



Red Kite

Annual report

2025/2026

Creating homes as foundations that enable individuals and communities to thrive



Partnership



Respect



Pride

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Group Chief Executive's introduction

I am delighted to introduce my first annual report as Group Chief Executive of Red Kite Community Housing, having been appointed in November 2025 and joining the organisation in April 2026.

Since starting, I have been struck by how strongly tenant voices shape decisions across the organisation, and by the commitment shown every day by volunteers and colleagues in delivering good homes and services and continually improving what we do. That shared commitment provides a strong foundation as we enter the next phase of our journey.

This is an important moment for Red Kite. Over the past year, we have taken steps to strengthen how we are organised, introducing a new executive structure designed to support clearer accountability, stronger collaboration and better delivery of our priorities. These changes will help ensure we are well placed to respond to the challenges facing our sector, while continuing to focus on what matters most to our tenants.

Looking ahead, our focus is on building on our strengths while being honest about where we need to improve. We are committed to delivering more consistent services, particularly in areas such as repairs. At the same time, we will continue to invest in our homes, improve energy efficiency, and support tenants with the ongoing cost of living.

We are also investing in our future through initiatives such as Project UNITY, our business transformation programme. This will help us deliver more consistent, reliable services by modernising our systems and improving how we use data to better understand and respond to tenants' needs.

Alongside this, our plans for growth – including new homes, will allow us to support more families while maintaining our strong local focus.

Red Kite is financially resilient with strong financial performance and low levels of borrowing and is well governed while being ambitious for the future. Together, we will continue to build on what is working, face challenges openly, and ensure that our homes remain the foundation for thriving individuals and communities.

As we move forward, my priority is to ensure that Red Kite remains a listening organisation, rooted in our values and shaped by tenant voices.

I am confident that by working together, we can continue to improve, innovate and deliver the homes and services our tenants deserve.



Peter Cogan
Group Chief Executive
Red Kite Community Housing

Chair's statement

As Chair of Red Kite Community Housing, I am pleased to introduce our annual report for 2025/26. Over the past year, I have continued to be struck by the strength of our tenant-led culture and by the commitment shown every day by tenants, volunteers and staff. It is this shared commitment - to doing the right thing, to listening, and to continually improving that gives Red Kite its distinctive character and purpose.

With more than **16,000** people living in our homes, nearly **700** tenant, leaseholder and shared owner members, and a dedicated network of volunteers, we remain firmly rooted in our values as a tenant-led, community housing association. Tenant voices continue to shape our work at every level, from scrutiny and service improvement to recruitment and governance. That is something we are proud of.

This year has also been one of important change. These changes help ensure we are well placed to deliver our strategy, drive ongoing improvements in our services and respond to the opportunities and pressures facing the sector.

Our Tenant Satisfaction Measures show a positive picture overall, with service satisfaction at **83.8%** - an increase of **8.4%** on last year. We've also seen encouraging results in key areas that matter most to tenants, including feeling listened to and safe in their homes. As a charitable organisation, every pound we generate is reinvested into our homes, services and communities, and that sense of purpose continues to shape our decisions.

We know, however, that good performance in some areas does not remove the need for honesty about the areas where we must do better. Repairs remain a key focus, and while satisfaction with repairs has improved to **75.7%**, and we completed **22,662** repairs during the year, we know that consistency and customer experience matter just as much as volume. Continued improvement in this area remains a priority, informed by tenant feedback and clear action planning.

We have continued to invest significantly in existing homes while also delivering much-needed new ones. During the year, we invested **£5.9 million** in improving our homes, supported by around **£1.1 million** of government funding. This investment is helping to make homes warmer during cold weather, more energy efficient and more affordable to run, supporting tenants with the ongoing cost of living. As a result, **85.8%** of our homes are now rated EPC C or above.

During the year, we built **67** new homes and have a further **156** under construction. In April 2025, we also acquired **319** homes from Riverside Housing Group, welcoming new tenants in Windsor and Maidenhead into Red Kite. This was an important step in our growth, supporting our long-term financial sustainability, strengthening our ability to invest in homes and neighbourhoods, and bringing more tenants into the Red Kite community. Alongside this, we are continuing to invest in our future through business transformation programmes. Approved by the Group Board in 2024, project UNITY is a multi-year programme designed to make it easier for tenants to access services, get the information they need and receive a more consistent experience when they contact us. As we move into delivery, our focus is on improving our systems and data so we can respond more efficiently, make better-informed decisions and provide better services for tenants.

Like other housing associations we are operating in a complex and changing environment. Economic uncertainty, legislative change and rising costs continue to affect the sector. Against this backdrop, we remain focused on delivering the high standards of service that tenants rightly expect and on meeting the requirements of the strengthened Consumer Standards framework.

We are also preparing for an upcoming inspection from the Regulator of Social Housing. As our first inspection under the Consumer Standards framework, it provides an important opportunity to receive independent feedback, demonstrate our compliance and identify opportunities to strengthen our services further. We welcome this scrutiny as part of our commitment to continuous improvement and accountability to tenants.



Lucy Weston
Chair of Red Kite

Resident Representative Team



Welcome, from the Chair of the Resident Representative Team.

I am Ron Fowler, Chair of the Resident Representative Team (RRT). I am proud to represent a dedicated group of tenant volunteers. We work closely with Red Kite colleagues to improve services across the business and make a real difference for tenants.

RRT is part of a wider network of engaged tenants. Volunteers play an active role across Red Kite's work. They take part in staff interview panels and help select the people who deliver services, including our new Group Chief Executive, Peter Cogan.

Our Springboard Panel has awarded over **£80,000** to support the local community and our Development Panel helps shape the finishing touches for home upgrades and new developments. This work keeps tenant voices and lived experiences at the heart of everything we do.

This report highlights our performance and achievements from 1st April to the 31st March. We are especially proud of our volunteers. They are tenants from our community and they work with colleagues to review services, co-create solutions and drive improvements.

Our volunteer groups meet regularly to share feedback and help shape key decisions, with RRT working closely with the Group Board to make sure their input leads to real action.

Some of our key activities this year include:

- **Service improvements:** Understanding why tenants may refuse energy improvement works and creating a clear plan to improve uptake
- **Policy shaping:** Influencing key policies on pet ownership, antisocial behaviour and service charges
- **New voices:** Launching a new Tenant Voice Panel to give more tenants a flexible way to share their views.

To be truly tenant-led, we need to hear from you. Your experience matters. If you would like to get involved, please contact our Tenant Engagement Team at volunteering@redkitehousing.org.uk or visit redkitehousing.org.uk/volunteer.

There are lots of ways to get involved. You can choose what works for you.



Ron Fowler
Chair, Resident Representative Team
Red Kite Community Housing

A quick overview



Over the past year, we've continued to focus on our communities and providing high-quality homes. Some of our key highlights include:

Supporting tenant volunteers: Our tenants once again gave their time to support our communities, contributing **1,559 hours of volunteering**. Their ongoing commitment plays a vital role in strengthening the sense of community across our homes.

Growing our housing offer: This year, we delivered **67 new homes** and have **156 more currently under construction** across Wycombe and the surrounding areas. These developments are helping us respond to local housing demand and offer more people access to quality homes.

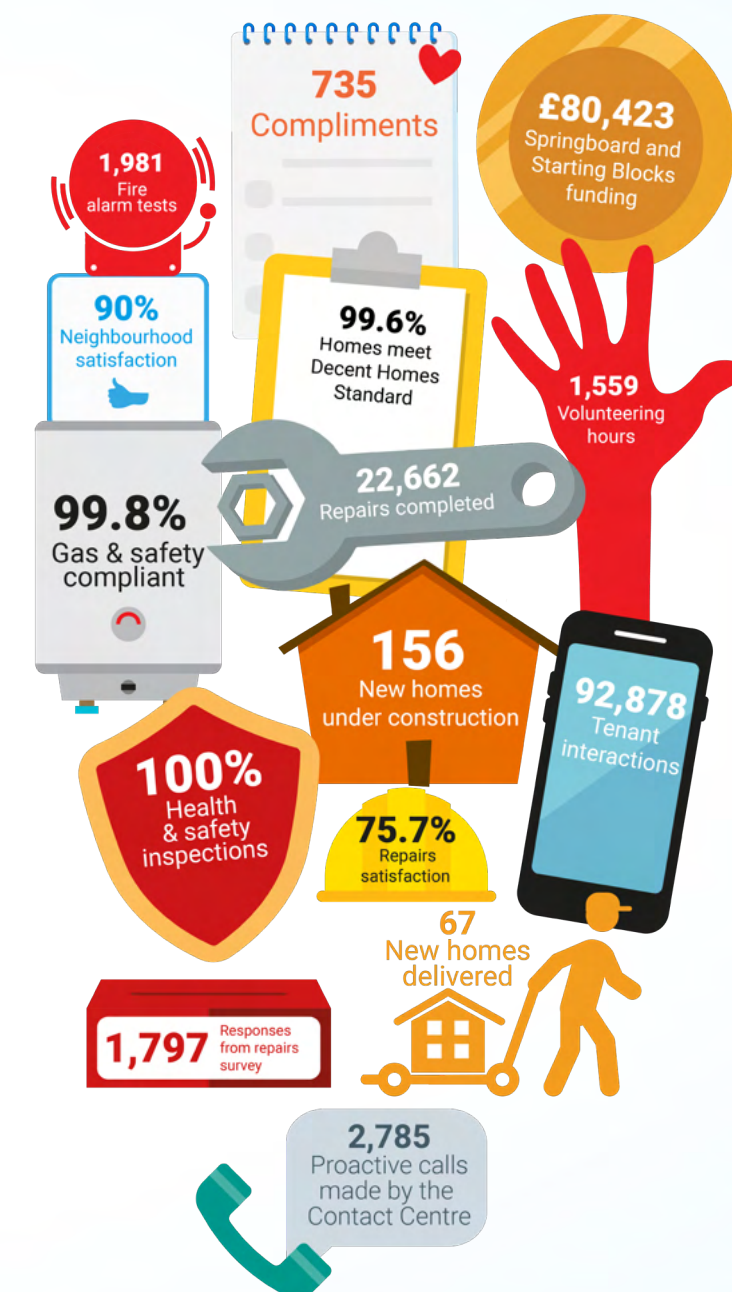
Strong neighbourhood satisfaction: Although **83.8%** of our tenants are satisfied with our overall service, we're also committed to creating places where people are proud to live. This is reflected in the fact that over **90% of tenants are satisfied with their neighbourhoods**, demonstrating the positive impact of our work locally.

Delivering an improved repairs service: We completed **22,662 repairs** during the year, with **87.82% satisfaction** from tenants based on **1,797 survey responses**. This shows the progress we're making in delivering a reliable and responsive repairs service, but we know we need to do more.

Maintaining safety and quality standards: We continued to prioritise safety, achieving **99.83% gas and safety compliance**, carrying out **1,981 fire alarm tests**, and completing **100% of planned health and safety inspections**. We also maintained homes in line with the **Decent Homes Standard**, ensuring they remain safe and well maintained.

Springboard and Starting Blocks: Through our Springboard and Starting Blocks fund, we provided **£80,423** to support local projects, helping communities to grow and thrive.

Staying connected with tenants: We handled **92,878 tenants reactions**, including **2,785 proactive calls** through our Contact Centre, ensuring we remain accessible and responsive. We also received **735 compliments**, recognising the positive experiences tenants are having with our services.



As a tenant-led organisation, we think it's important to share our performance with tenants.

Scan the QR code to find out more.



Our money and financial wellbeing



Our money

During the year, we spent around **55%** of the rent we received on maintaining and improving our existing homes, with **£16.5 million** invested in major works, and a further **£8.8 million** spent on day-to-day repairs and planned maintenance.

We also invested significantly in the future, spending **£57.3 million** on new homes for the local community, including homes acquired as part of our purchase from Riverside Housing Group.

During the year, the cost of managing our homes increased by around **15%**, while communal service costs increased by around **6%**.

These charts show that rent from our tenants remains our main source of income.

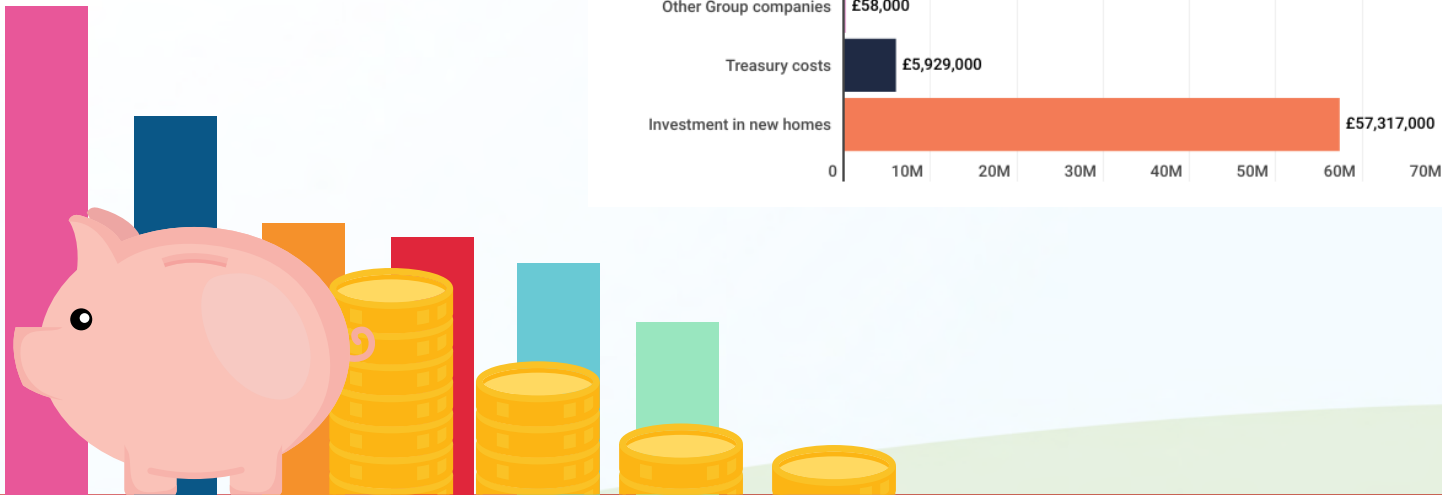
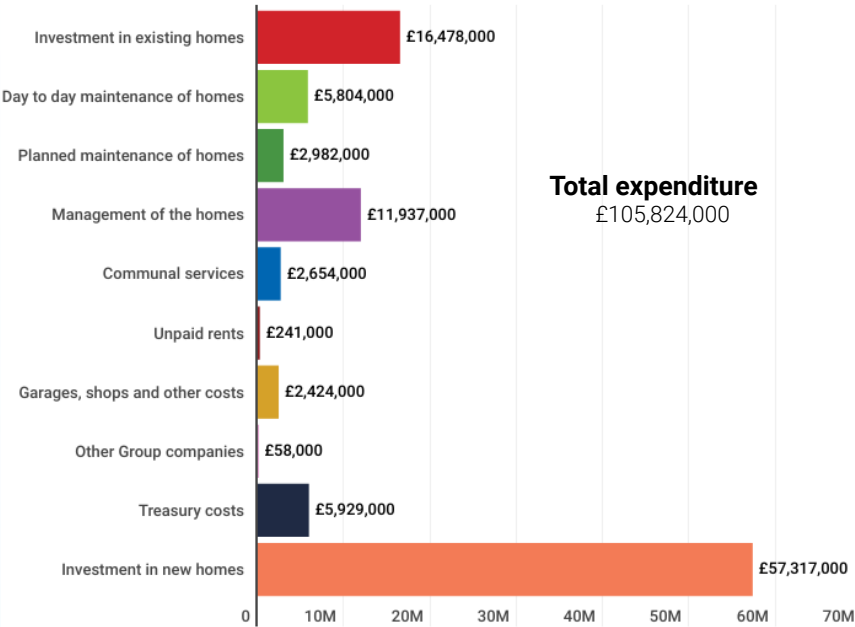
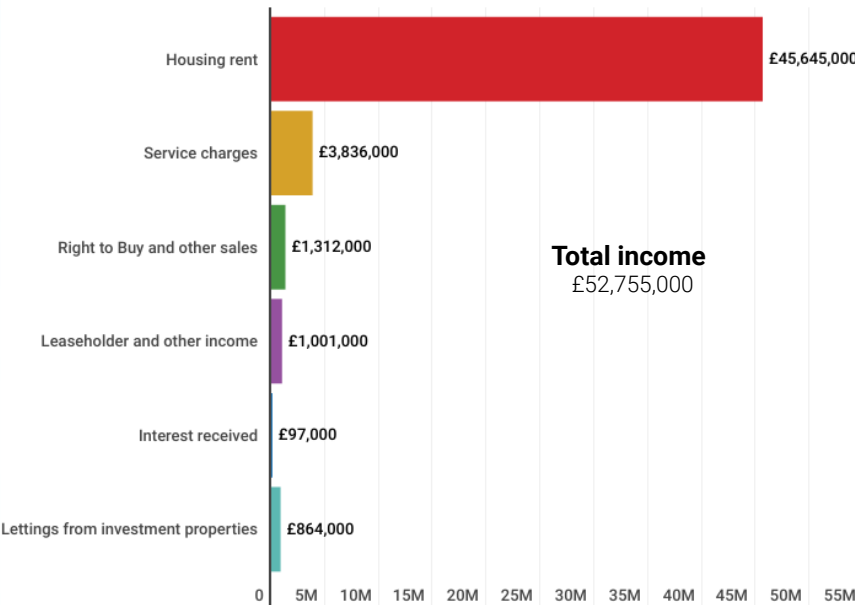
Most of this is reinvested into maintaining and improving existing homes, alongside continued investment in much-needed new homes.

Rental income supports our day-to-day services as well as ongoing investment in tenants' homes.

As part of our Treasury Strategy, we borrow to help fund new homes for the community, alongside grants from Homes England.

This can mean that in some years our investment is higher than our income.

We remain in a strong financial position. Financial resilience continues to be a key priority for the Group Board, and through collective effort we have maintained our G1/V1 status.



Financial wellbeing

We are focused on safeguarding tenancies and promoting tenant wellbeing, particularly for those most at risk. Over the year, we received 296 formal wellbeing referrals

We work directly with tenants to help them maximise their income and access the right support. Our signposting approach empowers tenants, supporting greater independence and long-term wellbeing.

To strengthen this work, we are developing clear procedures and referral pathways. We have also refined our referral, review and collaborative working processes to ensure that referrals to One Can Trust, the foodbank in High Wycombe, reach those most in need.

Additionally, we awarded a total of £39,624 through our Hardship Fund, Discretionary Housing Payments and grants. This funding supports tenants who are struggling with rent or other housing costs.

Ending furniture poverty remains a key priority. A new working group, including Resident Representative Team members, has been established to develop a robust response.



£39,624 awarded to help our tenants



4 tenant volunteers in the furniture poverty working group



296 wellbeing referrals made

A positive outcome

A difficult situation had arisen with one of our tenants who was experiencing some health issues, and had struggled to find her feet when she transitioned from Housing Benefit onto Universal Credit.

Natalia, one of our Income Advisors, successfully secured a Discretionary Housing Payment totalling £3,000 which cleared our tenant's arrears in full. We then agreed with her that she would pay her rent going forward via a monthly Direct Debit in line with her Universal Credit, meaning her account is now paid in advance and is sustainable.

Through working closely with us to resolve her rent arrears, our tenant has been able to gain the confidence she needed to engage with other services regarding her health, safe in the knowledge that her home with us is secure.

Scan the QR code to find out how we can help.



Supporting our communities



Springboard and Starting Blocks

We're passionate about investing in our communities, which is why we have a dedicated fund to offer financial support to local people and organisations through two routes: Starting Blocks and Springboard.

Starting Blocks offers smaller grants to help individuals set up a business, project or community event that makes a positive impact locally.

Springboard provides larger grants to charities and groups that are making a real difference in supporting our communities.

In 2025/26, we supported **26** community-led projects, awarding a total of **£80,423** to initiatives that helped people feel supported, connected and proud of where they live. Of this, **£58,862** was awarded through Springboard and **£21,561** through Starting Blocks.

Through Springboard, **£4,900** was awarded to Mickelfield Judo Club to deliver Finding your Feet, supporting older people to improve balance and confidence. aMazing Therapy received **£8,400** to provide a bespoke counselling service for Red Kite tenants, offering essential emotional support at times of need. One tenant shared:

"I cannot thank Red Kite and aMazing Therapy Centre enough for the support, kindness and help you have given me. It has had a phenomenal effect on my life. Working with my counsellor has given me new tools, a new way of thinking about life and a new way of thinking about myself."



Social Link was awarded **£10,250** to expand the OpportuniTea Café in Holmer Green, supporting adults with learning disabilities to build skills, confidence and social connections. Further Springboard funding included **£3,250** for King's Church High Wycombe to deliver Project Outreach, providing English language classes and community meals, and **£5,268** for Alternatives to Conflict to support people experiencing neighbour disputes through mediation and conflict coaching.

Starting Blocks funding supported smaller, local activities that brought neighbours together. This included **£2,000** to support Wycombe Santa, helping deliver festive support to local families, **£2,000** for community events at Chichester Close, and **£750** for fish-and-chip lunches and celebrations at Patches Field.

Environmental projects were also supported, with **£621** awarded for spring bulb planting at Patches Field and **£300** for a hedgehog talk at New Court in Marlow, bringing tenants together around shared interests.

Together, the projects funded through Springboard and Starting Blocks demonstrate our commitment to supporting strong, inclusive and connected communities.

Scan the QR code to find out more about how we support our communities.



SpringBOARD

STARTING BLOCKS



Environmental Improvement Group

Over the past year, we've worked with our tenant-led Environmental Improvement Group (EIG) to invest over £30,000 in our communities. These projects have made a real difference to local areas and supported ideas from residents who care about their neighbourhoods.

2025/26 saw projects with a focus on improving shared spaces. Bollards were installed at Rowliiff Road to protect green areas, and on the Imbies estate a community skip day, in partnership with local councillor Maz Hussain, helped tackle fly-tipping.

EIG funding also supported projects which improved the look of our estates. At Lines Road and Park Street planters were refreshed, and at Linchfield planting and stonework helped improve damp and mossy areas.

New benches were installed at Parsonage Close and Hillary Road, offering residents a dedicated area to sit and connect.

Our funding also supported community-led projects, for example at Desborough Street Park, where playground markings were refreshed to improve a well-used children's play area. Planting projects in areas like Disraeli and Bowerdean brought residents, volunteers and local groups together, helping to build community pride and create greener neighbourhoods.

Together, these projects show how EIG funding helps turn local ideas into real improvements for our communities.

Scan the QR code or visit our EIG webpage for information on how to apply for funding redkitehousing.org.uk/EIG



12 Days of Kindness

Our annual 12 Days of Kindness campaign once again brought festive support to local organisations, with 12 charities and community groups each receiving a £200 voucher to help fund their work. Delivered through a daily social media giveaway in December, the initiative attracted over 450 nominations, including many groups we hadn't previously worked with.

Now in its third year, the campaign not only provided immediate financial support but also helped us build new relationships across the communities we serve. We are continuing to engage with participating groups, connecting them to further opportunities through our Springboard and Starting Blocks funding programmes to help them grow their impact beyond the festive period.

Scan the QR code below or visit redkitehousing.org.uk/12DOK for the full news story.



Great British Spring Clean

As part of the national Great British Spring Clean campaign, Red Kite colleagues joined forces with partners to carry out litter-picking activities in High Wycombe.

Working alongside our contractors, the team focused on areas close to our tenants' homes, including around Mahoney Court and Desborough Street car park, helping to improve shared spaces for the wider community.

Together they collected around **40** bags of litter along with several bulky items, supporting local efforts to keep neighbourhoods clean, safe and welcoming. The initiative reflects Red Kite's ongoing commitment to working in partnership and taking pride in the communities we serve.

Scan the QR code or visit redkitehousing.org.uk/springclean for the full news story.



Knowing Our Tenants – helping us deliver fairer, more personalised services

Over the last year, we have strengthened our understanding of our tenants through our Knowing Our Tenants programme, a key part of our Equality, Diversity and Inclusion (EDI) Strategy.

Understanding who our tenants are – including their individual needs, communication preferences and any support requirements – helps us deliver services that are fair, accessible and responsive. It also enables us to make better decisions about how we improve services and support our communities.

Since launching the programme, surveys have been issued to all Red Kite tenants, with almost **40%** of households already taking part. This strong response is helping us build a much clearer picture of our communities than ever before.

To make participation as easy as possible, surveys were shared across a range of channels, including email, post and text message reminders. We also delivered a targeted campaign in our sheltered schemes, recognising that some tenants may need additional support to take part.

The information gathered is already helping us improve how services are delivered. We are using these insights to review key areas including repairs, complaints, tenancy management, antisocial behaviour, re-lets and housing condition cases, identifying opportunities to improve the customer experience and ensure services are accessible to all.

Looking ahead, we will continue this work as part of Year Two of our EDI Strategy Action Plan, including targeted follow-up with tenants who have not yet responded, to ensure we have the most accurate and up-to-date information possible.

Thank you to everyone who has taken the time to participate. Your feedback is helping us shape services that better reflect the needs of our tenants and communities.

Scan the QR code or visit redkitehousing.org.uk/needs to find out more about how we support tenants' needs.



Keeping in touch with our tenants

Over the past year, our Contact Centre has continued to play a vital role in supporting tenants, handling 92,878 interactions, a 7% increase on the previous year.

Despite this growing demand, we improved how quickly we respond. Average waiting times fell from just over 6 minutes to 4 minutes and 38 seconds, helping tenants get the support they need more quickly.

We also focused on getting things right first time. By working closely with our specialist teams and contractors, we're strengthening the knowledge of our advisors so they can resolve more enquiries at the first point of contact.

Alongside responding to enquiries, we made over 6,500 proactive contacts with tenants. These included checking in following home visits, reviewing feedback, and offering additional support where needed - helping us better understand individual needs and provide a more personalised service.

Quality remains high, with customer interactions consistently achieving strong performance scores, reflecting our ongoing commitment to delivering a professional, helpful and reliable service.

We're continuing to evolve our approach, moving towards a more customer-focused model that puts tenant needs at the centre of every interaction.



9,878
Tenant
interactions



**4 minutes,
38 seconds**
Average
wait time



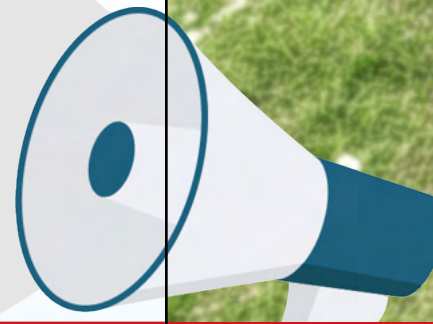
Over
6,500
proactive
contacts



Have your say

Join our Tenant Voice Panel!

Visit redkithousing.org.uk/TVP or
SCAN the **QR** for more information.



*Our Environmental
Improvement Group taking
a look at areas in bloom.*

Community events

Networking event

In October, we hosted our 10th networking event at our new Hampden Court offices, bringing together 29 external guests from 27 organisations, including the Royal Borough of Windsor and Maidenhead, Hightown Housing Association and SettleParadigm Housing.

The theme of Food Poverty sparked powerful conversations about the rising cost of living and how we can work collaboratively to support our communities. Guest speakers Charmaine Fyffe from Khepera and Shanti Wortman from Women's Cultural Arena shared inspiring examples of local action and partnership.

Barbara from Community Matters attended the event and said:

"I want to tell you how much I enjoyed the networking event. I learned so much! For me the best part is when the attendees are encouraged to talk briefly about the charity they work for. It is truly awe-inspiring to be in a room full of people who work hard in promoting 'Love your neighbour as yourself'."



Nahida, our Community Investment Specialist, who organised the event added:

"Thank you to everyone who attended and contributed to such a positive and engaging session. Everyone left energised, and the space was filled with meaningful conversations that we hope will lead to lasting impact."



Welcoming new tenants in Maidenhead

After completing the purchase of 319 homes from Riverside Housing Group, we hosted a meet-and-greet event for our new tenants in Maidenhead, giving people the chance to connect with us, ask questions and share their feedback.

The event created a friendly and informal space for conversations. Around **20** tenants joined us with many taking the opportunity to raise issues and get support there and then. Queries ranged from repairs and grounds maintenance to home checks, surveys and how to access our online services.

The event was also a valuable opportunity for us to listen and learn. Tenants shared feedback on their priorities, helping us better understand what matters most to them and how we can improve our services.

Our colleagues were joined by members of our Resident Representative Team, helping to strengthen the connection between tenants and decision-making. The event highlighted the importance of being present in our communities, listening directly, and responding quickly to what tenants tell us.



Supporting inclusion at Wycombe Pride

In August, we took part in Wycombe Pride, joining the local community to celebrate diversity, inclusion and the importance of everyone feeling welcome and valued.

Our team of staff and volunteers hosted a stall in Paul's Row, where we connected with people from across the community. The event provided a great opportunity to listen to different perspectives and ensure we're hearing the widest range of tenant voices.

To encourage conversation, we introduced a grant-funding priorities sticker board, which proved particularly popular. It sparked valuable discussions about what matters most to people in their neighbourhoods and how we can best support thriving communities.

Our presence at Wycombe Pride also demonstrated our commitment to creating inclusive communities where everyone feels they belong. By engaging directly with residents and community groups, we continue to build understanding, strengthen relationships and ensure our services reflect the diverse needs of the people we serve.

We're proud to support events like Wycombe Pride and will continue to seek out opportunities to connect with our communities in meaningful and inclusive ways.

"Our presence at Pride was everything I hoped it would be: enjoyable, meaningful and a perfect opportunity to engage with so many people of all ages! I had such a lovely time and the energy everyone brought to our stall was infectious."

Sophie Field - Red Kite's Head of Resident & Community Engagement



Antisocial behaviour (ASB)



We have continued to strengthen our approach over the past year, building on the strong foundations we have in managing antisocial behaviour (ASB) through our ASB Team and wider Community Pod.

We assess all ASB reports carefully to ensure our responses are balanced and proportionate. A key focus has been improving our initial assessments so that risk evaluations identify vulnerable individuals early. Where this is the case, we tailor our support accordingly – for example, through enhanced contact, additional home visits or security measures. We also ensure effective triaging so that we can distinguish genuine ASB from lifestyle differences or neighbour disputes. Where cases do not meet the ASB threshold, we provide clear advice and signpost customers to appropriate support.

We have enhanced our website offer by introducing a direct 'Report ASB' button, developed in response to customer feedback, alongside improved advice and signposting.

Strong partnership working remains central to our approach. Through close relationships with partner agencies and referrals to the local Antisocial Behaviour Action Group, we are better able to manage complex cases. This has supported resolution through non-legal interventions and coordinated multi-agency action. Where issues persist, the evidence gathered enables us to take appropriate legal action to protect tenants.

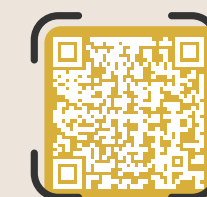
In the most serious cases, we have made use of closure order applications under the Antisocial Behaviour, Crime and Policing Act 2014. These powers allow us to restrict access to homes whose tenants are causing significant harm to communities. We work closely with the police and local authority to secure these orders and, where necessary, take subsequent possession action.

In the coming year, we will continue to share success stories, raise awareness of our services, and explore further practical measures to help prevent and reduce ASB in our communities.

ASB can span a wide range of issues, including hate crime or harassment. See our page for more information and how to report ASB redkitehousing.org.uk/asb.



Red Kite wins Phoenix Award for mediation support. **Scan** the QR code to read the full story.



New homes for our community (Development)



Red Kite delivered **67** new homes this year. A further **156** homes are currently under construction. This supports our commitment to deliver **500** new homes by 2030. We are also exploring opportunities to go beyond this target and provide even more homes for our local community.

We have built a strong reputation as an affordable housing provider. We are currently working on sites in Maidenhead and South Oxfordshire. We are also in advanced discussions with developers on several high-quality projects that could deliver more homes locally.

We have recently started work on new sites in High Wycombe, Stokenchurch and Marlow. These developments will provide much-needed affordable homes in our area.

We have a positive working relationship with Homes England. Recent government funding announcements mean that several of our approved sites can now move into tendering and construction.

We are also progressing additional sites through the planning system. We expect these to receive approval in the coming months, strengthening our future pipeline.

We are proud of the high-quality, energy-efficient homes we have delivered so far. We look forward to building on this in the years ahead.

We would like to thank our Development Panel for their ongoing support. The panel is made up of tenants and leaseholders. They help select contractors and review designs and materials. Their input ensures that our homes meet the needs of our communities.

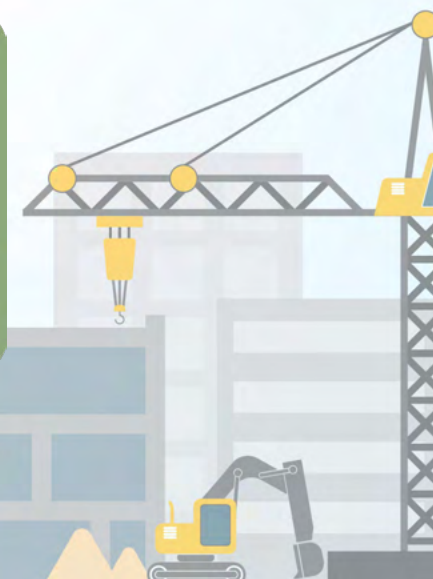
We are always looking for more volunteers to get involved. If you would like to help shape the future of affordable housing at Red Kite please get in touch.




156 Homes under
construction


67
New homes
delivered


500
New homes on track
to be delivered by 2030



Wycombe MP Emma Reynolds visits new Red Kite energy-efficient homes

In September we welcomed Wycombe MP Emma Reynolds to our Havenfield Road development, where she viewed progress on four new one-bedroom homes being built for social rent.

The visit provided an opportunity to showcase how we are investing in high-quality, sustainable housing. The homes are being delivered to the Passivhaus standard, helping to reduce energy use, reduce fuel bills for tenants and create healthier, more comfortable living environments.

Emma spoke with Red Kite colleagues on site about the build and the wider benefits these homes will bring to future tenants and the local community.

Emma Reynolds said:

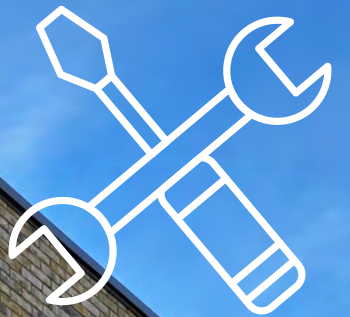
“It was great to see Red Kite’s latest development and learn how the Passivhaus scheme is building homes for the future. These homes help tenants save on bills while reducing emissions”



The Havenfield Road development demonstrates our continued commitment to building homes that are sustainable, affordable and fit for the future.



Scan the QR code to find out more about our developments.



*Tiverton House,
High Wycombe.*

Sustainability and our homes

Our homes

Providing safe, warm and well-maintained homes remains central to Red Kite’s purpose. During 2025/26, we invested over **£25 million** in maintaining, improving and upgrading our homes, helping ensure they are safe, comfortable, energy efficient and affordable to run.

This investment included day-to-day repairs, planned maintenance, major improvement works and energy-efficiency upgrades, ensuring our homes continue to meet the needs of tenants both now and in the future.

Our new Asset Management Strategy sets out how we will invest in and improve our homes over the next five years.

The strategy focuses on making sure homes remain safe and well maintained, improving energy efficiency and delivering services that meet tenants’ needs.

During the year, we completed **840** planned improvement programmes, including work to kitchens, bathrooms, windows, doors, roofs and external decorations.

These improvements help keep homes in good condition and ensure they continue to meet the needs of our tenants.

Good quality information about our homes helps us make better decisions about where to invest. We are introducing a rolling programme of surveys so that every home is assessed at least once every five years.

This will help us identify issues earlier, plan future investment more effectively and make sure money is spent where it will have the greatest impact.

Keeping tenants safe is one of our highest priorities. We continue to carry out important safety checks and inspections covering gas, electricity, fire safety, lifts, water hygiene, asbestos management and damp and mould.

We take a proactive approach to identifying risks and act quickly when issues arise, helping ensure tenants can feel safe in their homes.

As a tenant-led organisation, feedback from tenants plays an important role in shaping how we invest in homes and improve services. We use tenant insight, complaints learning and lived experience to help guide our decisions and priorities.

 99.8% Gas and safety compliant	 75.7% Repairs satisfaction
 840 Planned works completed	 22, 662 Repairs completed

As a responsible landlord, we will sometimes need to visit your home to carry out checks or speak to you.

You can find out more by scanning the **QR** code:



Sustainability

Making homes warmer, more energy efficient and more affordable to run is an important part of our long-term investment programme.

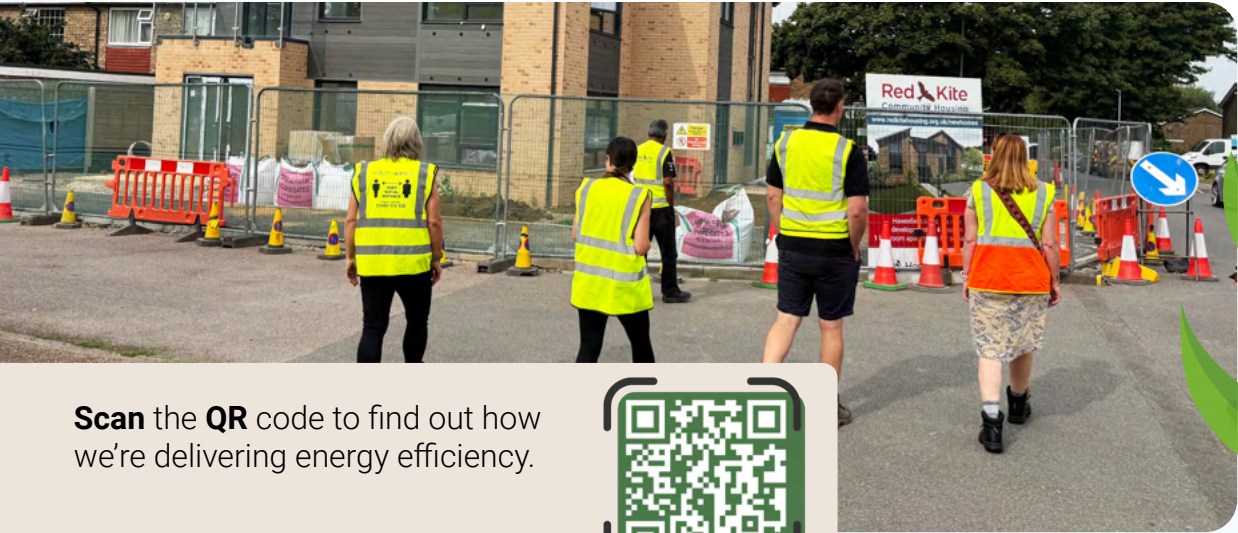
During the year, our investment programme helped improve the energy efficiency of existing homes across our communities. As a result, **85.8%** of our homes are now rated EPC C or above, helping many tenants benefit from lower energy use and greater comfort at home.

We continued to deliver a range of improvements designed to reduce heat loss and improve energy performance, including insulation, ventilation and other energy-saving measures. During the year, **199** homes received energy-efficiency improvements through funded retrofit programmes, with further work planned in the years ahead.

We also made progress on our latest government-funded programme to improve some of our least energy-efficient homes. Five homes were completed during the year, with further homes due to benefit from the programme as work continues.

Looking ahead, we will continue targeting investment towards homes that need it most, helping reduce heat loss, improve comfort and support tenants with the ongoing cost of living. Future improvements will include insulation, window replacements, heating upgrades and, where appropriate, renewable technologies such as solar panels.

We know sustainability is about more than buildings. We will continue to explore new ways to support tenants, including energy advice and technologies that help us identify issues such as damp, mould and heat loss earlier, allowing us to take preventative action and improve tenants' wellbeing.



Scan the QR code to find out how we're delivering energy efficiency.



Four new two-bedroom flats in Mentmore Road.

Corporate Strategy



Our Corporate Strategy

In 2025, we launched our new corporate strategy, setting out a clear direction for how we'll deliver what matters most to our tenants over the coming years.

As a tenant-led organisation, this strategy has been shaped by the voices of the people we serve. It reflects our ongoing commitment to listening, learning and responding to what our tenants, leaseholders and communities tell us they need.

Shaped through consultation

A key part of developing the strategy was a period of consultation, where we engaged with tenants, stakeholders, staff and our Group Board to understand their priorities and expectations. Their feedback played a central role in shaping our direction, ensuring that our plans are grounded in real experiences and focused on delivering meaningful outcomes.

This approach builds on our long-standing commitment to co-creation, where tenants are actively involved in influencing decisions, shaping services and holding us to account.

Focused on what matters most

Our strategy sets out how we will deliver against six key themes, all designed to improve services, homes and communities:

- Delivering **great core services** that tenants can rely on
- Providing **homes and neighbourhoods to be proud of**
- Building **homes for the future**
- Valuing tenant voices**
- Maintaining **strong foundations** as an organisation
- Investing in **staff, skills and capacity**



Together, these priorities ensure we continue to provide high-quality homes, support thriving communities, and remain financially strong and sustainable.

At its heart, our corporate strategy reflects who we are: a community-based, tenant-led organisation, rooted in local neighbourhoods and driven by a clear purpose, creating homes as foundations that enable individuals and communities to thrive.

Scan the QR code to read the full strategy.



Listening to our tenants

Listening to our tenants

Valuing tenant feedback remains central to our commitment to delivering excellent services.

We actively seek tenant views through independent surveys, along with the feedback we receive every day through compliments, complaints and service interactions. Together these insights help us understand what we are doing well and where we can improve.

We record and respond to feedback in several ways. Over the year, we logged **735** compliments enabling us to identify our areas of success. We also received **626** Stage 1 formal complaints and **151** Stage 2 complaints, demonstrating that tenants have clear routes to escalate concerns where needed.

We take all feedback seriously, using it to drive continuous improvement. Our complaints process remains fully compliant with the Housing Ombudsman's Complaint Handling Code and the Regulator of Social Housing's Consumer Standards, reflecting our commitment to resolving issues fairly, effectively and promptly.



735
Compliments



525
Quick Resolutions



626
Formal Complaints



151
Appeals

The Housing Ombudsman

The Housing Ombudsman Service provides a free, independent and impartial service for tenants, who can seek advice at any time. Where tenants remain dissatisfied after completing our complaints process, they can ask the Ombudsman to investigate.

During the year, **12** formal investigations were started by the Housing Ombudsman. We received four determination letters in the same period, resulting in seven findings overall. Of these findings, **six** included a finding of maladministration in some form, and one found no maladministration.

At the end of the financial year, a number of cases remained open with the Housing Ombudsman, awaiting determination. (Please note that investigations do not always start and conclude within the same financial year.)

You can find out more about the Housing Ombudsman at www.housing-ombudsman.org.uk.

As a member, we complete and publish a self-assessment against the Complaint Handling Code each year, which is available on our website.

Housing Ombudsman Service

Learning

The last financial year has seen us continue to embed tenant voices into continuous improvement and service enhancement. Our complaint learning is a key source of information we draw upon, and we continue to expand how we collect feedback from other channels to ensure everyone has an opportunity to shape Red Kite Community Housing for the future.

Over the year, we implemented improvements against 266 pieces of learning, focusing on high-priority learnings and any trends we identify amongst complaints to deliver maximum impact.

To increase the efficiency of assessing and actioning learning, our Insight & Strategy team designed and launched a new system to track learning actions across the business. As soon as a complaint investigation is closed, learning is sent to the Improvement team via the system to triage and identify potential improvements. We can now closely monitor progress against identified improvements and collate evidence centrally once actions have been implemented, as well as analyse themes of complaints and take swifter action to prevent further occurrences of a similar nature.

Below are some examples of our improvement work, demonstrating how we are upholding our values as a tenant-led organisation. The steps taken will improve the services provided to our tenants, reduce the need to raise or escalate complaints and reduce repetition of the same service failures.

Annual gas check appointments

A Landlord Gas Safety Record is a legal requirement, ensuring all gas appliances, fittings and flues in tenants’ homes are checked every year.

Following tenant feedback, we identified that our previous approach of sending appointment letters seven days in advance was not always effective, as many tenants received the letter too late and only became aware of appointments via a text reminder the day before.

To address this, we introduced a simple but important change. Appointment letters are now sent 14 days in advance, giving tenants more time to receive the information and make arrangements.

This change has led to clear improvements over a four-month period. We saw 52 fewer ‘letter 2’ follow-up appointments, meaning more checks were completed on the first visit. We also recorded 140 fewer ‘no access’ instances across all appointments, showing that more tenants were aware of and prepared for their visit.

These improvements have helped create a smoother, more positive experience for tenants, while also reducing repeat visits and improving efficiency for our teams.

Tackling repeat repairs

This year, we received a number of complaints from tenants about repeat repair issues, where the same or similar problems required multiple visits before a lasting solution was found. This understandably caused frustration and inconvenience.

In response, we strengthened our escalation process and provided additional training for staff. Now, when a repair is reported, colleagues review the home’s repair history in more detail. If the same or a similar issue has occurred three or more times within six months, the case is escalated for a desktop review by a Technical Officer.

While repairs still progress without delay, this added oversight helps us identify earlier where further investigation or a different approach may be needed earlier. It also allows our teams to consider joint inspections and more effective, long-term solutions.

This more proactive approach is already helping us better understand recurring issues and reduce repeat visits. For example, we have trialled new solutions for damp, mould and condensation, including installing Positive Input Ventilation systems, which introduce fresh, filtered air and help tackle one of the root causes of mould.

By learning from repeat cases, we are improving how we respond, reducing disruption for tenants and delivering more lasting repairs.

Improving Home Check communication

We identified that our approach to communicating Home Check appointments was inconsistent, depending on how the visit was arranged. This meant some tenants were unaware of their appointment or weren’t informed of changes, leading to frustration and missed visits.

In response, we introduced a new text messaging system for all Home Check appointments. Tenants now receive an automatic reminder one week before their visit, and we can quickly update them if there are any changes or delays.

This more consistent approach has significantly improved the tenant experience. We’ve seen a 14% increase in successful Home Check appointments, alongside similar improvements in related visits, with a 14% increase for six-week visits and a 20% increase for six-month visits.

Better communication not only reduces missed appointments but also gives us more opportunities to check that homes are safe and to understand how else we can support our tenants.

Supporting biodiversity in tenant gardens

Through previous learning, we identified that some tenants were being flagged under our untidy garden policy when they were, in fact, intentionally rewilding their outdoor spaces to support nature.

As an environmentally conscious organisation, we recognise the benefits of rewilding for both biodiversity and wellbeing. In response, we updated our approach to better support tenants who choose to manage their gardens in this way.

We introduced clear guidance on our website, along with a simple online process for tenants to register their intention to rewild. We also developed a decision-making framework that considers access, maintenance, health and safety, and potential impact on neighbouring homes.

Approved rewilded spaces are now supported with clear communication and signage, helping staff recognise intentional biodiversity efforts when visiting estates. This approach enables us to balance environmental benefits with our responsibilities as a landlord, while encouraging more tenants to get involved.

Strengthening our approach to pest control

We identified that closing pest-related jobs when access was denied could lead to problems escalating, increasing the risk of health issues for tenants and damage to our homes.

In December 2025, we introduced an updated Pest Policy to address this. Under the new approach, pest-related cases remain open until all reasonable attempts have been made to gain access. Where access continues to be an issue, cases are referred to tenancy management for further support.

This change allows us to work more closely with tenants to resolve issues more effectively and at an earlier stage. By ensuring treatments are completed in a timely way, we can reduce risks, improve living conditions and better protect our homes.

Give us your feedback



Feedback can come in the form of a complaint, compliment or general comment – but whatever it is that you want to tell us, we’re here to listen and do something about it. Visit redkitechousing.org.uk/feedback or call 01494 476100.



How we compare to other providers

The Tenant Satisfaction Measures, or TSMs, are 12 satisfaction perception measures and 10 performance measures, introduced as part of the Social Housing (Regulation) Act 2023 to collect social housing tenants’ views and help them assess the performance of their registered provider.

Each year, registered providers are expected to collect and publish performance information. Here is how we performed in key areas, including comparison to other local providers and the sector as a whole.

You can find more information on our performance, surveying methods, and previous years’ results on our website: redkithousing.org.uk/TSM26

Code	Satisfaction with...	Our 2025/26 performance	Our 2024/25 performance	2024/25 RSH published sector performance*
TP01	Overall service	83.8%	75.4%	71.3%
TP02	Repairs	75.7%	70.0%	72.3%
TP03	Time to complete repairs	74.9%	68.3%	67.4%
TP04	Home is well maintained	81.8%	73.2%	70.8%
TP05	Home is safe	86.8%	83.7%	76.7%
TP06	Listening to tenant views and acting on them	72.1%	57.9%	60.4%
TP07	Keeping tenants informed	75.2%	67.0%	70.3%
TP08	Treats tenants fairly and with respect	89.4%	77.6%	76.8%
TP09	Complaint handling	38.3%	31.6%	34.5%
TP10	Communal areas are clean and well maintained	78.3%	73.4%	65.1%
TP11	Make a positive contribution to neighbourhood	84.1%	70.9%	63.1%
TP12	Approach to ASB	62.1%	58.0%	57.8%

*Official LCRA figures per Regulator of Social Housing, based on submissions from 302 registered providers, as published on 4th November 2025.

Code	Satisfaction with...	Our 2025/26 performance	Our 2024/25 performance	2023/24 RSH published sector performance*
BS01	Gas checks completed	99.84%	99.92%	99.9%
BS02	Fire safety checks completed	100.00%	100.00%	100.0%
BS03	Asbestos checks completed	100.00%	100.00%	100.0%
BS04	Water safety checks completed	100.00%	100.00%	100.0%
BS05	Lift safety checks completed	100.00%	100.00%	100.0%
NM01a	ASB cases per 1000 homes	46.3	68.3	35.5
NM01b	ASB cases with hate crime element per 1000 homes	1.2	0.9	0.6
RP01	Homes not meeting Decent Homes Standard	0.4%	0.0%	0.5%
RP02b	% Non-emergency repairs completed in target	77.2%	81.2%	81.3%
RP02a	% Emergency repairs completed in target	92.4%	89.0%	95.3%
CH01a	Stage 1 complaints per 1000 homes	95.4	49.0	42.5
CH01b	Stage 2 complaints per 1000 homes	22.5	9.0	5.7
CH02a	% Stage 1 complaints responded to in target	88.3%	95.8%	82.3%
CH02b	% Stage 2 complaints responded to in target	81.9%	91.7%	83.6%

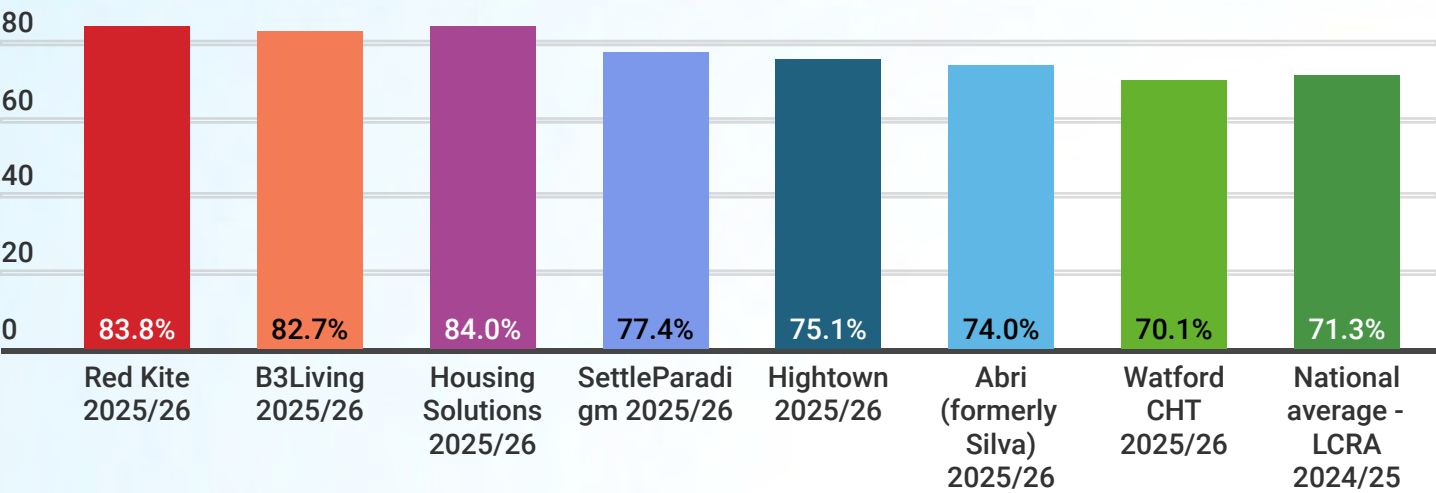
*Official LCRA figures per Regulator of Social Housing, based on submissions from 302 registered providers, as published on 4th November 2025.

Scan the QR code to view our Tenant Satisfaction Measures.

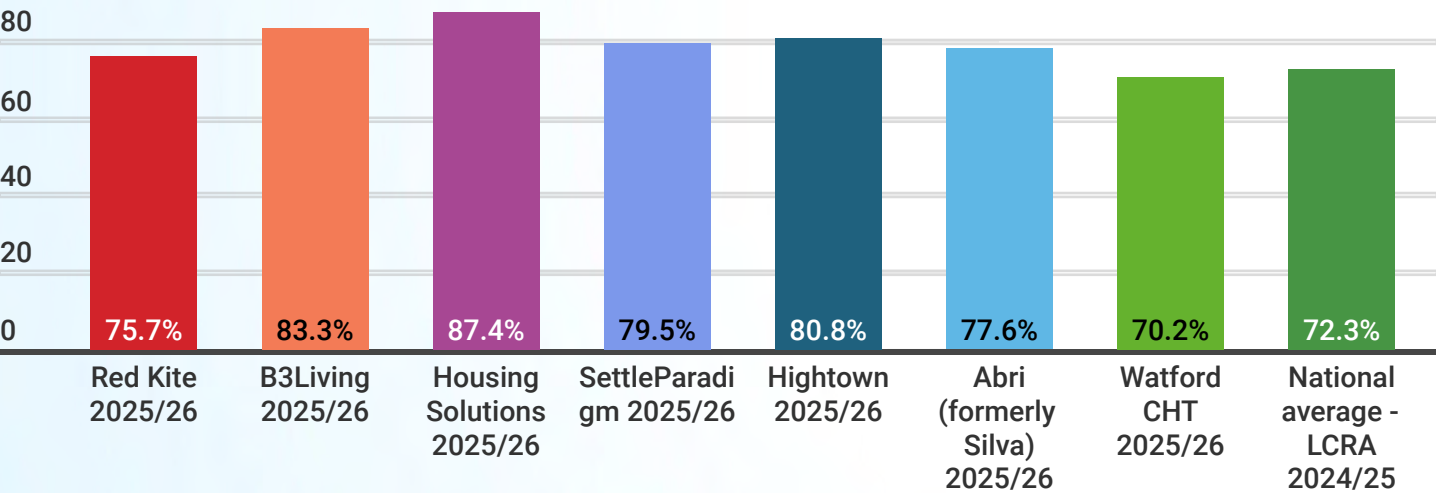


The bar chart below outlines our 2025/26 TSM results in comparison with official 2025/26 results of other comparable registered providers.

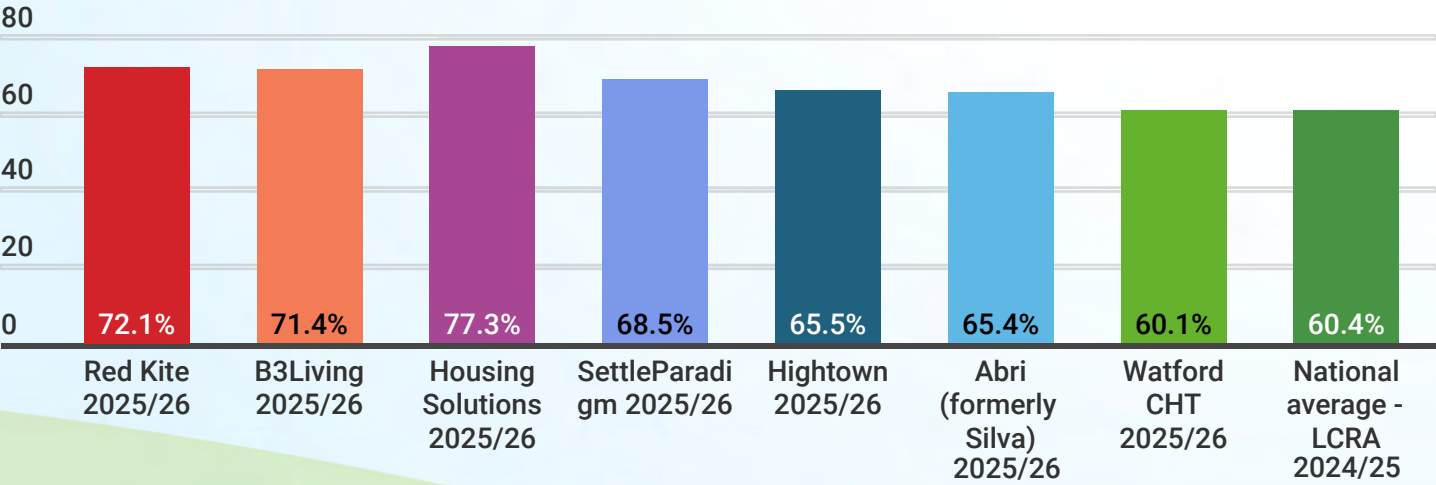
Tenant Satisfaction Measures - Satisfaction with overall service



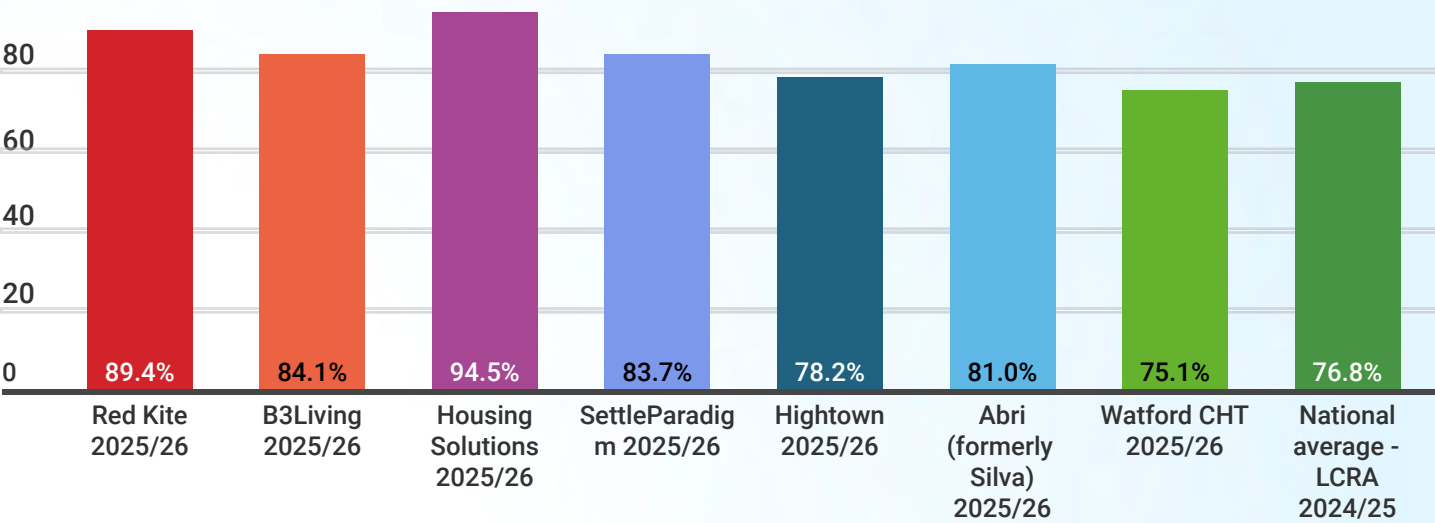
Tenant Satisfaction Measures - Satisfaction with repairs service



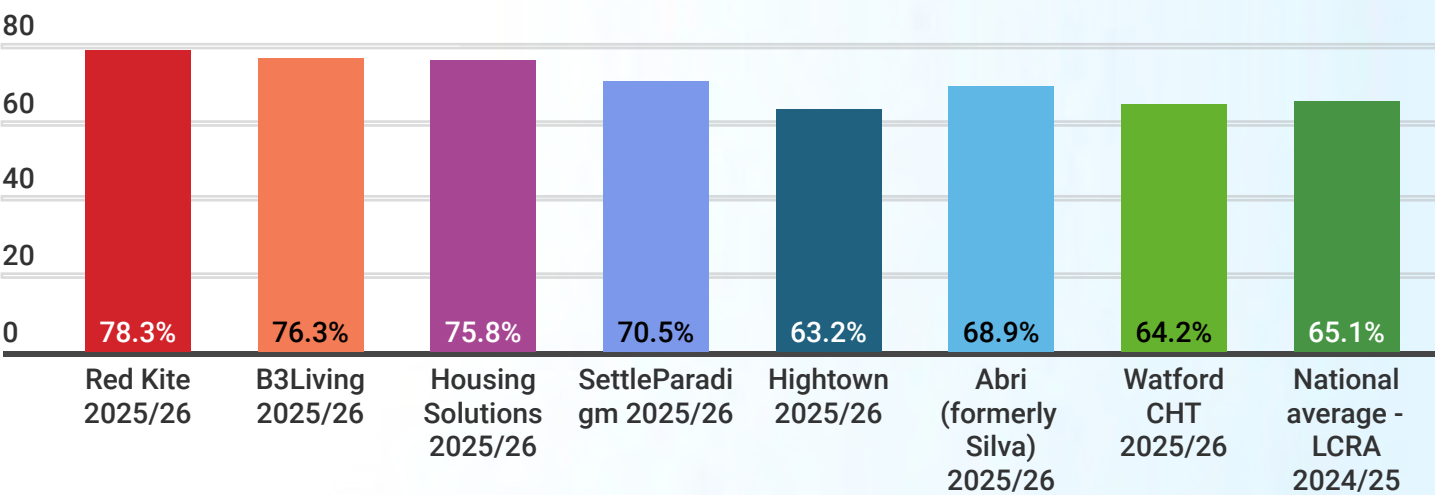
Tenant Satisfaction Measures - Satisfaction that we listen to and act on tenant's views



Tenant Satisfaction Measures - Satisfaction that tenants are treated fairly and with respect



Tenant Satisfaction Measures - Satisfaction that landlord makes positive contribution to neighbourhood



Scan the QR code to explore our full performance results, Tenant Satisfaction Measures and how we're using feedback to improve our services.



