

Annual Report

2024 - 2025



Partnership



Respect



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**Creating homes as foundations
that enable individuals and
communities to thrive**

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Introduction



A message from our Resident Representative Team (RRT)

Welcome to the annual report for Red Kite Community Housing!

I'm Candida Dutiro, Chair of the Resident Representative Team (RRT), and I'm proud to lead and work with a dedicated group of tenant volunteers who help shape key decisions across our organisation.

The RRT is part of a wider network of engaged tenants who play an active role in all areas of Red Kite's work, from helping to select contractors who provide essential services, to taking part in staff interview panels. Our involvement ensures that tenant voices and lived experiences remain at the heart of everything Red Kite does.

This report highlights our achievements from 1st April 2024 to 31st March 2025, a year in which we continued to hold the organisation to account, monitor performance, and champion meaningful change. Our scrutiny work has gained national recognition and is regularly cited as an example of best practice in tenant-led reviews.

RRT members represent the tenant voice and the lived experience of tenants across policy, strategy and service delivery. We meet fortnightly online and face-to-face every six weeks, this is to ensure continuous engagement and real-time input. Some of our key achievements this year include:

- **Delivering a comprehensive scrutiny review** of our own processes. We developed new principles and guidance to improve transparency and make it easier for new members to get involved. We also launched a new dedicated scrutiny webpage: redkithousing.org.uk/scrutiny
- **Meeting with senior leaders from Gilmartins**, including the Director and Assistant Director to ask performance questions directly and drive service improvements
- **Engaging with Buckinghamshire Council's Helping Hand service** to raise concerns about the ongoing challenges faced by tenants due to the cost-of-living crisis
- **Influencing the development of Red Kite's Equality, Diversity and Inclusion Policy**, as well as contributing to the organisation's new **Corporate Journey**, the strategic plan that will guide Red Kite for the next five years.

We're incredibly proud of what we've accomplished, but we also know there is always more to do. If you're reading this and wondering how you can get involved, whether by observing an RRT meeting, joining a grant allocation panel, or sitting on staff interview panels, we'd love to hear from you. No experience is necessary, just your insight as a Red Kite tenant or leaseholder. We provide full training and support to help you make a difference.

The Resident and Community Engagement Team are friendly, approachable, and here to help you explore the many opportunities to have your voice heard and help shape the future of our community.

Together, we can make a real difference.

Candida Dutiro
Chair, Resident Representative Team
Red Kite Community Housing



Click the below button or scan the QR find out more about volunteering.

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Chair's statement



Lucy helping with gardening at our Community Morning.

Red Kite Community Housing is a tenant led, community housing association, an identity firmly rooted in our values. With more than 16,000 people living in our homes, 660 tenant and leaseholder members, and 65 active volunteers, we strive to be tenant-led in everything that we do. From tenants sitting on staff interview panels, to making decisions as members of key committees and the board, their voice is embedded at all levels of decision making.

We have more work to do to ensure that we hear from as broad a cross-section of residents as possible, but I am endlessly impressed by the tireless commitment of so many residents in helping us to do better and by the unshakable commitment of staff who manifest these values in their daily work. I want to take this opportunity to thank all those residents and staff, who work alongside each other to deliver services and improvements. As a charitable organisation, all the money we make is used to provide services to our residents, invest in their homes and the communities we serve and build new homes to meet local housing need. Supported by a refreshed corporate strategy, we are working hard to deliver our vision of providing affordable homes that are foundations for enabling individuals and communities to thrive.

We adapt our services to support tenants facing emerging challenges, for example by deploying our hardship fund to mitigate the government's withdrawal of winter fuel payments for 200 households. We are also committed to learning from tenant feedback and have increased resources to this end.

Overall tenant satisfaction remains strong at 75.4%, but a key focus this year has been our repairs service. While repairs response times have improved, they are still below what we aspire to. Correspondingly, tenant satisfaction in this area has fallen, with satisfaction with the overall repairs service sitting at 70%. Following a comprehensive review of the service and engagement with our resident representative team, an improvement plan is now in place and will be closely monitored to ensure it delivers against our shared expectations.

Chair's statement

This report provides further information on how we have performed across all Tenant Satisfaction Measures.

This year we have increased investment in our homes to £17.2m, focusing on quality and safety as part of our longer-term strategic investment program. 77% of our homes are rated EPC C or above and we are on track to reach 100% by 2028. Alongside this, we invested £8.9m in building new homes; 40 homes were delivered during the year (more than 50% for social rent with the balance being affordable homes) and a further 113 homes are being built, contributing to our target of 500 new homes over the next 5 years.

Financial resilience is a key priority for the Board. Despite the challenging operating environment, Red Kite has maintained the highest G1/V1 rating from the Regulator of Social Housing and has raised competitive additional finance facilities during the year. We are well prepared to adopt the forthcoming changes in legislation and to rise to the challenge of delivering much needed homes for the communities we serve.



Lucy Weston
Chair of Red Kite

A quick overview



This past year, we've remained dedicated to our communities and delivering high-quality homes. Our key achievements include:

Dedicated tenant volunteers: Our incredible tenants made a substantial impact, contributing a remarkable **1,438 hours of volunteer time**. This dedication underscores the strong community spirit within our homes.

Expanding housing options: We're thrilled to report that we have delivered **40 new homes** and **113 new homes** are currently under construction in Wycombe and the surrounding areas. These developments are designed to meet diverse housing needs, expanding accessibility to quality homes.

Enhanced tenant satisfaction: Our continuous efforts to create positive living environments are reflected in a sustained increase in tenant satisfaction. **91% of tenants** expressed satisfaction with their neighbourhoods, representing a positive trend compared to the previous year.

Efficient repairs and maintenance: We successfully completed **18,898 repair jobs** over the year, achieving an **70% tenant satisfaction score** based on 1,598 survey responses. These figures demonstrate the tangible benefits of our strategic contractor engagement and commitment to high-quality service delivery.

Investing in our communities: Through our Springboard and Starting Blocks fund, we proudly awarded **£80,000** to local initiatives. This investment empowers communities and builds a thriving local environment.



Our money and financial wellbeing

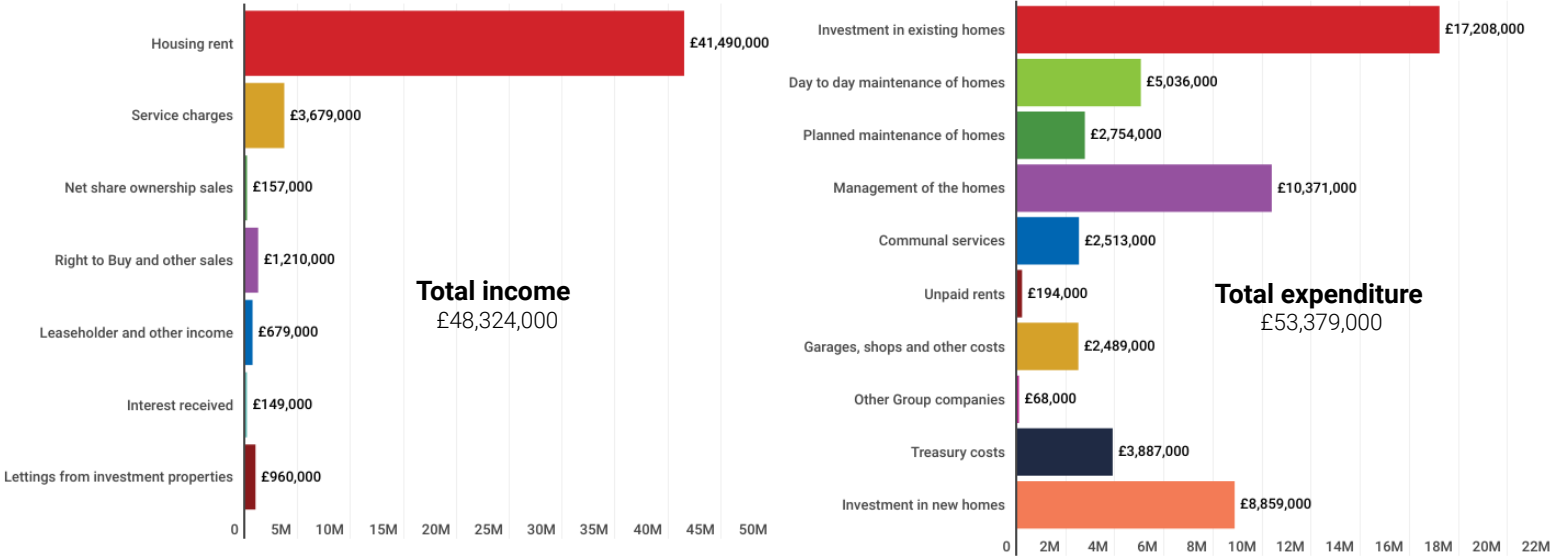


During the year we spent 47% of the rent that we received on maintaining and improving our existing homes, spending £17.2 million on investment works and £7.8 million on day-to-day repairs and planned maintenance works. We also spent a further £8.8 million on new homes for the local community.

During the year the costs to manage our homes increased by 10%, and the communal service expenditure increased by 1%. These charts show how the rent from our tenants is our greatest source of income and that we then spend most of our money looking after our existing homes as well as investing in much needed new homes.

The monies received from the rental income funds the day-to-day activities and the investment works in our existing tenant's homes. As part of the Treasury Strategy, we borrow money to support the investment in the additional homes for the local community, this is in addition to the grants received from Homes England. This sometimes results in the expenditure being higher than the income.

We remain in a strong financial position. Financial resilience has been a key priority for the Board, and through collective effort we've maintained our G1/V1 status.



Financial wellbeing

Our primary goal is to safeguard tenancies and promote tenant wellbeing, especially for those at risk. Over the year we received 283 formal wellbeing referrals. We work directly with tenants to help them maximise their incomes and ensure they receive appropriate support. Our signposting efforts are designed to empower tenants, fostering greater independence and long-term wellbeing. To achieve this, we're developing clear procedures, processes, and referral pathways.

We've refined our referral, review, and collaborative working processes to ensure that One Can Trust referrals reach those most in need. This year, we made 389 One Can Trust referrals, assisting 90 unique tenants.

Recognising the ongoing challenges of the cost of living and the removal of the Winter Fuel Allowance for Pension Credit recipients, we provided £20,600 worth of energy vouchers to eligible tenants (see more on page 21).

Additionally, we awarded a total of £20,000 from our hardship fund and collaborated with external partners to successfully obtain £44,773.32 in Discretionary Housing Payment (DHP) funding. This funding assists tenants who are struggling with rent or housing costs.



389 referrals
to One Can Trust



£44,773
in DHP obtained



283 wellbeing
referrals made

Ending Furniture Poverty is a cause that both our Resident Representative Team (RRT) and leadership team feel strongly about. In response to growing tenant need and following the reduction of Buckinghamshire Council's 'Helping Hand Fund', which previously supported flooring purchases, we launched our own pilot initiative in to support new tenants. As part of this initiative, we began retaining and reusing carpets in our empty homes where appropriate. Since the pilot went live in September 2024, we've successfully reused carpets in 60 homes, directly benefiting incoming tenants by providing a more welcoming home from day one.

This approach has now evolved into one of our key strategic projects, focused on tackling furniture poverty more broadly. The project sets out a clear scope of what we aim to deliver and identifies the key workstreams that will guide our efforts. Our core objective is to work closely with our involved tenants to ensure that everyone moving into a Red Kite home has the best possible start, with essential items in place to help them thrive in their new home.



Supporting our communities



Springboard and Starting Blocks

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're proud to have allocated a total of **£80,000** in funding to support community-driven initiatives. We received **35 applications** in total, of which **21 were approved** for funding.

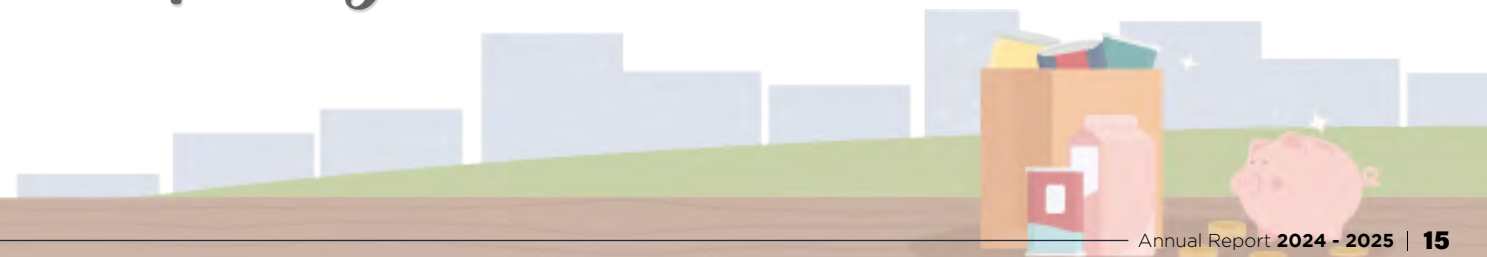
Our tenant-led Springboard panel received **15 applications** and approved **eight projects**.

Through the Starting Blocks stream, we received **20 applications**, approving **13** of them to help kickstart innovative ideas.

We're proud to have supported a wide range of impactful community projects through our community funding.

Spring**BOARD** £

STARTING
BLOCKS



This year, we put a particular focus on funding that directly benefits our tenants. Following a vote by tenant volunteers, we introduced a dedicated Starting Blocks fund for sheltered schemes. At **Chichester Close Sheltered Scheme**, our funding supported social activities that brought tenants together - including a seaside trip and a Christmas celebration.

Alma who organises the activities spoke about the Christmas gathering and said:

Normally, we only have six people or so who are interested in the Christmas meal, but this year 26 people put their name down. We delivered meals to our elderly neighbours so they could still enjoy the food if they couldn't make it down to the common room. The grant has encouraged more of the tenants in Chichester Close to socialise as there has been no cost to them. It's great to meet more of my neighbours!

Nadiia, a new tenant who moved to the UK from Ukraine said:

Thank you, Red Kite, this is very special as I have no family here, these tenants are my new family. I went to the seaside for the first time in the UK thanks to the Starting Blocks grant and I enjoyed it very much.



The Getaway Foundation received **£7,678** through our Springboard fund to provide holidays for families living in poverty. This funding was used to support Red Kite tenants, giving families the chance to take a break, create positive memories, and enjoy quality time together - experiences that might otherwise be out of reach.

We also awarded **£1,940** from the Starting Blocks fund to the **Booker Common & Woods Protection Society** to purchase tools for maintaining local green spaces. This helped volunteers clear a public footpath.

Heart and Soul Hub CIC was awarded **£2,000** by our Starting Blocks panel to expand their kitchen project at Wycombe Air Park.

Grow Together CIC also received **£2,000** to create accessible raised beds at their community allotment, enabling participation for disabled residents and those with limited mobility. They said:

We are thrilled that with the support and funding of Red Kite Community Housing we have been able to make our community allotment a little more accessible this year. With the installation of three raised beds as well as a ground grid which makes a section of the allotment accessible by wheelchair we are looking forward to welcoming even more members of our community to participate in allotment gardening in 2025.



Finally, **Totteridge FC** received **£700** to provide new kits for their under-14s team, while **Wycombe Multicultural Organisation** was granted **£5,000** to run revision courses for Year 11 students and prepare Year 10s for their GCSEs.



Click the button below or scan the QR code to find out more about how we support our communities.

CLICK HERE



Environmental Improvement Group

Over the past year, Red Kite Community Housing, significantly supported by our tenant-led Environmental Improvement Group (EIG), has achieved notable progress in enhancing our communities, with **£30,000** being awarded. These initiatives underscore our commitment to improving living environments and building stronger connections among residents.

A key accomplishment was the mass bulb planting at Foxes Piece in Marlow. This EIG-funded project utilised specialised machinery to efficiently plant a wide variety of bulbs, ensuring vibrant blooms from February to June. This effort will hugely enhance our green spaces.

The EIG also played a crucial role in resolving a persistent waste management issue at the Imbies estate in Downley. By funding and providing new bins to approximately 40 homes, they directly addressed a significant concern for tenants and facilitated greater community cooperation.

Our wellbeing garden at Baines House was completed at the beginning of October 2024, thanks to the amazing efforts of Chiltern Rangers.

Following their last summer session at the end of September, we've now got raised planters with garlic, onions, potatoes, strawberries, and raspberries. There's a native hedgerow with blackthorn, guelder rose, English maple, and hawthorn, plus three native dwarf fruit trees, English bluebells, crocuses, and a wildflower strip. Bird boxes for blue tits and robins, a compost bin, an outside tap, and some lovely artwork by Decreate complete the garden.

Collectively, these initiatives demonstrate the powerful impact of tenant involvement through the EIG. By empowering tenants to identify and address local needs, we are not only improving our neighborhoods physically but also strengthening the bonds within our communities.

Click the button below or scan the QR code to see the other projects EIG funded in 2024/25 by watching this video

CLICK HERE



Winter fuel

As temperatures dropped and energy prices soared, Red Kite stepped up to support our tenants through a dedicated Winter Fuel Allowance Project.

Launched in November 2024, this initiative was a direct response to the Government's unexpected decision to stop the majority of winter fuel payments with little notice - leaving many vulnerable households facing uncertainty and hardship.

We recognised that many of our tenants - particularly those of state retirement age, not receiving other benefits, and living in homes with lower Energy Performance Certificate (EPC) ratings - were at risk of falling into fuel poverty. With winter approaching and energy bills climbing, we knew urgent action was needed.

Our goal was simple: to provide financial relief to those most affected. By offering energy vouchers, we aimed to ease the burden and ensure our tenants could stay warm and safe during the coldest months of the year.

We partnered with Charis, a trusted administrator for essential funds and grants, to manage the distribution of vouchers.

Eligible tenants were invited to apply for energy vouchers, which could be used to offset their energy bills.

Over the course of the essential project, we received 201 eligible applications. In total, we awarded £20,600 in support to our tenants.

We were also proud to receive backing from Buckinghamshire Council, who contributed £25,000 from the Household Support Fund after learning about our initiative.

The feedback from our tenants was overwhelmingly positive. Here are just a few of the messages we received:



This scheme showed how much we can achieve by working together. Our teams, along with Charis and Buckinghamshire Council, made it a real success. Most importantly, it made a big difference to the tenants who needed help.

12 Days of Kindness

Our second 12 Days of Kindness Christmas campaign was a great success, engaging many small local charities and community organisations. From 2nd to 19th December, we posted daily on Facebook and Instagram, offering a £200 shopping voucher to nominated groups. We received 636 nominations from the community. This campaign has helped us build relationships with community organisations, and we plan to engage with them further over the next year.



Click the button below or scan the QR for the full news story.

CLICK HERE



12 days of KINDNESS

Realising potential

At Red Kite, we are deeply committed to empowering our tenants to achieve their full potential. Our “Realising Potential” offer is a core part of this commitment, providing comprehensive support, guidance, and resources to help individuals develop new skills, access training, and secure meaningful employment opportunities.

We understand that financial barriers can often hinder aspirations. To address this, our “Aspiration Pot” provides vital funding to tenants pursuing educational courses, vocational training, or essential equipment needed to kickstart their careers or enhance their employability.

In the past year, we are proud to announce that we distributed a total of £5,760 from our Aspiration Pot, directly investing in the future of our tenants. These funds have enabled individuals to pursue their dreams and overcome obstacles.

Here are a couple of inspiring examples of how this funding has made a tangible difference:

- **Ajmal** received **£2,286.97** to cover the costs of his Level 2 Diploma in Electrical Installations and essential tools. This support has set him on a clear path towards a skilled trade.
- **Mya** was awarded **£2,743** for a dog grooming course and the necessary equipment. Her dedication, coupled with our support, has led to a successful outcome. Mya shared her gratitude, stating: “I’m all done with my dog grooming course and I’ve got my qualification thanks to you and your help.”

These stories are just a glimpse of the positive impact our Realising Potential offer and Aspiration Pot funding have on the lives of our tenants, promoting independence, growth, and a brighter future for our communities.



Click the button below or scan the QR code to find out more and apply for our Realising potential programme.

CLICK HERE



Resident and community engagement strategy update

Year four saw us amplifying tenant voices by building on the success of formal scrutiny reviews. The development of scrutiny principles and guidelines by RRT ensured that best practices were locked in, and verification efforts exceeded initial ambitions.

This created a powerful mechanism for tenant voices to effect change, with Red Kite leading the way in verification and representing emerging best practices at the 2024 Tpas National Scrutiny Conference.

The engagement structure was also enhanced to be fit for the future, with the number of unique active volunteers growing to 65, contributing a total of 1,438 volunteer hours.

Networking events played a key role in team activities, with participation growing each year (see more on page 27).

Lastly, the approach to celebrating community was reviewed and adjusted. The Neighbourhood Awards and the Christmas Market were discontinued due to cost, staff resourcing, and location challenges. Instead, the focus shifted to increased engagement activities, including scrutiny and verification, volunteer thank you events, annual community mornings, networking events, and the 12 Days of Kindness project.

These achievements highlight the progress made in various areas, reflecting the hard work and dedication of the team.

The RRT has so far conducted three scrutiny reviews. **Click** the button or **scan** the QR for more details.

CLICK HERE



Community events



Networking events

We hosted two successful networking events in 2024, with a combined attendance of 112 people.

The first event took place in July, focusing on mental health across the Thames Valley. It was held in partnership with aMAZing Therapy Centre CIC and featured discussions on new consumer standards and future collaborations, with speakers including Jules Bottazzi from Thames Valley Office of the Police and Crime Commissioner and Melissa Hinton from Buckinghamshire, Oxford Health NHS Foundation. This event saw 63 participants from 36 partner organisations.

The second event was held in December, bringing together various organisations from Buckinghamshire and beyond. It facilitated valuable connections and discussions, featuring talks by Nicola Leavesley, CEO of Response, and Kelly Saward from Room 478, along with a guided meditation session. There were 49 attendees from 34 different organisations, including Cllr Nathan Thomas, the Mayor of High Wycombe.

Our collaborative networking event was a great success. We had 36 partner organisations from diverse sectors, creating a lively atmosphere filled with discussions on mental health and collaborative initiatives to support mental wellbeing in our communities. This was our first community networking event dedicated to prioritising our community in mental health initiatives.

Nahida Latif, Community Investment Specialist, who organised the successful event.



Digital training for tenants

We continued our commitment to digital inclusion with two successful digital training events. Held in September 2024 and March 2025, these sessions were designed to equip tenants with essential digital skills, promoting greater independence and access to online services. Both events were supported by Digital Engagement Specialist Sanjay Sivia, Age UK's David Bagley, and tenant volunteers.

Both events were met with positive feedback, significantly enhancing tenants' confidence and capabilities in the digital realm.

It was a fantastic experience with such great and open-minded people. Everyone left with smiles on their faces and a desire for more, which was a great sign.

Sanjay Sivia, our Digital Engagement Specialist.



Little Kimble engagement

Our commitment to building vibrant communities at the Little Kimble development has been demonstrated through two highly successful collaborative events in the past year.

These events were joint efforts between us and Hayfield Homes, the developers for the site, aimed at welcoming and engaging with everyone who lives in the new mixed-tenure homes. They featured a variety of activities including refreshments, soft play, arts and crafts, an introduction to kickboxing and martial arts for children, face painting, and biscuit decorating, with lunch boxes also provided at one. Both occasions saw strong turnouts and received positive feedback, effectively building and strengthening relationships within the Little Kimble community and laying the groundwork for future tenant-led initiatives.

We really enjoyed getting to meet the community and we now have some fantastic ideas for future activities from the tenants!

Sophie Field, our Head of Resident & Community Engagement.



Tpas regional event

In May, we welcomed staff and tenants from nine local housing providers, as we hosted an event for Tpas, the national tenant engagement organisation.

This event was for member organisations in Tpas’ East region, including Central Bedfordshire Council, Fairhive, Soha, and Papworth Trust. Every few months one of these organisations hosts a get-together for fellow tenant engagement professionals, giving them a space to hear about the latest social housing news and to share tips and best practices.

We presented on our recent work - talking about what makes us tenant-led, then drilling down into our recent service scrutiny reviews.

The event gave us a great opportunity to showcase Red Kite and our tenant engagement work, and to meet up with local colleagues working in social housing engagement - some I knew already and some are now new contacts. Some of our amazing volunteers also attended and they were able to meet their peers, swap notes, and get new ideas for holding us to account. The day was really affirming, and we left re-energised in our efforts to ensure that the voice of tenants is heard clearly by our respective organisations.

Jon Upchurch, Red Kite’s Volunteering, Engagement and Events Manager.



Antisocial behaviour (ASB)



Click the below button or scan the QR to read about the Community Action Day at Castlefield.

CLICK HERE



The past year has been exceptionally productive for us, building on our strong foundation in antisocial behaviour (ASB) management. Following last year's successful ASB audit, where we achieved a "green" rating, we're thrilled to announce an outstanding result in the latest Tenant Satisfaction Measures (TSMs).

These new measures, introduced under the **Social Housing (Regulation) Act 2023**, are designed to provide tenants with a clear way to assess their housing provider's performance. In this crucial area, we achieved a remarkable national ranking of 10th out of 355 housing providers for our handling of ASB. We are incredibly proud of this outcome.

Our involvement in the local **Antisocial Behaviour Action Group** (ASBAG) remains key to managing complex and entrenched cases. We are a respected partner and able to present our case at an early stage, working collaboratively to gather evidence and engage with others on the panel, who can try and support to help sustain tenancies alongside our action. This provides the right blend of enforcement and support helping to demonstrate the proportionality of legal action to the court, should it become necessary to make a legal application. As a core presence at meetings, we can provide feedback and opinion on other community safety matters across the area and on occasions provide intelligence for issues raised by others that we were not aware of. This helps our other partners and allows us to then consider and take appropriate action.

The vast majority of ASB cases and allegations continue to be concluded with non-legal resolutions using the toolbox of options we have available through our ASB enforcement policy/process and neighbourhood management policy. However, we continue to push through cases to a legal remedy, if the pre-legal work has not resulted in tenants being able to sustain their tenancy and stop antisocial behaviour.

Antisocial Behaviour (ASB)

We have been robust in separating out matters which do not reach the threshold of ASB with signposting to relevant organisations. We have provided clear and easy-to-read advice and assessments, and we have encouraged neighbours to enter conflict resolution and full mediation where agreed, to remedy problems in a controlled fashion and to de-escalate, helping to sustain tenancies.

We have frontloaded our advice/action plans and case conclusion correspondence with information to help manage noise nuisance allegations which are not enforceable due to being a result of lifestyle clashes, tolerance issues, or a lack of understanding of others affected. This is as per Ombudsman guidance and expectations.

We have ensured that the rights and enjoyment of our tenants moving into new housing schemes have been upheld by working to ensure expectations are managed on all sides, and efforts have been made to facilitate and foster good relations through intensive community engagement as early as possible. This has been through community partners and working collaboratively with our Resident & Community Engagement team.

Domestic abuse

As of July 2024, we proudly published a standalone domestic abuse policy, a crucial document that underscores our commitment to ensuring that our staff members are diligently trained to recognise the symptoms of abuse, maintain vigilance, and respond effectively to safeguarding concerns.

We are dedicated to supporting our tenants who are experiencing domestic abuse. More information on this support can be found at redkithousing.org.uk/domesticabuse

New homes for the community (Development)



Over the past year, we have made significant strides in our commitment to providing much-needed affordable housing. We successfully delivered 40 new homes, a vital contribution to our ongoing pledge to provide 500 more homes by 2030. These new homes include 21 for social rent, 15 for affordable rent, and four for shared ownership, catering to a diverse range of housing needs within our local community. Looking ahead, we're excited to report that an additional 113 homes are already under construction, further accelerating our progress towards our ambitious targets.

Our reputation as a proactive and reliable affordable housing provider continues to grow. We're actively leveraging Section 106 opportunities, which has allowed us to begin work on three new sites with different developers. We anticipate signing more contracts throughout 2025 and are currently in discussions regarding several high-quality projects that promise to bring even more homes to areas including High Wycombe, Princes Risborough, and Marlow.



Our strong working relationship with Homes England has been instrumental in our success. Recent government announcements regarding grant availability mean that several of our sites with existing planning permission can now move swiftly into tendering and construction. Furthermore, we have a robust pipeline of sites currently in the planning system, which we expect to receive permission on, ensuring a continuous stream of new homes for future delivery.

We are incredibly proud of the well-designed and energy-efficient homes we deliver. These homes are not just buildings; they are foundations for better lives. We extend our deepest gratitude to our dedicated Development Panel, made up of our leaseholders and tenants. Their invaluable input helps us select the best contractors and refine our designs and materials, ensuring that every new Red Kite home is built to the highest possible standards. We're always looking for passionate volunteers to join this panel and help us shape the next generation of affordable housing. If you would like more information, please visit: redkithousing.org.uk/volunteering

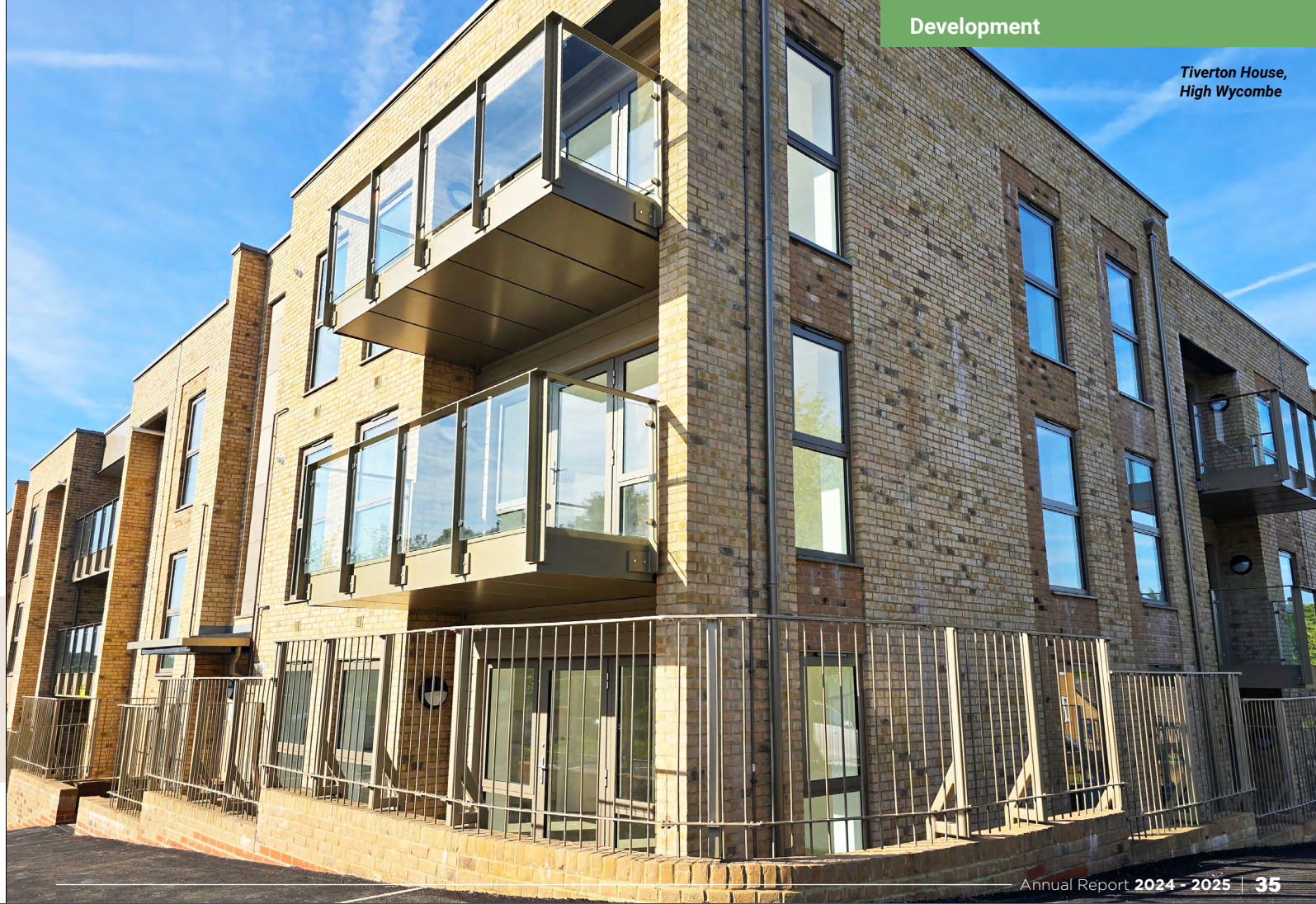
Our strong working relationship with Homes England
has been instrumental in our success.



Homes England

Click the below button or scan the QR to see
more information on all our developments.

CLICK HERE



Sustainability and our homes



Our homes

This year has been one of considerable progress in the delivery of repairs and maintenance services to our tenants. Through a focused strategy centred on building strong relationships with our contractors, expanding internal capacity, and streamlining operational processes, we have achieved measurable improvements in service delivery, cost efficiency, and overall tenant satisfaction.

A key element of our success has been the strengthening of our partnerships with contractors. By fostering closer, more collaborative relationships, we have been able to reduce the average job cost to £144. Over the course of the year, we completed a total of 18,898 repair jobs, with a tenant satisfaction score of 87.23% based on 1,598 survey responses. These figures reflect the tangible benefits of our contractor engagement efforts and our commitment to quality service delivery.

Alongside operational efficiencies, we have also invested in strengthening our internal team. In response to growing service demands and a commitment to maintaining high standards, we introduced two new roles under the title of Building Surveyor. These staff have played a vital role in enhancing the pre-assessment of repair works, ensuring jobs are accurately scoped and completed to the expected standard. The addition of these roles has also improved communication between tenants, contractors, and internal departments, leading to faster resolution of issues and a more consistent service experience.

The close collaboration with our contractor partners has been instrumental in driving many of these improvements. Regular coordination meetings, the establishment of shared performance metrics, and a unified approach to planning and problem-solving have helped align our goals and streamline our processes. These joint efforts have created a culture of shared accountability and continuous improvement, which has had a direct impact on the speed, quality, and efficiency of the services we provide. Looking ahead, we are committed to building on this year's progress. Our focus will remain on reducing repair turnaround times, further developing the skills and capacity within our team, and deepening our partnerships with contractors to continue enhancing the tenant experience. By remaining responsive, efficient, and proactive, we aim to ensure that our repair and maintenance services continue to meet the needs and expectations of all our tenants. This year reflects not only a successful year in terms of metrics and milestones but also a foundational shift in how we deliver repairs - with partnership, professionalism, and tenant satisfaction at the core of everything we do.



Sustainability

Energy efficiency improvements and our commitment to EPC C by 2028.

As part of our ongoing commitment to improving the energy efficiency of our homes and achieving a minimum Energy Performance Certificate (EPC) rating of C for all homes by 2028, we are working towards completing the initial phase of works under the Social Housing Decarbonisation Fund (SHDF) Wave 2.1 programme. This phase includes energy upgrades to over 140 homes, which are due to be completed by September 2025.

The measures being implemented include cavity wall, loft, and external wall insulation, along with the installation of solar panels. This will not only help reduce tenants’ fuel costs but also contribute to healthier living environments by mitigating issues such as damp, mould, and condensation.

Building on this progress, we have identified an additional 235 homes with EPC ratings below C, our lowest performing homes, which will be upgraded under the Warm Homes, Social Housing Fund Wave 3 scheme. We have successfully secured £2,104,700 in funding for this next phase, which will deliver energy efficiency improvements over a three-year period.

In parallel, a programme of EPC reassessments and energy upgrade works in empty homes will be undertaken over the next three years. These initiatives will support our goal of achieving EPC C ratings for all homes by 2028, two years ahead of the national target, highlighting our leadership in creating sustainable and energy-efficient homes.

Crucially, we are committed to working closely with our tenants throughout this journey. Drawing on lessons learned from previous phases; we will implement a comprehensive tenant engagement plan to ensure tenants are well-informed about the benefits of the works and have opportunities to share their views. This collaborative approach will help shape the delivery of the programme, ensuring high-quality outcomes and strong tenant satisfaction.



4,468
Homes achieving EPC ratings A-C




£2,104,700
Grant funding to improve the energy efficiency of our homes




870
Energy efficiency upgrades

Click the below button or **scan** the QR to find out more about our sustainability journey.

CLICK HERE





One of our homes that has benefitted from the Social Housing Decarbonisation Fund.



Sustainability and our homes

Listening to our tenants



Listening to our tenants

Valuing tenant feedback is a cornerstone of our commitment to providing excellent service. We actively seek tenant input through independent surveys, receiving 6,194 this year. This feedback, along with direct compliments and concerns raised by tenants, provides invaluable insights into their experiences.

We take all feedback seriously, using it to identify areas where we excel and opportunities for improvement. Feedback can come in the form of a complaint, compliment or general feedback. For tenants who are dissatisfied with our services, we provide a complaints process compliant with the Housing Ombudsman Complaint Handling Code and The Regulator of Social Housing's Consumer Standards, demonstrating our commitment to addressing tenant concerns fairly, effectively and promptly.



993
Compliments



605
Quick Resolutions



349
Formal Complaints



52
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. The Housing Ombudsman will investigate and determine if there has been any maladministration in the handling of complaints.

During the 2024/25 year, the Housing Ombudsman started 12 formal investigations. In the same year, we received determinations for eight complaints, in which the Housing Ombudsman found seven maladministration cases and one case with no maladministration. The Ombudsman also made one out of jurisdiction case decision, on a data protection concern. (Please note that a formal investigation does not always start and end in the same financial year). At the end of the financial year there were six formal investigations open with the Housing Ombudsman where we are waiting to receive their determination. 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.redkitehousing.org.uk/selfassessment

Learning

Throughout the last financial year, we've continued to value tenant feedback as a crucial part of how we shape our services for the future. Within any complaint there is always an element of learning to consider, and our teams regularly review tenant experiences to identify service failures, take appropriate action to mitigate further occurrences of common trends, and look at ways to become more efficient and effective at what we do.

In the last year, we've reviewed 100% of complaint outcomes and have taken improvement action against 251 pieces of learning, which is a 25% increase on what we achieved in the previous year.

Listening to tenant feedback is a responsibility we take incredibly seriously and often improvements made from this feedback also improve the efficiency of our staff and the wider business.

We are excited to share three examples of improvements made which have led to sustained benefits for our tenants.

Operative conduct

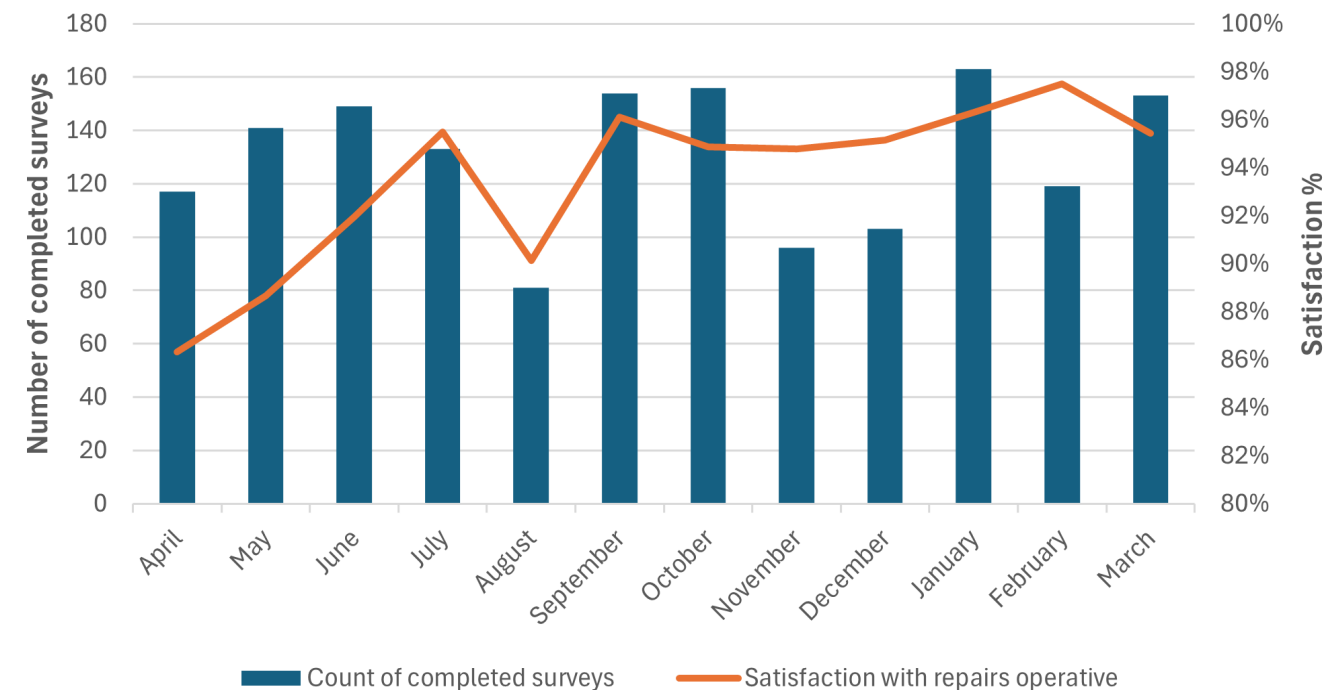
At the start of the financial year, we identified a decrease in tenant satisfaction with our repair operatives and elements of their conduct whilst on site. Our repairs service is delivered by a number of contractors, and their operatives are expected to meet our high standards of customer service.

In response to these concerns with our customer service, we identified and actioned a series of measures to embed change for lasting impact. This included reissuing our code of conduct to all contractors for agreement and requesting our repairs contractor Gilmartins to conduct a series of 'Toolbox Talks' to refresh operatives on expectations of the contract.

In May, 25 operatives attended a refresher on Health & safety site rules, in June, 20 operatives attended a refresher on specific requirements of our Red Kite contract, and in July, 20 operatives attended a Toolbox Talk on waste management, ensuring that all waste and debris is removed from site and disposed of safely at the culmination of works.

As part of our rigorous success testing of all actioned learning, we reviewed satisfaction data and found that since our interventions, we've seen a sustained increase in tenant satisfaction with repairs operatives. We are thrilled to see this improvement, ensuring all representatives of Red Kite treat our tenants and their homes with respect.

Satisfaction with repairs operative 24/25



Asbestos

The nature and age of some of our homes means that we often encounter repair jobs which potentially involve having to disturb asbestos to complete the work. Asbestos was commonly used as a building material when many of our homes were built, and if left alone and in good condition, the risk to health from it is very low. However, once disturbed it can be very harmful, so we treat the risk of disturbance very seriously. Previously, when there was risk of asbestos, our process involved getting a survey of the area completed by an external company and then having to contract specialists in handling the material to complete the works. This process could often be lengthy and meant some repair jobs went unresolved for longer than we would like.

To improve the tenant experience, in December 2024, operatives from our repairs contractor, Gilmartins, completed accredited training to be permitted to work with low impact asbestos materials. This included many different tradespeople who could encounter asbestos as part of their work. They were upskilled on how to complete works safely where asbestos may be present, decontamination techniques, how to dispose of waste, and how to effectively risk assess each job. A written assessment had to be passed to gain the qualification, and we are pleased that we now have seven operatives fully qualified to work on non-licensed asbestos-related works. Some jobs now do not need to be surveyed by an external company before undertaking works, reducing the wait for some repairs without compromising tenant safety. We have recorded a 90% decrease in calls related to asbestos survey delays since October 2024.

Calls related to repairs awaiting asbestos test



Management of leaks

When a repair issue is reported, we'll book the nearest available appointment to visit the tenant, inspect and take subsequent actions. Occasionally, we cannot gain access on the first attempt and so have to make contact with the tenant to try and rebook for another convenient time. What we began to understand this year through complaint learning was that when it comes to leaks in particular, increasing the urgency to make contact with the tenant after the first no access would increase customer satisfaction and help us to minimise the potential further disruption to a tenant's home that a leak could cause.

In January 2025 we improved our 'no access' process to add in an immediate internal escalation when we can't gain access to a home where the tenant reported a leak. We now contact the tenant to try and understand the status of the leak and rebook appointments as quickly as necessary. Already this increased urgency has allowed us to take subsequent action quickly and ensure we are tackling sometimes complex leaks efficiently.

We also worked with our repairs contractor to improve how we inspect and schedule works which require roof access. Our repairs contractor has had a dedicated roofing team since the start of the financial year, and we worked with them to ensure any leak repairs that require scaffolding or cherry pickers to access are progressed more smoothly, preventing avoidable delays. Improved job scoping and record keeping has led to a more efficient desk assessment of required works and a subsequent downward trend in the number of leak complaints which is particularly pleasing to achieve over the winter months when roof issues are usually more common.

Number of leak related complaints

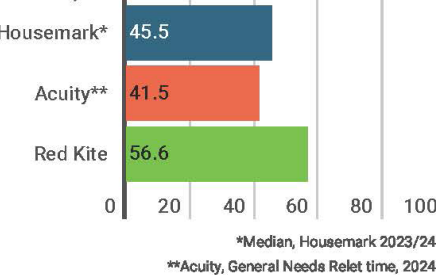


How we compare to other providers

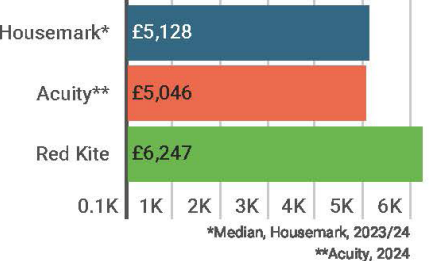


We also wanted to share with you some information to help show you how we compare to other social housing providers. Red Kite's figures are for this financial year, 2024/25, comparing to the most recent available figures published for the sector, generally financial year 2023/24.

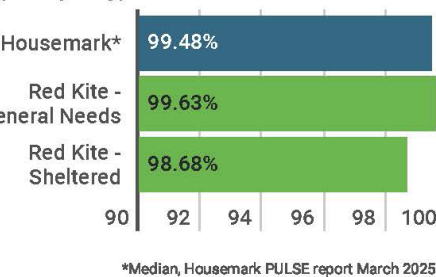
Efficient lettings process (Average number of days to relet standard homes)



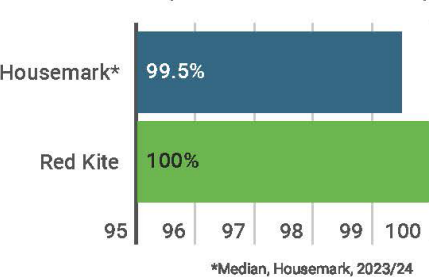
Social housing cost per home



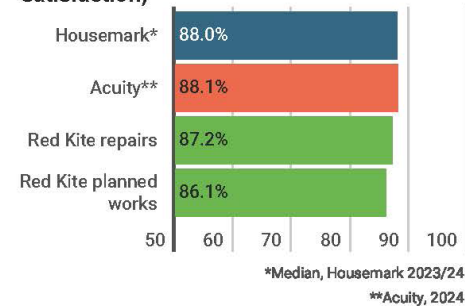
Making best use of our homes (Occupancy)



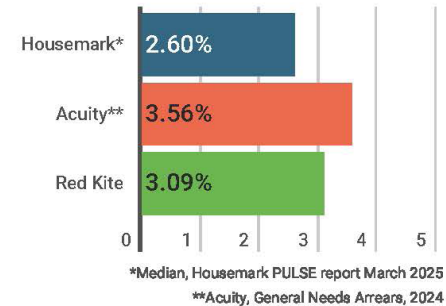
Providing quality homes (Decent Homes Standard)



Maintaining our homes
(Repairs and planned works transactional satisfaction)



Collecting rents
(Current Arrears)



Our Tenant Satisfaction Measures results

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 year’s results on our [website](#).

Code	Satisfaction with...	Our 2024/25 performance	Housemark 2024/25 data submission*	Our 2023/24 performance	2023/24 RSH published sector performance**
BS01	Gas checks completed	99.92%	100.0%	99.95%	99.9%
BS02	Fire safety checks completed	100.00%	100.0%	100.00%	100.0%
BS03	Asbestos checks completed	100.00%	100.0%	100.00%	100.0%
BS04	Water safety checks completed	100.00%	100.0%	100.00%	100.0%
BS05	Lift safety checks completed	100.00%	100.0%	100.00%	100.0%
NM01a	ASB cases per 1000 homes	68.3	35.3	45.0	35.5
NM01b	ASB cases with hate crime element per 1000 homes	0.9	0.7	1.3	0.6
RP01	Homes not meeting Decent Homes Standard	0.00%	0.5%	0.00%	0.5%
RP02b	% Non-emergency repairs completed in target	81.2%	83.1%	77.6%	81.3%
RP02a	% Emergency repairs completed in target	89.0%	95.9%	88.4%	95.3%
CH01a	Stage 1 complaints per 1000 homes	49.0	54.5	63.2	42.5
CH01b	Stage 2 complaints per 1000 homes	9.0	8.4	2.8	5.7
CH02a	% Stage 1 complaints responded to in target	95.8%	90.6%	93.2%	82.3%
CH02b	% Stage 2 complaints responded to in target	91.7%	89.2%	86.7%	83.6%

Code	Satisfaction with...	Our 2024/25 performance	Housemark 2024/25 data submission*	Our 2023/24 performance	2023/24 RSH published sector performance**
TP01	Overall service	75.4%	73.0%	78.6%	71.3%
TP02	Repairs	70.0%	73.6%	72.8%	72.3%
TP03	Time to complete repairs	68.3%	69.8%	70.5%	67.4%
TP04	Home is well maintained	73.2%	72.8%	83.2%	70.8%
TP05	Home is safe	83.7%	79.0%	86.7%	76.7%
TP06	Listening to tenant views and acting on them	57.9%	63.0%	68.1%	60.4%
TP07	Keeping tenants informed	67.0%	73.0%	80.3%	70.3%
TP08	Treats tenants fairly and with respect	77.6%	78.4%	85.8%	76.8%
TP09	Complaint handling	31.6%	35.4%	36.6%	34.5%
TP10	Communal areas are clean and well maintained	73.4%	68.0%	72.1%	65.1%
TP11	Make a positive contribution to neighbourhood	70.9%	66.0%	74.4%	63.1%
TP12	Approach to ASB	58.0%	60.4%	76.3%	57.8%

*Data as of 29/07/2025, based on median performance of submissions from 252 Registered Providers. Please note not all providers have submitted data for all measures.
**Official LCRA figures as per Regulator of Social Housing, based on submissions from 302 Registered Providers.

How we're using our Tenant Satisfaction Measures results

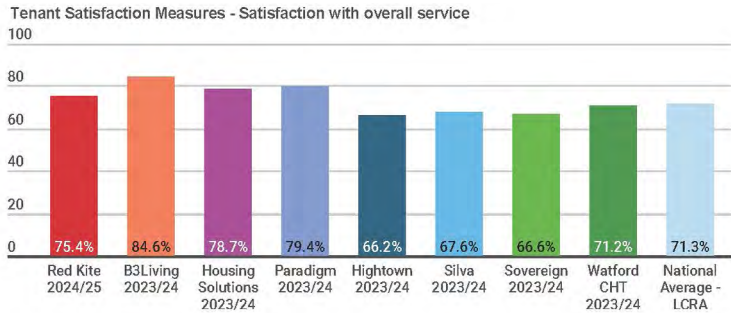
After receiving our results, we conducted further analysis to understand the impact of key metrics on overall satisfaction. This included data such as repairs performance, ASB case volume, complaint outcomes, as well as other activity around the business such as rent increase letter timings, the winter fuel scheme, and staff turnover. As part of this analysis, we also considered external factors such as national sector news stories, local news stories about us, and local crime statistics. No strong correlations were found beyond a previously identified trend in delayed transactional satisfaction for responsive repairs. Hearing from others at sector events, including those running the national tenant survey for TSMs, this seems a common trend, and the sector still needs time to understand how perception is formed and influenced.

We've also considered responses to each of the supporting questions, and how strongly they correlate with each other. We found that the strongest correlation across the board, what appears to influence how our tenants perceive us the most is listening to views and acting upon them, in short, doing what tenants ask us to do, reliably. The other strongest correlations with the overall satisfaction are repairs, home maintenance, and being treated fairly and with respect. These priorities for tenants closely mirror those of our new Corporate Journey.

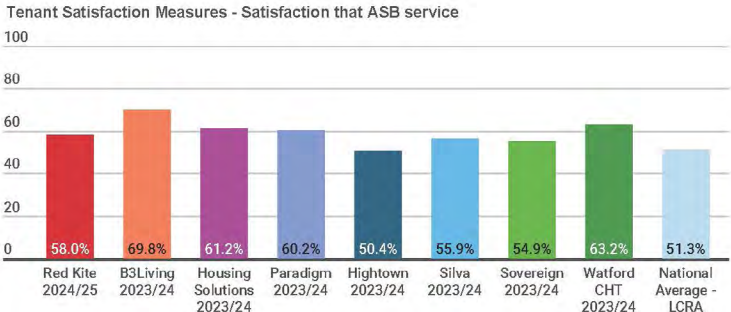
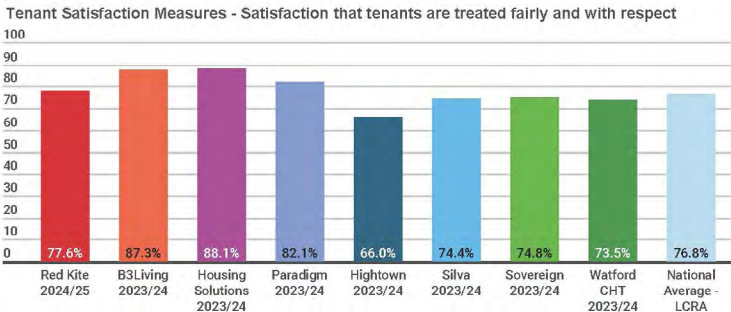
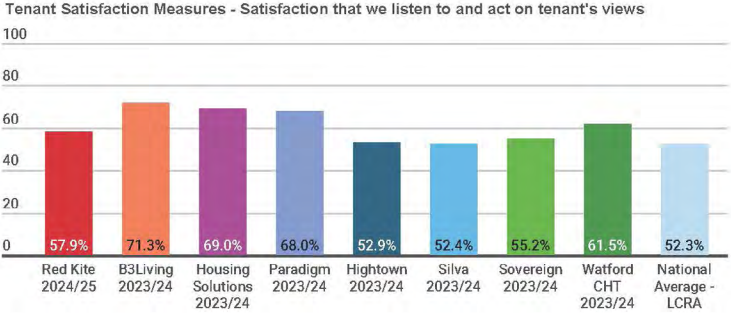
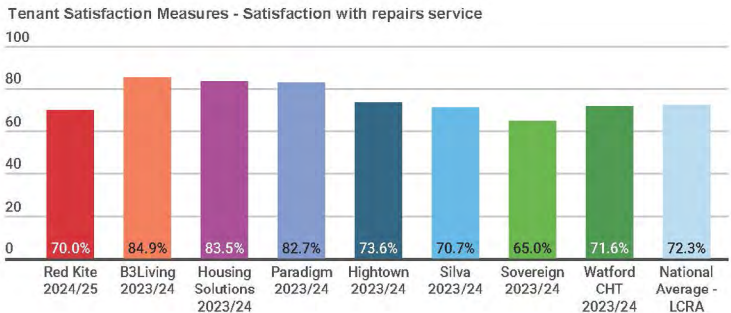
Surveys for next year's submission are already underway. To aid our understanding of the results received, we have added in additional questions to the end of the Regulator's survey. The new questions ask which services impact our tenant's overall opinion of us the most and asks for permission to make further contact so we can better understand how our tenants feel about our services. The insight gained here will help inform how we improve our services and which areas we need to prioritise based on what our tenants say is most important.

How do we compare to other local providers - Tenant Satisfaction Measures

The below outlines our 2024/25 TSM results in comparison to other local providers and Housemark early performance benchmarking.



How we compare to other providers





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Red Kite Community Housing is the trading name of Red Kite Community Housing Limited, a charitable registered society which operates for the benefit of the community under the Cooperative and Community Benefit Societies Act 2014, registered in England with the Financial Conduct Authority (registration number 31322R and the Regulator of Social Housing (registration number 4682)