



Delivery of our 109 post transfer promises

Red Kite
Community Housing

1. Install new kitchens where existing kitchens are over 15 years old

Post transfer, we carried out a full stock condition survey to identify the actual number requiring replacement, based on the age criteria set in the offer document. The offer made clear that customers were to be offered choice of materials and also on the works being carried out. We have reconciled the original offer document numbers with the data provided by Savills, who carried out the original survey for WDC. The completed works figure, including those properties where customers declined works, have also been reconciled and verified by an independent consultancy - Impart Links, and also through an internal audit carried out by Mazars. This requirement has been fully met and completed.

Our total spend was £12.178m and this consisted of 3,273 installs. The actual original figure required was 3,762 however this included properties, some of which were subsequently sold and 489 customers who declined works.

2. Post promises - Install new kitchens where existing kitchens are over 20 years old

Post promises requirement to change the age criteria which does not occur during the five year promises period. Moving forward, the replacement age for this future requirement will extend the replacement life by an additional five years as part of the response to mitigating against the loss of rent convergence and the four year rent reduction policy of the Government. This action also helped to bring the lifecycle replacement in line with industry standards. We consider that this requirement is fully met.

3. Install new bathrooms where existing bathrooms are over 20 years old

Post transfer, we carried out a full stock condition survey to identify the actual number requiring replacement, based on the age criteria set in the offer document. The offer made clear that customers were to be offered choice of materials and also on the works being carried out. We have reconciled the original offer document numbers with the data provided by Savills, who carried out the original survey for WDC. The completed works figure, including those properties where customers declined works, have also been reconciled and verified by an independent consultancy - Impart Links, and also through an internal audit carried out by Mazars. This requirement has been fully met and completed.

Our total spend was £10.579m and this consisted of 3,604 installs. The actual original figure required was 3,928 however this included properties, some of which were subsequently sold and 534 customers who declined works.

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4. Install new toilets where existing toilets are separate or additional and are over 20 years old

Our asset management system, Keystone, has been updated throughout the delivery of the promises work and provides a comprehensive database of all improvements. Reports showing component renewal dates and quantities are available.

Throughout the process we have undertaken independent audits to verify and test our delivery. This requirement has been fully met and completed.

1,501 have been completed, cost is included in the figures quoted for no. 3.

5. Post promises - Install bathrooms and separate or additional toilets where existing bathrooms are over 25 years

Post promises requirement to change the age criteria which does not occur during the five year promises period. Moving forward, the replacement age for this future requirement will be extended by an additional five years as part of the response to mitigating against the loss of rent convergence and the four year rent reduction policy of the Government. This action also helped to bring the lifecycle replacement in line with industry standards. We consider that this requirement is fully met.

6. Install boilers where they are over 12 years old along with new radiators as identified as necessary by our surveyor

Post transfer, we carried out a full stock condition survey to identify the actual number requiring replacement, based on the age criteria set in the offer document. We have reconciled the original offer document numbers with Savills, who carried out the original survey for WDC and have also reconciled numbers completed and declines with an independent consultancy - Impart Links, and also through an internal audit carried out by Mazars. This requirement has been fully met and completed.

The total spend was £8.029m and this consisted of 3,343 installations. The actual number required in the stock condition survey was 3,098.

7. Insulate homes as far as possible to modern standards, which could include cavity wall and loft insulation

Post transfer, we carried out a full stock condition survey to identify the actual number of homes that would benefit from improved insulation.



We have sought and been successful in obtaining external funding of £785,000 to support our programme and have not only carried out thermal insulation works to roofs and cavities, but also embarked on a wide ranging External Wall Insulation programme costing £4.5 million, bringing forward a number of homes/estates built using non-traditional construction to benefit from full external refurbishment. This requirement has been fully met and completed. Other components which add to increasing insulation values, such as improved windows and doors, have also been installed. We consider that we have fully met this requirement.

8. Post promise - Replace boilers of more than 12 years old, and then every 12 years (sheltered schemes with communal boilers will be looked at separately)

Our business plan has made an ongoing allowance to replace boilers every 12 years, or sooner, in line with this post promise requirement. All boilers requiring replacement according to the set 12 year timescale are scheduled for replacement in our asset management database. We consider that this requirement is fully met.

9. Survey homes every 5 years and carry out necessary external decorations and repairs

Post transfer, we carried out a full stock condition survey to identify the actual number of elements requiring replacement, based on the age criteria set in the offer document. We have also set out the process to complete our recurring 5 year survey. The next survey will commence in the New Year (2017). We have a full programme of cyclical works that operates on a five year cycle - currently we are in year three of this five year cycle. This requirement has been fully met and completed.

10. Undertake painting and repairs to communal areas, halls and corridors every 5 years.

Refer to no. 9 above

11. Introduce programme to repair fences and gates and put up new ones where needed, within budget of £1m

Post transfer, we carried out a full stock condition survey to identify the actual number required. The necessary work has been carried as part of a comprehensive related assets contract, including work to roads and footpaths. This requirement has been fully met and completed.

We have spent £882k which relates to 1,400 homes.



12. Fit double glazing and secure external doors where needed

Post transfer, we carried out a full stock condition survey to identify the actual number required. The necessary work has been carried out as part of the overall promises programme. In total we have installed new windows to 1,318 to homes, at a cost of £3.202m. 3,758 front doors have been installed, costing £1.873m. We have procured and mobilised a comprehensive communal door and video entry programme which will be completed early December 2016. We consider that we meet this requirement.

13. Replace or repair windows and doors where required

Refer to no. 12 above

14. Establish a low cost redecoration programme for elderly and vulnerable people - decorate 2 rooms once every 5 years at a low cost, subject to demand

We implemented a low cost decorating scheme for elderly and vulnerable customers, offering two room decoration in any five year period. The scheme has been published widely and details of how it operates and information on how to apply are available on our website. We therefore consider that we have fully met this requirement.

We have spent £157k based on customer demand.

15. Maintain the safety of electrical systems in all homes, identify problems and respond

A programme of Electrical Installation Condition Reporting (EICR) is in place and progress is monitored monthly. All communal electrical installations have been tested and certified as safe and compliant. Individual domestic properties are subject to an electrical test at the change of tenancy. Works to repair and alteration of electrical installations is restricted to appointed contractors who have the required accreditation. Our Electrical Safety Policy sets out our approach to maintaining safe electrical installations/supplies. We have appointed specialist electrical servicing contractors for electrical works relating to door entry, fire systems and emergency lighting systems, as well as domestic installations etc. Compliance is managed closely on a monthly basis. A programme of mains powered smoke detection also takes place at the change of tenancy or at the time of an electrical test. We also helped lead a campaign for the introduction of CO detectors in social housing. We have installed CO detectors into our homes at a cost of over £275,000 ensuring that we maintain the highest safety standards for our customers. We consider that we have fully met this requirement.



16. Rewire electrical systems or provide an electrical upgrade to homes where required

We undertook a comprehensive stock condition survey following stock transfer which identified all homes requiring electrical rewiring/upgrading. All homes benefiting from a new kitchen/bathroom were subject to a full house Electrical Installation Condition Report (EICR) and any defects or concerns were addressed. Consumer units, lighting circuits and ring mains to the rooms being upgraded were renewed as part of the wider works. Communal electrical upgrades have taken place as required with enhanced lighting being installed. This requirement has been fully met and completed.

We have spent £1.016m and 3,149 upgrades/rewires have been completed.

17. Reroof homes where needed - estimated 650 homes

We undertook a comprehensive stock condition survey following stock transfer which identified all homes requiring new roofs. We have undertaken all relevant pitched and flat roof renewals required.

At the time of carrying out this work we have taken the opportunity to upgrade loft/flat roof insulation as well as all relevant rainwater goods, fascia and soffits. These works have also necessitated the removal of large quantities of asbestos material, all of which have been dealt with by specialist and licenced contractors as appropriate. We therefore consider that we have fully met this requirement.

£2.633m has been spent and 699 roofs have been completed.

18. Improve insulation to Wimpey No-Fines properties

Works have been carried out to all Wimpey No-Fines homes as part of a comprehensive External Wall Insulation programme outlined in no. 7 above. Full external refurbishment has been carried out, and a scheme chosen by customers used to improve the warmth and energy performance of their homes. Follow up reviews have determined that the scheme has been extremely successful and has resulted in considerable improvement in thermal performance and satisfaction. Therefore this requirement is fully completed.

The total spend was £2.925m and 246 homes in total benefited from a range of EWI schemes.



19. New parking bays/hard standings - Budget £500,000 to Dec 2016

Our Environmental Improvement Group (who are volunteers) is well established and oversees applications for environmental improvement projects, including parking schemes.

They developed a parking strategy which was approved by our Board and has subsequently been using this to evaluate new bids for parking schemes. This requirement has been fully met and completed.

We have spent £627k

20. Use fittings and materials that improve energy efficiency of homes

Following on from no's 6, 7, 12, 15, 16, 17, 18 above, all of our investment and improvement programmes have been specified to reduce the consumption of energy in our customers' homes. This includes the use of low voltage fittings in electrical rewires and during void repairs, fitting of new condensing boilers and air source heat pumps where gas has not been available, and new energy efficient windows and doors.

The overall impact of these works has increased the average SAP rating of our stock to 70.5 from the transfer level of 67.36.

The current SAP rating of 70.5 is well above the national average which is 56.7. We consider this requirement to be fully met.

21. Ensure improvement work is defect free and finished to the highest possible standard

All improvement work is specified and managed by Red Kite. All work meets industry standards and regulations and is in accordance with the choices and standards set by our customers. All contractors must adhere to our service standards and contractor charter and meet the Red Kite Homes Standard.

Works are fully inspected before being handed over and all customers have the opportunity to provide feedback. Satisfaction levels are recorded and monitored monthly. Results are published throughout the organisation and overall satisfaction with the works is very high currently over 95%. We consider that this requirement is fully met.

22. Seek feedback on every improvement carried out to maintain the highest level of customer service at all times

As per no. 21 above



23. Enable people to live and stay in their homes longer by providing a budget of £500,000 per year for disabled adaptations.

We have provided the funding promised each and every year and will continue to commit up to this sum moving forward, subject to making the best use of our assets as a priority. Customers have continued to see an improvement in this service area, reducing the average waiting time from 52 weeks to 8 weeks in 2016/17 to date.

We have continued to fund an Occupational Therapist post from Bucks County Council during the promise period to ensure that our customers receive an efficient and flexible service, and we have ensured that customers with emerging needs identified during the major investment programme have also been identified and their needs catered for whilst works have progressed. This has meant that kitchens and bathrooms have been built around customer need to forgo the need for a future adaptation. We have dealt with the demand from customers applying for adaptations and adapted/converted homes helping to ensure that our customers are assisted in their daily living and able to remain in their homes longer. We have fully met this requirement and hence it is complete.

We have spent £2.393M to date, and this equates to approximately 1,100 adaptations.

24. Provide annual budget for each scheme to spend on additional improvements, based on £50 per home per year

We have set aside £50 per sheltered scheme home on an annual basis for customers to agree local projects and spend priorities.

15 schemes have formed their own budget committees and bank accounts to manage the funds, and the other 14 are supported by us to make their own purchases.

We have continued to monitor the spend and a wide variety of items and activities have been funded. We consider that this requirement has been fully met.

We have spent £254k to date.

25. Tailor improvement works to each sheltered scheme seeking customers views on the type and level of improvements

We have carried out an extensive programme of sheltered scheme improvements, including refurbishing many common rooms including decorations, curtains, etc. We have upgraded kitchens and bathrooms and also door entry systems where needed.



We have retained 3 specialist sheltered staff who support social activities and work in conjunction with Connect who have responsibility under the Bucks County Council contract to organise activities. Parking improvements have been carried out via our Environmental Improvement Group; free internet is available and Wi-Fi has recently been upgraded; and we have in place a programme of window cleaning and grounds maintenance at all our schemes. Customer satisfaction with sheltered facilities and environment is high. Customers have been involved in the type and level of improvements and their views have influenced choices such as wall coverings, fabrics and the design of refurbished facilities. We consider that we have fully met this requirement.

26. Continue to provide a warden service for all sheltered housing schemes and a visiting mobile warden service to customers in other older people's accommodation and to assist with providing staffing cover at sheltered schemes

Following Government cuts to Supporting People funding, our support contract with Bucks County Council ended in January 2016. We are no longer the provider of the support service and therefore the warden service does not exist under the new model of support. However, individual support is still available to all customers who qualify through a new contract provided by Connect Floating Support. In addition, we have three sheltered specialists who visit all our schemes regularly and who undertake monthly surgeries with the residents, as well as monitoring other services and working closely with other agencies who provide support in our schemes. We consider that we have met our obligations under this requirement.

27. Continue to provide access to a 24 hour monitoring alarm service for those who do not live in sheltered accommodation

Bucks County Council have now provided the 24 hour monitoring service under a different contract model with one county-wide provider. We no longer directly provide this service in individual homes (but we do still provide this in our sheltered communal areas). A 24 hour alarm service remains available to all sheltered customers who have requested it via Bucks County Council's Telecare service.

For older person's non-sheltered properties such as bungalows, this service can also be provided via the County at a customers' request. As this is a county-wide scheme, we have continued to provide the service that is within our control in the communal areas and therefore we consider that we have met our obligations under this requirement.



28. Continue to provide concessionary TV licences as long as current regulations permit

Concessionary TV licences are provided in our sheltered schemes to eligible customers. We consider that we fully meet this requirement.

29. Deep clean or replace carpets in communal areas of Sheltered schemes or replace if in poor condition

Carpets have been replaced as part of common room upgrades and redecorations where necessary, and a budget is in place if carpets need replacing/cleaning in between scheduled works. We consider that we fully meet this requirement.

30. Upgrade existing communal TV aerial systems to digital in sheltered schemes within 12 months of transfer

We successfully converted 1,636 sheltered homes and 1,361 general need homes to digital TV services before the switchover occurred. All homes have access to a full range of free to air, or subscription services. We have further added free Wi-Fi into all sheltered scheme communal areas for our customers to ensure that they are fully connected to digital services. We consider that we fully meet this requirement.

31. Where redevelopment is planned and it would not be cost effective to carry out repairs and improvement from the transfer matters document, comply with statutory repairing responsibilities

We provide a statutory repairs service to all occupied homes. This requirement has been met.

32. Set up a garden maintenance assistance scheme for older and disabled customers - Budget of £25,000 per year until 2016

We have set up a garden assistance service for customers that are vulnerable or over 60 years old, which is operated through our partner John O'Connor. Customers can order directly for a range of services and this is charged at preferential rates. We consider that we have fully met this requirement.

33. Set up a handyperson service for older and disabled customers at a small charge

We have set up a handyperson service for customers that are vulnerable or over 60 years old - this is operated in partnership with our repairs and maintenance contractor Axis. Customers can order directly for a range of services and this is charged at preferential rates. We publicise the scheme widely and details of how it operates and how to apply are provided on our website. We consider that we have fully met this requirement.



34. Convert sheltered bedsits. Budget of £3.35m allocated

At transfer there were 108 homes that could not be used as they were either set aside for future bedsit conversion or were uninhabitable. We have carried out a number of schemes aiming to convert these homes into useable quality accommodation, and as a result we have created 66 new homes for the community. We consider that we have fully met this requirement.

We have spent £2.068m on the bedsits to date

35. Red Kite to consult the 58 tenanted and 14 leaseholder units in the Star Blocks in Castlefield (Chairborough Road and Pettifer Way) on the options for their flats' regeneration - Red Kite to invest around £10.5 million to regenerate these blocks

Post transfer, the offer required us to carry out a consultation with the community over the scope and need for regeneration, and to undertake a feasibility study/option appraisal. Subsequently, a programme was started to purchase the leasehold homes on the estate, which took nearly three years and significantly more cost than allowed for in the transfer business plan. The Council were asked to support this process with Compulsory Purchase Orders (CPO) and this was not finally confirmed until early 2016. However, all homes were repurchased without the need to execute the CPO. Planning discussions have been on-going for the past two years, during which time the estate has been fully decanted.

Works to redevelop the Castlefield estate have commenced. We are now progressing to timetable through the pre-planning application process, accommodating recommendations where practical from WDC planners.

A full design team is in place and currently working to deliver a planning application during the first quarter of 2017. A master plan has been produced for the whole project. The original pre-transfer business plan for Castlefield was not sufficient to redevelop the scheme, so the Board at Red Kite have made additional funds available to allow the scheme to be completed. The process of option appraising the scheme, repurchasing the leasehold homes and extensive planning process clearly never allowed for the entire scheme to be completed within the scope of the promises, and the narrative in the offer makes that clear.

The ambition was to commence the scheme and this has been achieved. We consider that we have met our obligations on this requirement.



36. Refurbish garage sites - Budget of £1.16m

Post transfer, we carried out a full stock condition survey to identify the condition of our garage stock and which sites would benefit from refurbishment programmes. We established a comprehensive programme of works based on the garage sites that were considered financially viable and undertook replacement and substantial refurbishment as appropriate. We have consulted with leaseholders extensively where freehold garages are present. We have included ongoing cyclical garage repairs as part of our external painting and repairs programme to ensure future maintenance. As with all of our domestic assets, all garage component replacement has been recorded on our asset management database and resources for renewal are included in our future business plan. We consider that we have fully met this requirement.

We have spent £628k to date

37. Set up repairs appointments on Saturday mornings and early evenings

During the development of our new repairs service, our customers determined that they did not want to activate evening and weekend appointments, however they are in the scope of the current contract and are available if required. Our customers chose this as their preferred option and we therefore consider that we have met our obligations on this requirement.

38. Offer timed and convenient appointments for all non-emergency repairs

We introduced timed appointments in line with our first new repairs contract in October 2012. They are offered to customers at their convenience at the first point of contact when reporting a repair. We consider that we have fully met this requirement.

39. Raise the quality of the repairs service by introducing a "right first time approach" - see "service quality promise" in transfer document and Red Kite standard

We introduced Right First Time as one of our key performance measures for our repairs contract. We sought to ensure that our customer's definition was compatible with that of Housemark. This is monitored by our Repairs and Voids Core Group and as part of our corporate performance framework. We have fully met this requirement.

40. Use high quality and well trained contractors who respect customers and their homes (contractor charter)

Refer to no.21 above.



41. Programme planned maintenance to ensure homes are well maintained including, gas servicing annually, redecorations, lifts and fire safety inspections and inspecting water storage with respect to legionella

We have established a comprehensive programme of planned maintenance, servicing and compliance to ensure that our homes are safe and meet all legal requirements.

As this is a key area of risk for the business, we monitor performance monthly and reconcile all the data we hold to ensure that our customers can be assured of 100% compliance in all of our homes. We employ third party auditors to ensure that our contractors are meeting their legal obligations and that the information we hold is accurate. We consider that we fully comply with this requirement.

42. Implement a five year cyclical external decoration programme of £360,000 per year

Refer to no's 9 and 10 above.

43. Maintain appropriate open spaces (including play areas) and ensure trees and shrubs are trimmed as necessary

Refer to no. 105 below.

44. Implement processes to give customers more opportunities to give feedback and to make improvements based on it

Refer to no's 20, 21, 25, 64, 106, 107, 108

45. Introduce a regular programme of tenancy/property checks

Since transfer, we have developed a Customer Profile Assessment approach, which filters into a programme of home audit visits and remote tenancy check in's. We have identified the frequency that we need to proactively contact each customer and also visit each home, which is established at the point of sign up and then effected based on a range of potential risk factors and customer needs to ensure our customers are able to sustain their tenancies and better their circumstances. We therefore have a programme in place and in addition, all our homes have been visited during our stock condition survey which also picked up on major issues that we followed up on. We consider that we have fully met this requirement.



46. Introduce new timescales for repairs - to "fully complete to satisfaction of tenant"

Our customers agreed new repair timescales during the development of our repairs contract, which have been embedded into the repairs service as 1 hour for emergency, five days for urgent and 20 days. Any repairs that do not meet the satisfaction of our customers or are defective, must be rectified within the same timescale if emergency or within five days for all other repairs. Quality monitoring and surveys are carried out each month on a large sample of repairs to identify satisfaction with the service. We consider that we have met this requirement.

47. Recover full costs of providing services by charging for them, but with a ten year service charge guarantee for existing customers. Consult with customers on right standards to be provided and cost

We have adhered to the ten year service charge guarantee for all existing customers, meeting the standards set out in the offer document and meeting the service expectations subsequent to transfer. Service charge implementation was identified as a major project. New tenancies from April 2014 are set for rent plus service charges and all relevant costs for all homes are identified. The Board oversees and approves service charges for all customers. We consider that we have fully met this requirement.

48. Charge rent at target for all new customers, plus any service charge. For new build homes Red Kite would consult customers and the Council on the rent

Post transfer, new customers had their rent set at target plus service charges. However, the Government terminated rent convergence early and this had an impact on the transfer business plan. Subsequently, new tenancies were let at target rent plus 5%, and 10% in relation to sheltered as permitted by the Homes & Communities Agency.

The Government has now imposed a 4 year reduction on all rents, which has had a significant impact on the business plan totalling £11 million over four years and recurring income reduction thereafter. New build tenancies will be set according to the regulatory framework and after consultation with our customers and WDC. We consider that we have met this requirement.

49. Train staff in arrears management, debt management and welfare benefits so they can give advice to customers, clear policies and a firm but fair approach to arrears

We have a dedicated team of staff dealing with supporting and advising our customers on managing their tenancy accounts, home budgeting and rent arrear collection.



We have developed our policies and practices around managing this relationship with our customers in line with our ethos and business, which also includes a Welfare and Inclusion Strategy that sets out how we will work with our customers to ensure that the changes stemming from welfare reform can be managed to ensure that we help our customers sustain their tenancies. We consider that we have fully met this requirement.

50. A guarantee to put rents up each year no more than inflation plus 0.5% plus £2 a week for 5 years

We implemented this process until the Government changed the formula that we could increase our rents by and changed to CPI + 1% and removed the ability to converge rents across our homes. Following this, from 2016 - 2020 the Government has set out an annual reduction of 1% per year on all rents.

We consider that we have fully met this requirement. However, we have lost significantly as a business as a result of Government policy change.

51. Introduce an environmental improvement budget to pay for estate based projects - £400,000 per year and involve customers and leaseholders in establishing a list of priorities for each estate

Refer to no's 19 and 59

52. Improve standards and frequency of grass cutting, cleaning and caretaking services - an additional budget having been set aside for this

Refer to no. 105 below

53. Increase staff resources for anti-social behaviour work; enforce tenancy agreements to reduce anti-social behaviour, work in partnership with local agencies to increase people's security in their homes and neighbourhoods; have a budget for equipment to monitor anti-social behaviour

We have increased our resources and have two specialist ASB staff who deal with more complex cases as well as our team of Experience Specialists who prevent and manage lower level anti-social behaviour issues such as pet nuisance.

We work closely with other agencies including the police, probation and social services. We have a budget for equipment which we have spent on security items including CCTV. We consider that we have fully met this requirement.



54. Introduce clauses in the Tenancy Agreement to combat anti-social behaviour and harassment and ensure they are fully explained to new customers before they move in

We have clauses in all our tenancy agreements to combat anti-social behaviour which are explained fully to customers, and we have used these clauses to take robust legal action where appropriate, including possession proceedings and injunctions. We consider that we have fully met this requirement.

55. Carry out security improvements to homes and estates in conjunction with customers providing security doors, window locks, lighting and door entry systems where appropriate

As we invested in our homes, we ensured that windows and doors complied with secure by design standards. Additional security and safety lighting has been installed on external refurbishment projects. Refer to no's 12 and 13 above. We consider that we have fully met this requirement.

56. Use 'starter' tenancies for new customers to help reduce nuisance and anti-social behaviour

New customers get a starter tenancy (exceptions would include mutual exchanges/transfers/assignments), which is for 12 months and can be extended to 18 months if required. These are carefully monitored and include a six week and six month visit and then a nine month review to ensure tenancy conditions are being met and any support needs are identified. We consider that we fully meet this requirement.

57. Provide a new assured tenancy agreement

All transferring customers from Wycombe District Council were provided with a new assured tenancy agreement, other than those who did not qualify (for example due to an outstanding possession order for the property).

We have recently reviewed those who originally did not qualify, and have re-issued agreements where they now meet the necessary criteria. We consider that we have fully met this requirement.

58. Provide lifetime tenancies to existing customers

We provide lifetime tenancies to those who were customers of Wycombe District Council before transfer took place. These tenants have protected rights which are reflected in their tenancy conditions. We consider that we fully meet this requirement.



59. Introduce an environmental improvement budget to pay for estate based projects - £400,000 per year for the next 5 years and involve tenants and leaseholders in establishing a list of priorities for each estate

Our Environmental Improvement Group (who are volunteers and all live in Red Kite homes) oversees applications for environmental improvement projects. A large range of projects have been carried out, including improved external lighting, fencing, communal sheds and mobility scooter stores. Over the period of the promises we have not had the demand for this funding that was anticipated at transfer, however we have continued to publicise the scheme and are looking to extend the opportunity beyond December for a further two years. We consider that we have fully met this requirement.

Our spend to date is £747k

60. Consult customers individually about repair and improvement works to their homes, ensuring if not wanted they will not be pressured to have works, unless a health and safety issue exists

We have been very careful to ensure that a comprehensive consultation programme has been undertaken and communicated throughout the duration of the promises.

Where customers have chosen to decline works and these have been of a non-health and safety nature, we have gone back to customers twice more as the programme progresses to provide an option to re-join the programme if they wish to do so. We ran a series of workshops aimed at allaying any fears or anxiety over having works completed to their homes, which proved to be very successful. After three attempts to encourage customers to have works carried out, we confirmed the decline. Refer to no's 1 and 3 above. We consider that we have fully met this requirement.

61. Participate in national mobility and exchange schemes

Red Kite is a member of Homeswapper (a national mutual exchange scheme) with a view to assisting customers to more easily exchange their homes. In the five years since transfer, we have completed a total of 286 mutual exchanges, helping customers to downsize or avoid overcrowding. 42 of these have taken place over the last 12 months. We have promoted exchanges by holding a number of events over the past few years, including speed dating events where tenants came along to meet each other and find someone to exchange with. We consider that we have fully met this requirement.



62. Protect key rights and entitlements of transferring customers

All transferring customers have an assured non-shorthold protected rights tenancy, which includes key rights such as the Right to Buy and succession in accordance with the transfer agreement. We consider that we fully meet this requirement.

63. Involve tenants and leaseholders in all aspects of the service - budget an additional £40,000 per year, encouraging supporting tenants and leaseholders to get involved at a level that suits them best

We offer a menu of opportunities for our tenants and leaseholders to be involved. These range from strategic decision making to checking that we're doing things properly. Examples include Procurement Group, Major Works Group, Compliance Group, Champions, Environmental Improvement Group, Virtual Leasehold Interest Group, Repairs and Empty Homes Group, driving our minibus, carrying out customer feedback surveys, estate inspections, Customer and Community Insight Group (CCIG) and recruitment interviews. We created an additional post within our community investment team to support this process. We consider that we fully meet this requirement.

64. Involve tenants and leaseholders in scrutinising performance and service quality and changing what Red Kite does in response to this

The Customer and Community Insight Group (CCIG) was set up to act as our scrutiny function and they help us to deliver the promises that we made. They monitor what we are doing by keeping a close eye on aspects such as customer satisfaction, Key Performance Indicators, our value for money and people strategies, our approach to customer profiling and social impact.

They identify project areas, develop a project brief and work with a team of volunteers to deliver the project, making change happen.

Our governance structure also provides for customer Board members who, along with other Board members, approve business plans, financial plans and budgets and then monitor the organisation's performance in relation to those plans, budgets and decisions. We consider that we fully meet this requirement.

65. Provide an experienced Tenant and Leaseholder participation team to provide advice and support to enable customers to be involved in running the service and provide a tenant and leaseholder participation agreement

Refer to no. 109 below



66. Carry out regular customer satisfaction surveys and use the feedback to improve the service and respond to needs and priorities

An average of 5,500 customers respond to our surveys each year, which are carried out by an independent survey company. We also have an average of 1,800 customers a year responding to telephone surveys carried out by our volunteers. We receive an average of 60 pieces of un-solicited feedback every month, about things we could do better, and things we've done well. The results of all this feedback are regularly shared within the organisation, and learning is taken and implemented when appropriate. We consider that we fully meet this requirement.

67. Develop a customer resource centre, provide training, provide funding and support for new customer associations

We have established a fully equipped and supported customer resource centre/facility within Red Kite offices. Our customers and volunteers are able to make use of this facility to carry out research, mystery shopping, hold meetings and receive training. As part our ethos, we ensure that customers are able to undertake relevant training with our own staff and where we identify developmental needs or appropriate training for the community, this is carried out within our offices. We support and encourage the creation of new customer associations within the community and will provide help and support for those who wish to set up a new one (at this stage this has not been necessary, with numerous opportunities to be actively involved and engaged). We encourage volunteers to take part in the wider groups within our volunteer structure, with the purpose of bringing forward talent and capacity to help ensure that we constantly reinforce and improve the influence that customers have over the key decisions of the business. We consider that we fully meet this requirement.

68. Involve tenants and leaseholders in influencing choice of kitchen and bathroom materials and design

Our customers have been central to all decisions made for choice and design for our investment and improvement works. Groups of customers have decided on the products and choice of materials for improvement works, determining the quality, style and colour etc. that was used on our projects. Customers have been involved in ongoing review of all products and requested change where appropriate. We consider that this requirement has been fully met.



69. Involve tenants and leaseholder in selecting contractors

Our customers have been the key decision makers on the procurement of contracts and the selection of partners and contractors. All major investment and repair contracts have been set up, evaluated and awarded by our customers. Following this success through our Procurement Group, they have gone on to be responsible for selecting grounds maintenance contractors, new cleaning contractors, IT systems, out of hours service providers and a host of other contracts on behalf of Red Kite customers.

Not only do they select, but they monitor contractors and annually assess them. We believe this has been a key strength to the business, and this was recognised by GO Procure, who twice nominated the Procurement Group as national finalists for their procurement endeavours. We consider that we have fully met this requirement.

70. Support the development of area groups to discuss local issues

Refer to no. 67 above

71. Provide dedicated office space and IT facilities for involved tenants and leaseholders

Refer to no. 67 above

72. Make customer groups more representative

We have an on-going campaign to find new volunteers in the community that help represent the different demographic and racial profile of our customers and the wider community. Post transfer, we carried out a survey of our customers to identify the areas where we need to focus on representation. It has proved to be difficult to find enough people with the right skills to be truly representative of our customer base, however we have been successful in bringing more people in as volunteers from minority backgrounds as well as a younger demographic in some areas. We continue to find new ways of balancing the availability of volunteers and the opportunities that our customers have to be involved. We consider that we are meeting this requirement.

73. Publish good quality information about services and proposals including delivering a newsletter at least three times a year and supporting customer associations who want to develop their own newsletters

Our newsletter is written to update customers on service changes, latest improvement programmes, information about organisations that can support them in different ways and to share good news about how we are working in our communities.



Having established an Editorial Panel made up of customers, the group has evolved to an online consultation group so that we continue to provide useful information in an easy-to-read format. All stories are linked to our website and offer anyone the opportunity to comment and contact us for more info. We consider that we have fully met this requirement

74. Produce a handbook setting out the services available and major contract points, information about tenancy and policies

In place of a traditional Tenant's Handbook, we designed a digital Tenant Information Pack, split into clear service area sections, that is permanently available on our website, with hard copies available for those who choose to access information in this way. The handbook sets out customer responsibilities, and ours, so that tenancies can be managed in line with our policies. We consider that we fully meet this requirement.

75. Produce an annual report including performance information each year and accounts, being honest and transparent in all activities

Each year, we have produced an annual report in partnership with our customers, which is available on our website. Having established working groups with our volunteers, they highlighted the areas that were most important to them, and alongside this information and that of our accounts and key performance, the report was produced in a format that customers approved – the first year as a totally tenant-led video, and after that through a dedicated microsite that allows users to read the level of detail that they are comfortable with. All content was approved and agreed with customers, with explanations and future plans for areas that needed improvement. We consider that we fully meet this requirement.

76. Provide equal access for all so services can be accessed easily, adopting an equal opportunities policy to ensure equality in delivery of service and access, and opportunity in employment. Keep this under review and to ensure this policy refers to the promises made in the "transfer matters" document

Post transfer, we carried out a tenant profile exercise to understand more about our customers and their needs.

From this we have adopted an approach which aims to tailor services to individual needs rather than group customers together, so we support methods of communication and support that work for each of our customers. We have also added and extended our digital services (alongside traditional methods) from email to other channels such as webchat, Facebook, Twitter, LinkedIn, Instagram, a new easy to navigate website, as well as an app, underpinned by a higher performing contact centre managing inbound telephone calls, face to face interactions through reception and our various customer facing teams out in the community.

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Excellent services for you and your community



We have developed a relationship management approach which recognises the need to work with customers in ways which suit them, including having guidelines on vulnerable customers. We have also developed our own quality assessments for contact centre interactions which have a focus on ensuring that whoever we engage with is treated with respect and given equal opportunity to discuss any services requests with us. We consider that we fully meet this requirement.

77. A Community Fund of £100,000 per year for the next 5 years (until Dec 2016) to be used for Community Projects

We have made available and have implemented a Community Fund of £100,000 per year which has been used for a range of community projects, including fitness classes in our sheltered schemes, part funding a community minibus, fitting out an education centre at the Lady Ryder Memorial Garden, and running business start-up courses. We have committed expenditure over this period of £421,000. The social value attributed to the range of projects and facilities we have supported over the life of the funding using the HACT formula is in excess of £8 million. We consider that we have fully met this requirement.

78. Involve young people and young families in decisions made about their homes and neighbourhood, providing family friendly events with childcare provision

Our tenant-led ethos means that we are inclusive about how we involve the community. We are mindful of the barriers that may prevent people with families and caring responsibilities from being involved or being volunteers. We are therefore flexible in our approach to involvement, making use of virtual groups for people who may not come along to our events, changing the time of day that events are held to maximise participation and even providing child friendly events, so that parents can bring their children with them. This extends to events that we hold in the community which are all geared towards being family friendly and in locations that families can get to, so that they can be fully engaged. Our offices also provide a children's play area, so that customers can visit us knowing that their children will be welcomed. We consider that we fully meet this requirement.

79. Red Kite would be bound by the terms of existing leases

The lease is a legal contract that cannot be varied without the consent of both parties. We've not sought to vary the terms of any leases. We consider that we meet this requirement.



80. The right of collective enfranchisement would still be available

Collective enfranchisement is a right, subject to qualification, for the owners of flats in a building, and sometimes part of a building, to join together and buy the freehold of that building. The relevant Act is the Leasehold Reform Housing & Urban Development Act 1993 (as amended). We fully meet this requirement.

81. Leaseholders will be consulted prior to any improvements or repair works which would affect the service charge by more than £250 (per Commonhold and Leaseholder Reform Act 2002)

We have carried out an extensive programme of statutory consultation on projects where leaseholders' contribution is more than £250.

Projects include external decorations, door entry system renewal, balcony replacement and soffit, fascia and gutter renewal. We developed a consultation procedure and employed a Homeownership Advisor to ensure that we met our statutory obligation to consult. We consider that we fully meet this requirement.

82. Consult leaseholders annually about leaseholder charges

Refer to no. 81 above. We did introduce extended opening hours for a period after issuing annual invoices and statements. This ensured that we were available to discuss queries with leaseholders at a time convenient to them. We have held budget consultation meetings, but in reality very few leaseholders attended. We provide comprehensive detail of our service charges in line with statutory obligations. We consider that we fully meet this requirement.

83. Have two leaseholder representatives on the TLC to provide independent review of service and improvements

We have moved to a formal Customer and Community Insight Group (formerly the TLC) which provides scrutiny functionality as well as shadowing the work of the Board. The current Chair of this group is a leaseholder. We have encouraged wider representation on this group, including members of the local community with relevant skills as well as our leaseholders and tenants. Our customers have agreed this approach as a more relevant mechanism to influence the direction of the business and to advise the Board. We consider that we meet this requirement.



84. Consult about proposed housing management changes which would affect leaseholders

We have been careful to ensure that our leaseholders are aware of service developments as and when they are planned. Consultation has been undertaken when service changes have a direct impact, such as grounds maintenance or cleaning contracts. We have also been mindful to talk through changes that affect how we operate as a business, for instance as we change our structures. Leaseholders are always clear on what they are being charged for in terms of the service we provide and we are transparent in terms of how we allocate costs, so that they understand which changes are purely operational and which ones would have a financial impact on them individually. We consider that we have fully met this requirement.

85. Discuss with leaseholders the option to buy into planned internal works at competitive prices when refurbishment is being carried out on tenanted properties in the area - just prior to the works being carried out in their area

In developing our investment and improvement programme and implementing contracts and appointing contractors, we specified our requirements for leaseholders to have the ability to be able to buy into works during the programme.

During the consultation phase before works commence, leaseholders are made aware of their opportunity to buy into the works with our selected partners. We consider that we have fully met this requirement.

86. Carry out an audit of external doors within 12 months of transfer, replacing doors of all tenanted properties that did not comply with Fire Safety order. Replacement front door offered at no cost, provided work was completed within 12 months of transfer. Leaseholder then responsible for door after defects period expires

Independent fire risk assessments have been undertaken by accredited industry specialists of all sheltered and general need housing blocks. Checks of all individual flat entrance doors and communal partition/fire breaks etc. have been completed. Fire door replacement has been undertaken as required to ensure full compliance with the recommendations of the Regulatory Reform (Fire Safety) Order 2005. Fire door replacement was offered to leaseholders at no cost where the existing door was non-compliant. Regular checks are undertaken by internal staff to ensure operability of all fire doors. A Fire Safety Plan has been introduced, setting out actions and timescales for regular servicing and maintenance. Fire safety is publicised on our website and information on how to report a defective fire door is available. We consider that we have fully met this requirement.



87. Leaseholders on the repairs and maintenance group to monitor delivery of service and recommend or decide changes

We have established a Repairs and Empty Homes Core Group who monitor the repairs service, its performance and its contractors. We have encouraged leaseholder membership and this has been integrated into the group from the start of Red Kite. Leaseholders are able to influence and help steer the service. We consider that we have met this requirement.

88. Current leaseholder issue group would continue to participate in: monitoring performance, advise on communications, selection and monitoring of contractors, estate walkabouts

Refer to no.77 above

89. Integrate energy savings into planned improvements

Refer to no's 6, 7, 12, 15, 16, 17, 18 and 20.

90. Involve leaseholder in prioritising and programming estate improvements

Following transfer, we carried out a full stock condition survey and set out proposals for a full ten year programme of works. We provided leaseholders with a consultation document highlighting when works would be carried out which would directly affect them. We consulted with them over the sequencing of the works, which was carried out independently by Savills based on need, to ensure that customers could identify the works which would fall within the £5,000 cap in the first five years and those that would follow in subsequent years. We consider that we fully meet this requirement.

91. Ensure work is effectively supervised and monitored to achieve the required standard

Refer to no.21

92. Consult leaseholders to develop a regeneration scheme to provide suitable alternative accommodations and additional housing re Star Blocks in Castlefield (15 leaseholders there)

We set up a regeneration panel in the community for Castlefield residents, which consisted of both tenants and leaseholders affected by the proposed regeneration scheme. Once the option appraisal process and feasibility study had been concluded, negotiations commenced with leaseholders regarding the repurchase of their homes.



Several consultation events were held, which also included representatives of our Board. A menu of options was agreed with leaseholders that included being able to temporarily decant into one of our rented homes whilst the works were being undertaken before being able to buy back into the new scheme, as well as other options including our right to buy back. We provided funding for leaseholders to get their own independent advice and valuations. Ultimately, we were able to buy back the leasehold homes on the estate, however this took a considerable period of time, and at significant cost. We consider that we fully meet this requirement.

93. Service charges continue to occur once a year unless a new service is introduced following consultation

Refer to No's 81 and 82 above

94. Cap charges recoverable from residential leaseholders for works identified in the stock condition survey at £5,000 for the first five years of transfer, except for the Star blocks where more comprehensive regeneration is needed

The cost of major works for most leaseholders has been under £5,000. To date, the £5,000 cap has been applied to just 4 leaseholders who all live at Ebenezer House. Only 3 non-resident leaseholders (again at Ebenezer House) have been required to pay bills of more than £5,000. We have developed a database to help us capture aggregate contributions spread across multiple projects. We consider that we have fully met this requirement.

95. Red Kite to consider agreeing flexible repayments on an individual basis if resident leaseholders face financial difficulties meeting costs of major work and improvement

Our Board has approved the Major Works Payment Policy which offers flexible payment in limited circumstances. We consider that we fully meet this requirement.

96. Consult on any long term arrangements (over 12 months) where individual contributions are likely to be more than £100 per year

Refer to no. 81 above. We have carried out an extensive programme of statutory consultation on contracts where leaseholders' contribution is more than £100 in a financial year. Contracts include responsive repairs, grounds maintenance, cleaning, and door entry. We developed a consultation procedure and employed a Homeownership Advisor to ensure that we met our statutory obligation to consult. We consider that we fully meet this requirement.



97. Update the leaseholder handbook re services and contact points, policies and information about the lease

We have developed a new leasehold handbook, which was written and approved by the Leasehold Interest Group. We consider that we have fully met this requirement.

98. Involve the Leaseholder issue group to monitor the standards of service received and value for money for the services

Refer to no's 87 and 88 above.

99. Employ a dedicated and trained Leaseholder officer

Post transfer we set up our Commercial Stem which took over the leadership and management of leasehold homes. Within the team, we employ a dedicated Leasehold Officer to provide support and guidance to our leaseholders. We consider that we have fully met this requirement.

100. Ensure there are knowledgeable and trained finance staff to deal with service charge queries

A Project Manager was appointed to develop and lead the services that we deliver to leaseholders. A project plan was developed to ensure that systems and process were in place across the organisation to ensure that service charges were calculated accurately and in a timely manner and that Red Kite complied with its statutory obligation to consult leaseholders. We created the Commercial Team to act as a one stop shop for leasehold management, statutory consultation and service charge issues. Procedures were developed to ensure a consistent approach and the team is a good balance of experience and they have a hunger to learn and improve. We have subsequently integrated the procurement and contract management functions into the team to enhance the knowledge of contracts, pricing and services to help answer service charge enquiries. We consider that we have fully met this requirement.

101. Identify the Neighbourhood officers responsible for service delivery in each neighbourhood or area

We have a team of staff who deliver a housing service to our homes and throughout our neighbourhoods; they are responsible both for tenancy management and also the wider customer experience of our housing service, from estate inspections to home audits. They are fully mobile and provide an expert and responsive service throughout our estates. They are bookable on demand by our customers and we manage that demand digitally so that we always make best use of our staff and that we are able to serve our customers as swiftly as possible. We consider that we fully meet this requirement.



102. Investigating the establishment of a sinking fund for leaseholders where paying into it would be optional, unless the lease required it

In line with our obligations to consult and agree changes with our leaseholders, the concept of setting up a sinking funding was put forward, debated and rejected by leaseholders. The requirement to offer this to leaseholders has therefore been completed.

103. Provide training in customer care to all staff within one year of transfer and a rolling programme of customer care training thereafter

Externally facilitated Customer Care and behaviour training was carried out immediately on transfer and has subsequently been followed up with additional externally provided training in 2013. We are also currently running a new customer care programme. The offer requirement was satisfied and has been followed up to ensure that we continue to meet high customer care standards, therefore this is complete.

104. Provide leaseholders with information via a regular newsletter

Information is provided regular to our leaseholders via an online publication, as well as detailed information relating to proposed investment works and repairs. Leaseholders receive comprehensive information about the obligations of their lease in respect of annual service charges and costs associated with managing leasehold homes. We consider that we have fully met this requirement.

105. Improve standards in and around blocks of flats - caretaking and cleaning services

Services are reviewed with customers and restructured to provide more flexible and responsive services that are also managed and monitored by our customers. New grounds maintenance and cleaning contracts have been put into place. Restructuring of resources as part of the formation of the Experience Pod provides comprehensive mobile on demand estate services. Satisfaction with estates is consistently over 90%, therefore this requirement is completed.

106. Have a published complaints policy and be a member of the housing ombudsman scheme

We developed our feedback policy and attained membership of the Housing Ombudsman Service prior to transfer, and subsequently we have reviewed how we manage feedback from customers and have refined our policy further and provided more opportunity to learn from valuable insight of our customers. We have an established review panel to respond to appeals alongside our customers. We consider that we have fully met this requirement.



107. Improve service by listening to feedback from leaseholders and conducting regular surveys, including a comprehensive leaseholder satisfaction survey every three years

A survey of leaseholders was carried out between April and June 2013 with an overall satisfaction score of 54%. Since January 2016 we have moved away from STAR surveys being carried out corporately and now both tenants and leaseholders are surveyed on a rolling monthly basis about the services they receive. We consider that we have fully met this requirement.

108. Develop knowledge and understanding of what leaseholders want via the involvement groups and TLIC

We established our Leaseholder Interest Group prior to transfer, which has subsequently moved to become a virtual group to engage with more leaseholders. Currently membership of this group has increased to 25 leaseholders, who meet virtually bi-monthly.

In addition to statutory consultation about individual matters affecting leaseholders, we talk to the virtual group about wide ranging subjects that impact on all leaseholders or relate to Red Kite as an organisation. We receive regular feedback from the group and we respond to this to ensure that leaseholders are aware that we have understood their needs. We consider that we have fully met this requirement.

109. New participation strategy and committing extra resources to involve tenants and leaseholders in running the service and responding to needs and priorities

Our approach to participation has evolved significantly during the promises period, moving from the traditional structures and mechanisms towards volunteering.

This enables us to focus on the development of our volunteers and to ensure that we have the right skills in our community to support our tenant-led ethos. Our volunteers are embedded into our business as influencers and decision makers. They have made all of the key and critical decisions around investment and the delivery of our promises and have taken an active role in helping to make sure that our partners have delivered and completed them.

We are now in the process of moving to a Community Investment strategy over the next 5 years. In line with stretching our ambitions, it will be focussing on 'Building Thriving Communities' and 'Inspiring People'. As a first step in this process a new Community Investment Manager has been recruited. We consider that we have fully met this requirement.