



# Tenants and Community Strategy

2026-2030



## Our Purpose



We are a tenant-led, not-for-profit charitable housing association and we own and manage more than 6,500 homes in the Wycombe district and surrounding area. Our tenants and leaseholders are our customers and have an important role in making sure that we remain truly tenant-led through everything we do.

We're firmly rooted in our local communities and believe homes are foundations - not just places to live, but a platform from which people and communities can thrive.

**This strategy brings together our commitments to:**

- supporting tenants as individuals,
- strengthening community connection and wellbeing and our role as place-shapers, and
- ensuring tenant voices genuinely shape what we do.

**It supports delivery of our Corporate Strategy, specifically the strategic objectives:**

- Helping unlock barriers to ensure fairness
- Be proactive in understanding and supporting the diverse individual needs of all our tenants and leaseholders
- Support environments which encourage communities to flourish
- Valuing tenant voices.

This strategy was developed in consultation with our tenants, staff, board and our community. For the purposes of this strategy when we refer to tenants we see this as being inclusive of everyone who lives in our homes whether they be tenants, leaseholders, shared owners or family members.

We have considered government policy and reviewed the strategies of our council partners and the police to ensure that we align and support in areas we have collective interest for the benefit of the community.

## Our Vision



**Our vision is that tenants live in safe, connected and inclusive communities, where communities are vibrant and there is a strong sense of community pride and connection.**

We want to be a place where listening leads to action. Tenant voices are valued and leave a real and lasting impact in the way our services are delivered.

Tenants lived experience shapes our decisions. Diverse voices are actively sought, barriers to participation are addressed, and listening leads to visible action.

Pressures on our tenants are continually changing, and we want to make sure that our tenants and leaseholders receive proactive, tailored support through effective partnerships and funding, significantly reducing financial hardship, fuel poverty, food security, furniture poverty and debt, whilst enhancing community wellbeing.

We recognise our role as a place-shaper and community connector, and we know that communities flourish when people and organisations come together with shared purpose and intent to create a better environment for all.

Therefore, delivery of our strategy relies on us building on the relationships and connections we have with our tenant and partner organisations.



# Our Role in Place-Shaping



**Communities are shaped by many organisations, services and people. We do not do this work alone - and we don't pretend to.**

Our role is to:

- Create the conditions for strong communities through good services, well-maintained homes and safe shared spaces
- Connect people and partners, using our local knowledge and relationships to bring the right voices together
- Amplify tenant voices, ensuring lived experience informs local priorities and partnership activity
- Advocate where appropriate, particularly where housing, safety, inclusion or fairness are at stake.

We focus on what we can influence directly, while working in partnership to maximise collective impact.



# Red Kite's Values



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



## Partnership

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



## Respect

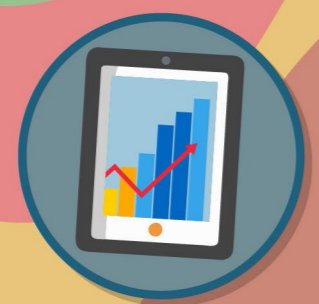
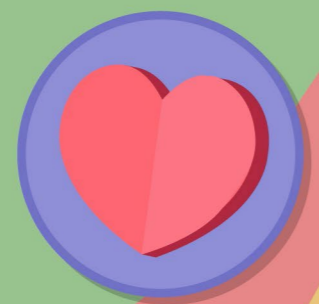
We will hear and value the diverse voices of our tenants and communities, and use this to shape and improve our services.



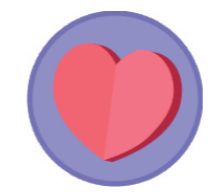
## Pride

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

# Our Corporate Strategy



Our Corporate Strategy sets the scene for our Tenants and Community Strategy, committing us to creating an environment where tenants can truly enjoy their communities, free of issues such as antisocial behaviour.



Homes and Neighbourhoods to be proud of




Valuing Tenant Voices



Great Core Services

Corporate Strategy Objectives for Theme: Homes and Neighbourhoods to be proud of	2030 Outcomes
<p><b>Support environments which encourage communities to flourish.</b></p>	<p>Our communities are vibrant, well-maintained, and welcoming, fostering a strong sense of community pride and connection. We aim to increase resident satisfaction to over 90% and encourage more active participation in community events and initiatives.</p> <p><i>This will address:</i> Tenants not feeling proud of their neighbourhoods, or shared spaces, and having limited connections in the community.</p>



Corporate Strategy Objectives for Theme: Valuing tenant voices	2030 Outcomes
<p><b>Remain tenant-led, understanding tenants and leaseholders and acting on feedback.</b></p>	<p>We will consistently demonstrate tenant-led decision-making through structured feedback channels, resulting in measurable improvements in tenant satisfaction scores and engagement metrics, better reflecting our position as being tenant-led.</p> <p><i>This will address:</i> Tenants feeling that their voices are unheard and that we are not always acting on their feedback.</p>
<p><b>Increase and widen opportunities for tenants to help shape the organisation.</b></p>	<p>Tenants will have multiple accessible channels to influence decision-making, resulting in an increase in tenant participation compared to 2024, measured through regular engagement surveys and participation metrics.</p> <p><i>This will address:</i> Access for tenants who want to influence and shape the organisation.</p>
<p><b>Seek input from the diverse voice of our tenants.</b></p>	<p>Consistent levels of engagement with tenants from diverse and underrepresented backgrounds, evidenced by increased participation rates, ensures these perspectives meaningfully influence decision making and service delivery.</p> <p><i>This will address:</i> Not being able to hear from a representative tenant voice.</p> 

Corporate Strategy Objectives for Theme: Great Core Services	2030 Outcomes
<p><b>Help unlock barriers to ensure fairness.</b></p>	<p>All tenants and leaseholders consistently receive a service tailored to their diverse needs, demonstrated by measurable improvements in accessibility, increased participation and representation in tenant feedback channels, and more equity in satisfaction rates across demographic groups.</p> <p><i>This will address:</i> Discrimination continuing to be a societal issue, particularly impacting vulnerable and disadvantaged individuals in housing.</p>
<p><b>Be proactive in understanding and supporting the diverse individual needs of all our tenants and leaseholders.</b></p>	<p>Tenants and leaseholders receive proactive, tailored support through effective partnerships and funding, significantly reducing fuel poverty, furniture poverty, and debt to enhance community wellbeing.</p> <p><i>This will address:</i> Unheard tenants not receiving the support they need.</p> 

# Our Operating Environment

**The landscape in which we operate has changed significantly since Red Kite was formed. Our tenant-led foundations remain as important as ever, but we must now respond to evolving expectations shaped by the Social Housing Act and the Regulator of Social Housing's refreshed Consumer Standards.**

These standards set out clear requirements around fairness and respect, transparency, accountability, influence and community wellbeing - all of which closely align with our values.

At the heart of this is the Transparency, Influence and Accountability Standard, which reinforces the importance of meaningful engagement with tenants. It is clear that tenants' views must shape how services are designed and delivered, and that the impact of tenant voice must be visible and well communicated.

Alongside this, the Tenancy Standard and the Neighbourhood and Community Standard emphasise the importance of tenancy sustainment, equity of access to services, safe and welcoming neighbourhoods, and effective partnership working.



## We are committed to:

**Fairness and respect** - working side by side with tenants and leaseholders, valuing their perspectives and treating everyone with dignity.

**Supporting diverse needs** - recognising that people experience services differently and actively addressing barriers to ensure engagement and outcomes are fair and accessible.

**Meaningful engagement and scrutiny** - providing effective opportunities for tenants to influence decisions and hold us to account, including tenant-led scrutiny.

**Evidenced impact** - clearly demonstrating how tenant feedback and community engagement lead to change, and communicating this openly and accessibly.

**Safe, connected communities** - working with tenants and partners to keep shared spaces safe, tackle antisocial behaviour and hate incidents, address domestic abuse, and promote pride in place.

**Continuous improvement** - regularly reviewing and evolving our approaches to reflect changing needs, expectations and best practice across the housing sector.

## Theme 1: Meaningful engagement with increased impact

- **Reinvigorating our tenant-led commitment. A clear engagement pathway with a wide range of opportunities that lead to real change**
- **We monitor, measure and robustly report the impact of our engagement activity. We are transparent and ensure tenants really feel the difference their voices make**
- **Engaging diverse voices - we value diversity and are proactive in our outreach. We seek to understand and actively address barriers to engagement**
- **Taking a holistic view of all the insight we receive from tenants from our formal groups through to our feedback and learning.**

### We will

- Ensure our staff, tenants, and wider community understand and champion how the tenant voice is sought, captured, truly heard and acted upon - we want to increase how much we hear from the wider tenant voice
- Review how we currently link complaints, TSMs, and wider tenant feedback into our formal engagement structured, identifying areas to strengthen and implementing changes
- Triangulate our data, insight and feedback to proactively inform and support what we focus on
- Seek feedback on our approaches to tenant engagement internally and externally on a biannual basis and respond to TSM feedback and complaint trends
- Consider and respond to developments in the emerging Competency and Conduct Standard to ensure we have the right team structure and skills to deliver on our tenant led commitment
- Explore how we can strengthen the representation of our tenant led values in action within our annual report
- Increase transparency of engagement activity and impact across our newsletters and identifying other pathways to ensure impact is visible for all tenants within our communities
- Directly build engagement activity data into our new housing management system ensuring that engagement is not an isolated function which sits separately
- Monitor diversity within our engagement pathways and proactively addressing areas of underrepresentation
- Proactively reaching out into our communities, ensuring that tenants don't need to come to us to give their views and shape decisions
- Representation in key community spaces that demonstrate our commitment to equality and diversity and foster important relationships with tenants whose voices may be underrepresented within our wider engagement pathways.

## Theme 2: Supported tenants

- Tailoring our services so that tenants receive a service relevant to them and their needs
- Looking at our services to ensure that they support the overall wellbeing of our tenants
- Building confidence and maximising opportunities through investment in skills building, training and experience.

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### We will

- Embed cross team operational working through our structured customer focussed approach to enhance communication, responsiveness across housing, repairs, tenancy management and support services
- Conduct assessments across all key housing services identify barriers to access and equitable outcomes for our tenants and leaseholders, developing targeted improvement plans
- Make it second nature in how we do things that we ask our tenants if they need us to deliver a service in a particular way to help it work for them
- We will continue to have a strong focus on tenancy sustainment through a dedicated team, working with our tenants and partners to minimise evictions and maximise positive outcomes
- We will develop a structured insight programme, proactively identifying households at risk of financial hardship, fuel poverty or other vulnerabilities and use this to inform our proactive support initiatives
- Establish formal partnerships with local authorities, charities, debt advice services, energy providers and other specialist agencies to deliver co-ordinated, holistic support
- Strengthen our partnership with organisations that support better health outcomes including key partners such as the NHS
- We will work with our partners to provide access to skills development that will support tenants seeking to increase their connectedness, access digital resources or who wish to enhance their employment opportunities and economic wellbeing
- Review our partnership expectations of organisations we employ to offer employment and apprenticeship opportunities
- Explore partnerships with schools, colleges and youth groups to support opportunities for young people in our home, and build stronger connections.

## Theme 3: Communities our tenants are proud of

- **Ensuring our tenants feel safe in their home and neighbourhood through investment and initiatives**
- **Working with our tenants and partners to build strong connected communities, ensuring that everyone feels they have a place**
- **Caring about our communities and ensuring this feeds into how our communities look and feel so tenants feel proud and invested in where they live.**

### We will

- Make sure that our dedicated Community Safety Team offers a modern service that is as proactive as it is reactive, including making better use of our data and that of our partners to understand trends and hot spots
- Embrace our role as a community connector, working with our tenants and other agencies on the formulation of joint action plans/project where needed
- Strengthen our community-based work with local police - building confidence in the community
- Revamp our estate inspections making sure that community safety is firmly embedded
- Ensuring we are clear on how we define and respond to hate crime, and any type of discrimination or harassment
- Continue to take firm action against ASB, domestic abuse and hate crime publicising our partnership activity and successful outcomes
- Host community pop up events in partnership with our tenant volunteers - an opportunity to bring neighbours together in non-formal settings
- Work with our tenants in sheltered schemes to better understand their experience of our services and what 'later living' now looks like. We will develop plans to strengthen our offering
- Identify tenants suffering from loneliness and explore new initiatives in which they are encouraged and supported to connect with others
- Make sure we effectively manage our neighbourhoods. We will review our communal contracts and the standards within them with our tenants to ensure we deliver what our tenants want and that they can be proud of where they live
- Increase our environmental impact days widening these so that more tenants and partners are getting involved
- Implement Neighbourhood Plans - working with our tenants and communities to understand what is important and agreeing what we will deliver
- As part of our Asset Management Strategy we will look at how we use and invest in our shared spaces to ensure that they contribute to positive impact in the community.



# How We Will Work



## We will deliver this strategy by:

- Taking a whole-organisation approach, embedding tenant and community focus across services
- Aligning our work with partner priorities to avoid duplication and strengthen impact
- Using insight, feedback and performance data to guide action
- Being honest about what we can and cannot influence, and clear about our commitments.

**This strategy is supported by an operational action plan with clear ownership and accountability.**



# Measuring Success

We will know we are succeeding when:

- Tenants feel safe, listened to and supported
- Diverse voices are represented and actively influence how we work
- Communities feel connected and inclusive
- Tenants can see clear evidence that feedback leads to change.



Our Operational Performance and Tenant Services Committee and our Resident Representative Team will receive six monthly reports on our progress against the action plan, and our corporate strategy success measures are also included on our Corporate Performance Framework where appropriate to do so.

**We will publish progress against the strategy annually on our website.**



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Community Strategic Theme	2030 Outcomes	Key Success measures
<b>Theme One</b> Meaningful engagement with increased impact	Our revitalised engagement pathway effectively facilitates the listening that leads to action.  Red Kite is regarded as a sector leader in tenant engagement with a dynamic approach and refreshed understanding of how our tenant led commitment is delivered  All engagement activity can robustly evidence powerful impact  Clear and compelling evidence of our increased engagement and a boost in representation across all engagement activity	CS – 90% of policies, decisions or service changes directly influenced by feedback or involvement. TSM – TP06 Satisfaction that landlords listen and act.  CS – 10% increase in tenant participation. CS – Annual publication of a report demonstrating how tenant engagement influences decisions and improvements.
<b>Theme Two</b> Supported tenants	Tenants receive a service that is relevant to them and their needs.  Increased resilience of our tenants through periods of hardship. Tenants are able to access opportunities that align with their personal aspirations.	CS – Less than 10 percentage point deviation from national satisfaction averages by demographic.  Deliver 85% of actions committed to in our service action plans following assessments of all key housing services.  CS – Proactively contact 100% of tenants that are identified through our insight programme that may need support.  Deliver or facilitate a minimum of four skills building/training/personal development opportunities per year from 2026/27 (in addition to those we offer our volunteers).
<b>Theme Three</b> Communities our tenants are proud of	Everyone feels safe and secure in their home and neighbourhood  There is a visible sense of community through regular activity in our communities and in our sheltered schemes that see people coming together in a way that matters to them  Tenants feel proud of their communities and neighbourhoods	CS – Reduce reports of antisocial behaviour by 10% by 2030. TSM – Satisfaction with handling of ASB. CS – Making a difference to the way we contribute to our neighbourhoods exceeds 75%. Increase 10% the number of people attending Red Kite events in the community from a baseline to be collected in 2026/27. Over 85% of agreed commitments in our neighbourhood plans are delivered on time. TSM - Satisfaction with contribution to neighbourhoods.

CS – Corporate Strategy Success Measure

TSM – Tenant Satisfaction Measure

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