



Behaviour Framework

June 2024

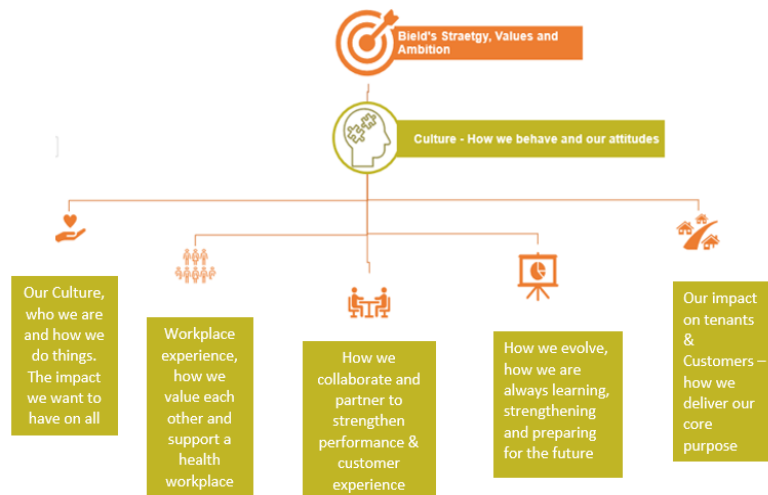
BEHAVIOURS FRAMEWORK

INTRODUCTION

Bield culture is core to who we are, all that we do and want we can achieve. We recognise that culture is complex, that it takes continued effort and is dependent on many different components successfully coming together.

Our Behaviour Framework does not stand alone but is fundamental in how we will shape workplace experiences, it is about connecting with each other, our tenants and stakeholders. Our human interactions are powerful influences on how our people, tenants, customers, partners and stakeholders feel about Bield. The Framework focus is not on *'what'* Bield delivers but *'how'* we show up, *'how'* we speak to others and treat others, its *'how'* we set out the way we want to be treated.

Our workplace environments and our attitudes shape how we approach delivering future ambition and our success. Creating spaces where we feel safe, supported, valued and heard is how we will develop our resilience and confidence to move forward boldly as one Bield. Behaviours are the actions we take to live our values across all that we do.

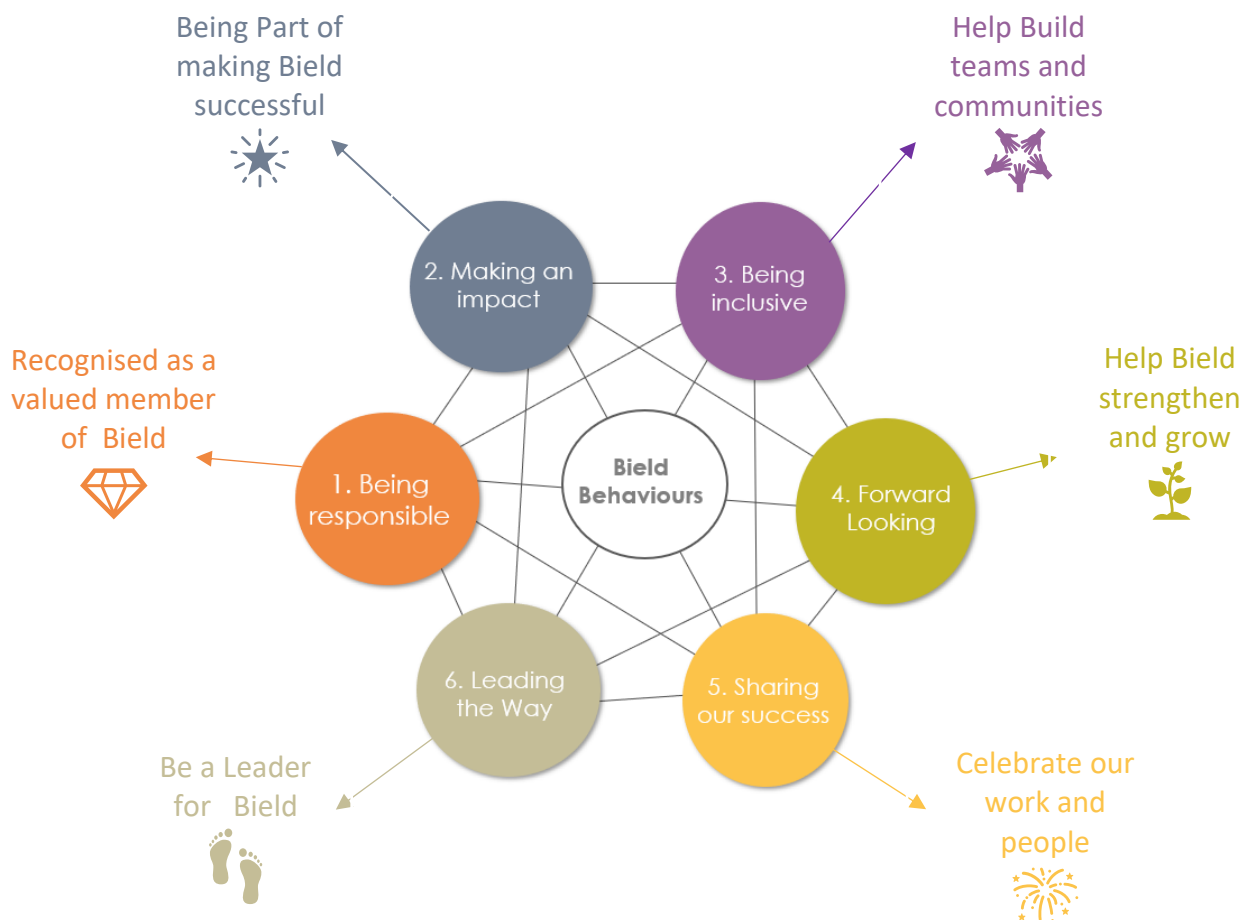


Co-designed Behaviours Framework

The Behaviours Framework sets the core of how we will work with each other and tenants to ensure we contribute to the success of our organisation, sitting alongside what we do and deliver. How it feels to be part of Bield is owned by all of us and this framework has been developed through engagement with our people and across teams, with insight from our tenants. Creating space for us to share and listen has enabled us to connect us as individuals working together to deliver Bield's purpose.

Establishing the Framework is a shared statement of what is important as we work together to strengthening our workplace culture. Bringing it to life and embedding it across all areas means being accountable to each other, committing and encouraging all to help Bield be a positive, productive and inclusive workplace.

BIELD BEHAVIOURS



HOW DO I USE THE FRAMEWORK

The Framework below describes examples of what it means to commit to positively demonstrating Bield's Behaviours. It provides some examples of how you might do, see, or hear these Behaviours being demonstrated.

The Behaviours reflect our values and purpose, they seek to capture what you have told us will foster a compassionate, inclusive, respectful, and healthy workplace. The Framework brings a shared interpretation and commitment all that we will work to make these core to all we do across Bield. We will look to celebrate where we get it right and work together to strengthen areas that will help us live this framework together.

BEING RESPONSIBLE

What does this mean?

We work across different areas and our roles vary but we are connected through delivering Bield's core purpose and living our values.

We are a team, each accountable for the part we play in making Bield successful for our tenants, customers, each other and for our future.

Our team works when we come together to deliver the bigger picture, supporting each other to be our best and shaping our services to add value have a positive impact.

We can do this by understanding our role, taking responsibility for being local experts and ambassadors for Bield as we carry out our day-to-day jobs. Recognising the value in speaking up, asking for help, listening to customers and investing effort into working with each other to deliver our shared decisions.

How will we live this?

- Using our expertise, knowledge and experiences to inform our services
- Being brave, speaking up when you need support or see opportunity for change
- Taking time to consider how our work touches others
- Owning issues that arise and feeling empowered to personally tackle them
- Linking what we do into the Bield purpose and ambition
- Sharing our experiences and knowledge with others to build more shared work and connections
- Committing to being part of a supportive team that encourages wellbeing, inclusion, productivity and growth

MAKING AN IMPACT

What does this mean?

Bield's ambition for older people across Scotland is clear, we need to harness our strengths, shaping the future by making a difference in the lives of our tenants and future tenants.

Our time is precious and so we need to use our resources efficiently, investing in how we grow our capacity. We want how we work to be about coming together to remove the barriers that slow things down and creating positive workplaces. Supporting us all to see the difference we make, focusing on wise targets and clear goals that are sensible, but also that are kept.

Our connections, shared commitment and focus on activity that delivers progress towards achieving Bield's purpose and ambition.

Leading the way, building communities, experiences and workplaces that have real impact on our tenants, homes and people.

How will we live this?

- Understand how our roles support making an impact for our tenants
- Support Bield to be efficient and align activity to our purpose and values
- Challenge activity that adds no value to our roles, teams or to our tenants
- Removing barriers that slow action down or are preventing delivery
- Making sure workloads are balanced, goals are realistic and we support each other to achieve
- Ensuring how we work supports the safety, wellbeing and equity of our people
- Owing our work demands and performance as we carry out our roles
- Managing how we show up and impact those we connect with in our working lives

BEING INCLUSIVE

What does this mean?

We bring different skill sets, experiences and views which all strengthen Bield. Taking time to pause look across colleagues, teams, tenants and partners and invite input and feedback will help us do our job better and maximise our potential.

Taking time to listen, understand other perspectives, putting ourselves in other shoes is how we grow our impact. Making an effort to accept we are all working with good intent and challenge we jump to judgements. Across our working lives errors or issues will arise but focus on looking for constructive, positive and reflective learning opportunities not defence or blame.

Feeling part of the 'group' isn't easy, and we don't all have the same access. Finding ways to collaborate, grow our team will combine our strengths, generate ideas and build a culture that's focused on stronger outcomes, innovation and encourages constructive challenge.

Equity is at the heart of everything, promoting fairness and support to all.

How will we live this?

- **Recognising we all have different lived experiences and being open to others**
- **Being transparent - explaining the 'why' of decisions and looking to problem solve together**
- **Owning the challenge of encouraging more participation, growing voices**
- **Understanding the value of the journey to outcomes or actions, taking personal responsibility to develop our listening skills**
- **Taking responsibility for building relationships and confidence within our Bield Team**
- **Brining our values to life in how we work, shaping our workplaces and services**
- **Challenging poor behaviour through constructive feedback**

FORWARD LOOKING

What does this mean?

Recognising Bield needs to continually evolve and adapt for our customers, understanding we are key to how we explore opportunities to learn and grow.

We play a part in building an environment which creates an appetite to trial and test new ways of working, shape future systems, services and skills. Embracing change as part of everyday life, bringing enthusiasm as we evolve will increase our chance of success and drives our sustainability. Working together to make our jobs and services the best they can be.

This means being ok with looking at change and accepting not all will work. Accepting some of our great successes may come from our journey and lessons learned as we trial and test new ways of working, even where we don't get it right first time.

Being leaders in the Sector means being at the forefront of exploring new approaches for supporting older people to live independently in their own homes. Get it right, and we will provide new opportunities to develop personal skills and experiences, and it will encourage us to individually find ways of improving our already excellent services.

How will we live this?

- Being accountable for developing ourselves as our work and roles evolve
- Using setbacks and barriers as a learning points, rather than something to avoid
- Taking sensible risks that are about trying new ways to move us forwards
- Understand a team approach to change creates more ideas and support
- Investing in how we develop our people as we evolve
- Understanding the importance of feedback, giving, and receiving it to shape our knowledge and experiences
- Exploring change to understand the growth potential it offers

SHARING SUCCESS

What does this mean?

Our work, our people and our locations make us strong, coming together uniquely to enable us to have a real positive impact on our communities and the sector.

We need to ensure we take time to celebrate our achievements and each other. When we are working hard to get it right and we should make time to recognise our successes.

And, when things don't work, but we are resilient and use what we learn from the experience to help Bield move forward, then we should take time to acknowledge our efforts and growth.

This is something we can all do often praise and recognition from peers is the most meaningful. Organisational led celebration is important, but it doesn't have to be the only way. The levels of pride across Bield is amazing and bringing this out on a more regular basis will help ensure we all know we are valued and strengthen our connections across Bield.

How will we live this?

- Highlighting great work, attitude or effort when we see it, taking time to share feedback
- Feeling confident in sharing a success & speaking up so you are seen
- Taking pride when talking about Bield internally and externally
- Creating space to think about what works in Bield and what makes you proud
- Asking people about their moments of pride or achievement
- Focus more on our progress, taking the positives and our learnings from each other

LEADING THE WAY

What does this mean?

Being a leader is not just in a job title, whether leading teams or leading by example - the connecting theme behind all behaviours is the need for us all to be leaders in Bield.

Our Behaviours Framework is built upon the experiences of our tenants and people, it is about helping Bield to create an amazing tenant, customer and colleague experience.

How we show up each day and live is where our strength will be as we create the Bield we want work in. It requires a team effort but also individually each day choosing to be the exemplars of how we want everyone to behave, from engaging with tenants, working with colleagues and partners, managing our developments or offices and developing our systems and services.

Every human interaction we have is an opportunity to demonstrate Bield's values and purpose. Understanding that we all lead on how it feels to work here and all have a duty to steer Bield in the right direction.

How will we live this?

- Putting leadership and people management as our first priority, whether our own actions or through how we are supporting others
- Having the autonomy to make judgement calls and allow people to act
- Remembering the importance of sharing experiences and giving feedback to improve behaviours
- Actively engaging across our teams and Bield to shape, drive and plan actions through shared accountability
- Planning ongoing development for our own leadership skills