



Our values in action

Red Kite Community Housing's Code

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Message from our Group Chief Executive

I am delighted to introduce this document, which sets out how we at Red Kite commit to working with one another, our tenants, and partners. It explains the behaviours we expect from everyone, why they matter, and how they help us create a safe, inclusive and respectful environment where people feel able to speak up, collaborate effectively and deliver excellent services.

As Chief Executive I am clear that these expectations are not optional. They are fundamental to who we are, how we make decisions, and how we continue to earn and maintain the trust of our tenants, staff and communities.

Our Vision

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

Our Mission

- We will build strong foundations for tenants and communities through safe, warm and affordable homes.
- We will deliver responsive, transparent and cost-effective services that are influenced and shaped by the diverse voices of our tenants.
- We will embrace innovative ways of working, recognising our responsibility to address wider challenges and fulfil our ambition of creating sustainable homes and communities for the future.

Our Values

Partnership

Respect

Pride

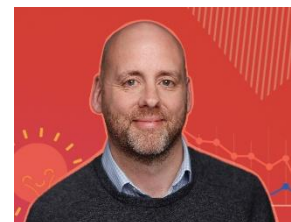
These commitments describe how we bring our values to life through our actions and behaviours every day and reinforce that we all share responsibility for upholding them.

Leaders and managers have a particularly important role in setting the tone, role-modelling the behaviours we expect, fostering a psychologically safe and inclusive culture, and enabling people to perform at their best.

By living these commitments consistently, we will strengthen our culture, deliver better outcomes for tenants, and ensure Red Kite remains an organisation that people trust, value and are proud to be part of.

Peter Cogan

Group Chief Executive



Our Values

Partnership: We work collectively to achieve successful outcomes.

- Actively recognise and utilise each other's skills and experience, working together to optimise outcomes.
- Foster a psychologically safe culture where employees feel safe to take initiative, are able to admit if things go wrong and can voice any concerns without fear of punishment.
- Support one another by communicating openly, upholding honesty, and promoting both integrity and accountability.

Respect: We value diversity in all that we do.

- Treat all individuals with courtesy, consideration, empathy and kindness in all interactions, including when challenging directly.
- Follow through on actions and promises to build trust, reliability and a sense of support.
- Champion inclusivity by creating a diverse, ethical environment and actively valuing different perspectives.

Pride: We deliver excellent services.

- Empower employees to take ownership of their responsibilities and hold ourselves to account for delivering strong results.
- Strive for excellence, taking pride in our work, and maintaining high standards in the services we provide.
- Show passion and determination by working collaboratively, caring for our community, and celebrating success.



Partnership



Respect



Pride

Our Behaviours

Our Red Kite behaviours describe how employees, teams, leaders and service providers act, interact and make decisions at Red Kite. Our behaviours define how we work together to provide the very best services to our tenants.

All Employees:

Positive Behaviours	Negative Behaviours
• Treat everyone with courtesy, kindness and consideration, regardless of role or background. • Listen actively and seek to understand others' perspectives and experiences. • Build strong, trusting relationships by communicating openly, honestly, and in good time. • Share ideas, knowledge and learning, supporting team and organisational objectives. • Support and encourage cross-team collaboration, valuing diverse viewpoints and encouraging inclusive decision-making. • Keep promises, respect boundaries and value people's time. • Take responsibility for our actions by admitting mistakes early, learning from them, and focusing on solutions. • Demonstrate empathy in all interactions, particularly when approaching challenges and giving constructive feedback. • Show engagement, commitment and enthusiasm in all that you do. • Act as positive ambassadors for our Red Kite Community.	• Being dismissive or discourteous. • Interrupting or ignoring others. • Undermining trust or openness by withholding information or communicating late. • Dismissing or talking over others. • Not following through on commitments. • Avoiding responsibility or blaming others. • Failing to share learning or credit. • Discounting different perspectives. • Repeating mistakes demonstrating a lack of learning. • Showing little empathy. • Disengagement or lack of commitment. • Ignoring impact on others. • Damaging organisational reputation by not displaying the positive behaviours to live our values.

Our Behaviours

The above behaviours apply to all employees, below are additional behaviours which are role specific and apply to Managers or Leaders.

Managers:

Positive Behaviours	Negative Behaviours
• Considers the impact of their actions and adapts their approach to build positive relationships. • Demonstrates availability, accessibility, visibility and presence (be in the room). • Empower employees to make decisions. • Adopt a radical candour approach, i.e. care personally and challenge directly. • Manage performance effectively. • Celebrate success and recognise effort and achievement. • Promotes learning from mistakes and a solutions-focused approach.	• Fails to recognise or respond appropriately to others' feelings. • Appears distracted or disengaged. • Micromanages or overrides decisions unnecessarily. • Delivers feedback in an insensitive manner; avoids feedback altogether. • Fails to set clear expectations; avoids addressing underperformance or poor behaviour. • Fails to acknowledge or celebrate team or individual contributions, overlooking effort and achievements.

Leaders:

Positive Behaviours	Negative Behaviours
• Leads delivery of the corporate strategy and communicates rationale for changes. • Leads change effectively, communicating the rationale and desired outcomes; working at pace to achieve. • Good communicator of vision and mission. • Role-modelling behaviours to live our values. • Demonstrates self-awareness. • Approachable, i.e. doesn't stand on hierarchy.	• Focuses on tasks over strategic outcomes. • Creates confusion about priorities and direction. • Undermines credibility by saying one thing but doing another. • Blames others rather than reflecting on their own behaviour; repeats ineffective behaviours without adapting. • Dismisses or avoids input from employees at different levels.

Mutual Commitments

These commitments set out what we expect from each other to bring our values and behaviours to life. They reflect how we work together to deliver great outcomes for our tenants, employees, and wider communities.

These commitments set out what we can expect from each other to bring our values to life. They reflect how we work together to deliver great outcomes for our tenants, employees, and wider communities.

Value:	As an employee I expect:	As the employer I expect you to:
Partnership: We work collectively to achieve successful outcomes.	- To be given objectives, tasks and responsibilities commensurate with my job description. - My manager to provide me with honest and constructive feedback on my performance to help me grow and develop. - A collaborative environment where my ideas, skills and contributions are recognised and valued. - Open, honest communication and a culture built on trust and accountability. - A psychologically safe environment where I feel safe to speak up, contribute ideas and challenge constructively.	- Carry out the tasks and responsibilities commensurate with your job description and salary and keep abreast of relevant regulatory/legal changes that you share with us / others. - Engage with training and development to perform your current role and agreed future development. - Actively work with others, share knowledge and contribute to team and organisational objectives. - Communicate openly, build trusting relationships and follow through on commitments. - Share ideas, support learning, admit mistakes early and focus on solutions.
Respect: We value diversity in all that we do.	- A safe and harmonious environment free from bullying and harassment. - To be informed of organisational objectives, performance, changes and challenges with straightforward, open and honest communication. - An inclusive environment where my opinion is sought and different perspectives are encouraged and valued. - For commitments to be honoured and my time and boundaries to be respected.	- Treat everyone with empathy, respect and consideration, regardless of their role or background. - Listen actively, value diverse viewpoints and support inclusive decision making. - Keep promises, respect others' time and act with integrity in all interactions. - Work your contractual hours reliably and efficiently, using the tools available to plan and prioritise your day, turn up for all meetings prepared and on time (with camera on when meeting virtually).
Pride: We deliver excellent services.	- To be empowered to take ownership of my role and supported to deliver high standards. - To be recognised for my contribution and celebrate success as part of a team. - To work in an organisation that cares about its community and delivers quality services.	- Take responsibility for your work, demonstrate commitment and strive for excellence. - Contribute ideas to improve our ways of working and making best use of technology. - Show engagement, enthusiasm and contribute positively to shared success. - Act as a positive ambassador, uphold standards and protect our reputation.

Our shared responsibility: Leaders and managers will role-model these commitments by creating a psychologically safe, inclusive environment and enabling others to perform at their best.

Nolan Principles of Public Life at Red Kite:

As a social housing provider, Red Kite operates within a framework of public trust, regulatory oversight and tenant accountability. The Nolan Principles reinforce our accountability to tenants and stakeholders, support strong governance practice and contribute to shaping our culture. The principles support the organisation to deliver its mission responsibly and transparently.

1) Selflessness: Acting solely in the public interest

At Red Kite: Putting tenants, communities and employees before personal convenience.

In practice:

- A Community Specialist prioritises a vulnerable tenant visit, even if it disrupts their schedule
- An employee shares knowledge or contacts to help another team succeed, rather than keeping 'ownership'
- Decisions are made based on what improves tenant outcomes, not what is easiest internally

“Do the right thing for tenants and the team – even when it’s not the easiest option.”

2) Integrity: Avoiding obligations that influence official duties

At Red Kite: Staying impartial and not allowing personal relationships or gain to influence decisions.

In practice:

- Declaring a conflict of interest if an employee / tenant / contractor or other third party is a friend or family member
- Not accepting gifts or favours that could influence decisions
- Challenging inappropriate behaviour – even when uncomfortable

“Keep things fair and don’t let personal interests blur your judgement.”

3) Objectivity: Making decisions on merit

At Red Kite: Being fair, evidence-led and consistent in decisions about tenants, employees, contractors, or other third-party partners.

In practice:

- Allocating services based on need and policy – not personal preference
- Recruitment decisions based on skills and behaviours, not familiarity

- Using data, evidence and tenant feedback to shape services

“Be fair and base decisions on facts – not feelings or favourites.”

4) Accountability: Being accountable to the public and open to scrutiny

At Red Kite: Taking responsibility for your actions and being open to challenge from employees and tenants.

In practice:

- Owning mistakes and putting them right quickly
- Explaining decisions clearly when tenants question them
- Following through on commitments and updating when things change

“Own it, fix it, and learn from it.”

5) Openness: Acting transparently

At Red Kite: Being clear, honest and proactive in communication.

In practice:

- Keeping tenants informed about delays or issues (e.g. repairs)
- Sharing information with employees so they can do their job effectively
- Explaining the ‘why’ behind decisions – not just the outcome

“Be open, share information, and don’t keep people guessing.”

6) Honesty: Being truthful and managing private interests

At Red Kite: Being truthful in all interactions and doing the right thing, even when it’s hard.

In practice:

- Giving honest updates to tenants (not overpromising)
- Admitting when you don’t know something and seeking help
- Recording information accurately (repairs, complaints, tenancy records)

“Tell the truth and be real – even when it’s uncomfortable.”

7) Leadership: Promoting these principles through example

At Red Kite: Everyone modelling the behaviours.

In practice:

- A team member calling out behaviour that doesn't align with our values
- Managers reinforcing expectations through feedback and recognition
- Leaders role-modelling openness, fairness and accountability in everyday decisions

“Show others what good looks like – every day.”

Equity, Diversity and Inclusion (EDI) – What this means in practice

At Red Kite, we recognise that our people, tenants and communities have different backgrounds, experiences and perspectives. By valuing these differences and creating an inclusive environment, we can make better decisions, provide better services and ensure that everyone can thrive.

What we expect from everyone:

Treat everyone with dignity and respect:

In practice:

- Being courteous and professional with colleagues, tenants, contractors and visitors
- Listening to different perspectives and experiences without making assumptions
- Using inclusive language and respecting how people choose to identify themselves

Example: A colleague takes the time to understand and correctly use a tenant's preferred name or pronouns, ensuring they feel respected and valued.

Create an inclusive environment:

In practice:

- Encouraging everyone to contribute ideas and participate in discussions
- Being mindful that colleagues and tenants may have different needs, circumstances or communication preferences
- Making reasonable adjustments where needed

Example: When arranging a meeting, a manager checks whether any attendees need adjustments, such as accessible formats, flexible timings or assistive technology.

Make fair and objective decisions:

In practice:

- Basing decisions on evidence, skills, performance and need
- Applying policies and procedures consistently
- Challenging bias, whether conscious or unconscious

Example: A recruitment panel assesses candidates against agreed criteria rather than selecting someone because they are familiar or similar to existing team members.

Challenging discrimination, harassment and bullying:

In practice:

- Speaking up if behaviour falls below expected standards
- Reporting concerns through the appropriate channels
- Supporting colleagues who experience or witness inappropriate behaviour

Example: A team member hears an inappropriate comment about someone's age or disability and challenges it respectfully, rather than ignoring it.

Support equal opportunities for all:

In practice:

- Helping colleagues to access development opportunities
- Considering a range of perspectives when making decisions
- Ensuring everyone has a fair chance to contribute and succeed

Example: A colleague ensures training opportunities are promoted openly and fairly, rather than offering them only to a small group of people.

Deliver inclusive services to tenants and communities:

In practice:

- Understanding the needs of different tenants and communities
- Adapting communication styles or formats where needed
- Treating every tenant fairly and without prejudice

Example: A Tenancy Specialist arranges translated information or an interpreter to ensure a tenant fully understands their options and can participate in decisions affecting them.

Our shared responsibility:

EDI is not just a policy – it's part of how we work every day. We all have a responsibility to:

- Treat people fairly and with respect
- Value differences and diverse perspectives
- Challenge inappropriate behaviour
- Help create a culture where everyone feels included, safe and able to do their best work

Value and respect differences, treat people fairly, and help create a workplace and service where everyone feels included, supported and able to succeed.

To find out more please visit: redkitehousing.org.uk/about-us/equality-and-diversity-statement/

Our Safeguarding Responsibilities

At Red Kite, we take our safeguarding responsibilities extremely seriously. We recognise our responsibility to support the safety, wellbeing and dignity of our often-vulnerable tenants. We ensure all employees and service providers understand their part in protecting our tenants and communities.

1) **Safeguarding is everyone's responsibility**

- All employees are expected to play a role in protecting tenants, fellow employees and others at risk.
- Employees must be aware of the policy and act if they have concerns

Everyone, from front-line to office-based, has a duty to notice and act.

2) **Be alert and recognise risk**

- Employees must be alert to signs of abuse, neglect or harm
- This includes being aware of risks to adults and children

Not ignoring 'gut feel' concerns during visits, calls, or interactions.

3) **Act and report concerns promptly**

- Any concerns must be reported quickly and through the correct process
- This applies whether the abuse is:
 - Suspected
 - Disclosed
 - Observed

Logging the concern and escalating it, rather than trying to deal with it alone.

4) **Work with external safeguarding partners**

- Red Kite must co-operate with agencies such as social services, police, and local authorities
- Information may be shared where there is a risk of harm

Supporting multi-agency responses – not trying to investigate independently.

5) **Keep accurate, secure records**

- All safeguarding concerns must be:
 - Recorded fully and accurately
 - Stored securely

Clear case notes, factual recording, and appropriate confidentiality.

6) Take action to manage and reduce risk

- Risk assessments should be completed where individuals may pose or face safeguarding risks
- Actions should be agreed to manage and reduce harm

Considering safety when managing cases.

7) Support victims and those at risk

- Red Kite must do everything reasonably practicable to support individuals at risk

Linking people to support services, prioritising safety in decisions.

8) Ensure training and awareness

- Employees must be briefed and trained on safeguarding as part of induction and ongoing development
- There are designated Safeguarding Leads to provide oversight and guidance

Knowing who to contact and being confident in how to respond.

9) Provide clear governance and oversight

- Safeguarding responsibilities are:
 - Led by designated Safeguarding Leads
 - Managed and reviewed at senior level

Clear accountability and escalation routes.

You can learn more by visiting: redkitehousing.org.uk/supporting-you/safeguarding/

Whistleblowing: Speaking up at work

Speaking up at work is extremely important. At Red Kite we want all colleagues, partners and service users to feel able to raise concerns and to be confident that those concerns will be listened to and acted upon. We rely on people to tell us when something is not right, as this helps us learn, address issues early and maintain a safe, respectful and well-managed organisation.

Regardless of role, all concerns matter and we want to hear them. To do this we:

- **Purpose:** Encourage a culture where employees feel safe to speak up and concerns are taken seriously.
- **What to raise:** Any concern about wrongdoing, risk or behaviour that doesn't feel right – including ethics, culture, wellbeing or service delivery.
- **Your responsibility:** Speak up early if you have a reasonable concern – you don't need proof.
- **Red Kite's responsibility:** Listen, investigate and act promptly, fairly and confidentially.
- **How to speak up:** Raise concerns with a manager, HR or senior leaders, or externally if needed. You can report openly, confidentially, or anonymously.
- **Protection:** You will not be treated unfairly for raising a genuine concern; victimisation is a disciplinary matter.
- **Process:** Raise concern > initial review > investigation > outcome and learning shared.

If something doesn't feel right, speak up. Red Kite will listen, protect you, and act.

Please speak to the **People Team** to learn more.

Health and Safety Summary

Our Red Kite Health and Safety principles provide the foundation to creating and maintaining a safe, secure and supportive environment for employees and Tenants. We expect high standards of health and safety for everyone and work hard to make sure we operate in a responsible way to proactively identify and manage any risks.

- **Purpose:** Keep employees, tenants, contractors and the public safe from harm and meet all legal and regulatory requirements.
- **Core approach:**
 - Identify hazards, assess risks and put controls in place
 - Review and improve continuously
 - Investigate incidents to prevent recurrence
- **Key employer responsibilities:**
 - Provide a safe working environment, systems and equipment
 - Give training, information and supervision
 - Ensure resources and oversight are in place
 - Monitor performance and report to leadership and Board
- **Manager responsibilities:**
 - Implement safe systems of work
 - Ensure risks are managed day-to-day
 - Promote a strong health and safety culture
- **How safety is managed:**
 - Risk assessments and safe systems of work
 - Training and competency checks
 - Monitoring through inspections, audits and incident reporting
 - Continuous improvement based on learning
- **Key risk areas covered:**
 - Workplace safety
 - Lone working
 - Violence
 - Driving
 - Working at height
 - Occupational health
 - Contractor safety
- **Culture and communication:**
 - Open reporting and consultation (e.g. Staff Partnership Forum)
 - Shared responsibility across the organisation
 - Encouragement to challenge unsafe behaviour

Work safely, manage risks, report concerns, and continuously improve to protect everyone.

You can learn more by visiting: redkitehousing.org.uk/volunteer-with-us/home-safety-group/

Accountability and Responsibility

Being **responsible** means that you are tasked with undertaking a role or activity.

Being **accountable** means taking responsibility for actions, decisions and outcomes ensuring clear explanations and justifications if required.

We comply with the law and regulations which govern Social Housing

We take pride in meeting and exceeding the standards set for the social housing sector, as part of our commitment to Tenants and communities.

We are accountable for our financial decisions

At Red Kite, we recognise that we are entrusted with tenants' money and are fully accountable for the financial decisions we make. We take this responsibility seriously and are committed to achieving and demonstrating value for money, ensuring that every decision is made transparently, responsibly, timely and in the best interests of our tenants and communities.

We do not engage in corruption or bribery

We must never make or receive payments for the purpose of influencing anyone to do something wrong. Payments made by us or on our behalf must be made for lawful and legitimate business purposes. We prohibit bribery and must never pay, offer, accept or request anything of value to secure an improper advantage.

We treat each other with respect and dignity

We are a diverse Company working with a diverse workforce, tenant population and third parties. We value different backgrounds and experiences brought to our Company. We foster an inclusive environment where we encourage and promote forums for employees to engage in dialogue with one another. We continuously seek to better understand each other, and we treat each other with respect and dignity, in a manner consistent with the Company's values and behaviours. We recognise and avoid behaviours that others may find offensive, understanding that what is socially and professionally acceptable in one culture and country may be viewed differently in another. Harassment of others, whether verbal, physical, or sexual, is prohibited in the workplace. In addition, we must not use e-mail, social and business networking sites or other computer resources in a way that is unlawful, offensive or harassing to others.

We handle conflicts of interest ethically

We ask all employees to complete an annual declaration, to ensure we have a comprehensive register of any possible conflicts. A "conflict of interest" occurs when our private interests or relationships potentially interfere with the independent exercise of our judgment in the best interest of the Company. Situations involving a conflict of interest may not always be obvious or easy to resolve. A conflict of interest can arise when we take an action or have an interest that may make it difficult to perform our work objectively and effectively. Conflicts of interest may also arise when we (or our family members) receive improper personal benefits because of our position at the Company.

Be proactive. If you believe that a conflict of interest exists, please disclose it straight away. By doing this, it does not mean that any formal action will be taken but it does

ensure we remain open and transparent providing an opportunity for us to mitigate any risks.

We promote a safe, secure and healthy workplace

We are committed to providing a safe, secure and healthy environment to our employees, tenants, and visitors on Company premises, and we expect all such persons to follow the measures Red Kite has implemented to maintain and promote this environment. Activity that compromises such safety, security and health must be reported. Acts or threats of violence compromise this commitment and will not be tolerated. Each of us plays an important role in preventing and identifying threats and situations where violence may occur. We must report any such event immediately.

We respond to external requests appropriately

We communicate information about the Company with one, clear voice. This includes sharing information online or through social media. To be sure that we comply with the law and protect our interests, only those who are specifically designated to do so may represent the Company to the public, the media, or in connection with external investigations and non-routine external inquiries. Any such investigation and inquiry should be discussed with an Executive Director.

What this looks like in practice:

I am part of the procurement team awarding a new contract. I have a family member who works for a company that would be able to deliver what we need. His company has great reviews; is it ok for me to recommend them as a possible supplier?

Yes, it's ok to recommend them if you are transparent about your relationship. In order to ensure we avoid any conflict of interests we'd also advise that you remove yourself from the decision-making process to avoid any concerns about unfair advantages.

Agnes often makes comments about the other employees based on their race or nationality. Her comments often stereotype people. When challenges about this Agnes tries to justify her views by rationalising them or turning it into a joke. What should I do?

Comments and stereotyping, whether intended as a joke are not ok. This is a barrier to having a safe and inclusive workplace. Any concerns such as this need to be escalated to the People Team or your line manager. Together, we can ensure everyone feels valued and safe at work. That means we can't ignore issues such as this; we must take action.



Albert receives a request from a local newspaper to make a comment about a rumour circulating about Red Kite. Albert felt this was a good opportunity to set the record straight and provided his opinion about the rumour. Did Albert do the right thing?

Unless Albert is part of our Communications Team and has ELT-level approval to speak with the newspaper, he did not do the right thing. Comments made in this way would be seen as a company statement, which may not be aligned with how Red Kite wishes to respond. If this happens to you, please contact the Communications Team or your line manager for guidance.

Ensuring consistency with our partners

At Red Kite, we recognise that the quality of our services is shaped not only by what we do, but also by how we work with others. Our partners, including service providers, contractors and suppliers, play a vital role in delivering services to our tenants and communities. It is therefore essential that there is a clear and consistent approach to behaviours, standards and expectations across all those acting on our behalf. The below sets out how Our Values in Action ensure safe, respectful and high-quality services are upheld consistently through our partnerships.

- Our partners play an important role in helping us deliver safe, respectful and high-quality services for Tenants and communities. We therefore expect our service providers, contractors and other partners to work in a way that reflects Red Kite's values of Partnership, Respect and Pride, and supports the standards set out in our Values in Action Code.
- We will share this document with relevant partners so there is a clear and common understanding of how we expect employees, service providers, contractors and Tenants to work together.
- We will make adherence to this document, values and required working practices a contractual expectation for service providers and contractors, proportionate to the services they provide and the level of contact they have with Tenants.
- We will seek appropriate assurance that partners are meeting these expectations, including through contract management, Toolbox Talks, performance conversations, annual assurance where relevant, and review of service delivery evidence.
- We will use clear contract management arrangements, performance measures and key performance indicators to monitor quality, behaviour, responsiveness and outcomes for Tenants.
- We will listen to Tenants and use complaints, compliments, feedback and service insight to understand where interactions have gone well, where they have not, and what we need to learn or improve together.
- We will involve Tenants meaningfully in relevant procurement, mobilisation and contract review activity, so their voices help shape the services they receive.
- We will encourage joint briefings, learning and awareness activity with partners where this strengthens shared understanding of Red Kite's expectations, our Tenants' needs and the behaviours we want to see in practice.
- We will act quickly where concerns are raised, using clear escalation routes to address behaviour, service quality or conduct that does not meet our standards.
- We will recognise and celebrate positive partner behaviour and strong service delivery, because good partnership means acknowledging what is working well as well as addressing what needs to improve.

- We will use audit, assurance and independent review where appropriate to test whether our arrangements are working effectively, identify risks or gaps, and hold ourselves and our partners accountable for improvement.
- We are committed to treating tenants fairly, respectfully and with empathy. In return, we expect everyone who interacts with us to treat our employees, contractors and partners with respect. We do not tolerate abuse, threats, harassment, violence or behaviour that puts our people at risk. Where unacceptable behaviour occurs, we will take proportionate action to protect our employees while continuing to deliver services fairly and consistently.

You can learn more by visiting: redkitehousing.org.uk/about-us/our-partners/

