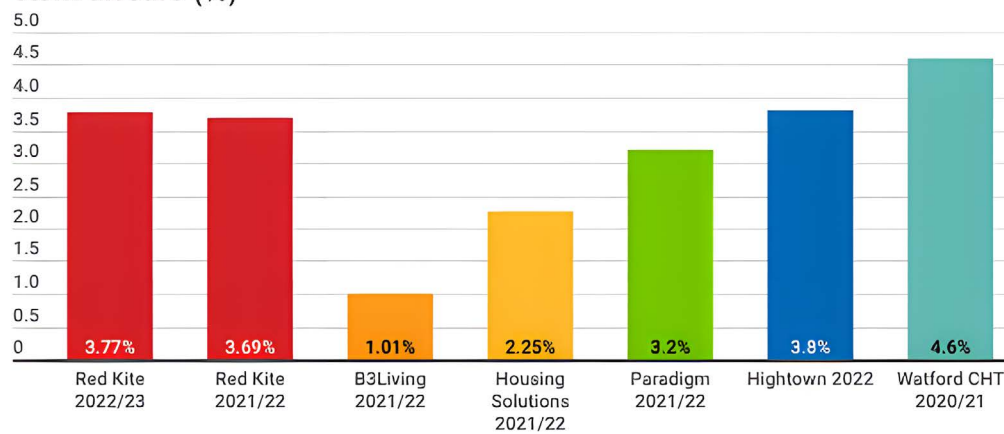
Repairs satisfaction (%)



Making use of our homes (Occupancy) (%)



Rent arrears (%)



Volunteer thank you event: A chance to say thank you to our wonderful volunteers!

Scan the **QR** code to read the news story.





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