

People Strategy

2026-2030

Our people.
Our purpose.
Our future.



Future-ready
workforce



Inspiring
leadership



Skills &
capability



Inclusion &
Wellbeing



Employer of
choice



Digital
innovation

Foreword from our Chief Executive



At Bield, people are at the heart of everything we do. Every day, colleagues across our organisation make a meaningful difference to the lives of older people and help bring our purpose to life through their care, commitment, skill and compassion. This strategy reflects our confidence in our people and our belief that, by investing in them, we are investing in the future of Bield.

The years ahead bring both opportunity and change. As we continue to shape the future of independent living across Scotland, we want Bield to be a place where colleagues feel proud to work, confident to grow and inspired to contribute their best. This People Strategy sets out how we are building a culture of trust, inclusion, learning and leadership so that every colleague feels supported to thrive and every team is equipped to succeed.

I'm proud of what our people are delivering today and excited about what we can achieve together in the future. By working together, living our values and supporting one another, we will continue to strengthen Bield as a great place to work and a trusted organisation for the people and communities we serve.

This People Strategy sets out our vision for a thriving, skilled and values-led workforce that brings Bield's ambition for Independent Living to life for older people across Scotland. It reflects our belief that our people are the driving force behind our success and that, by investing in our colleagues, leadership, culture and organisational capability, we can create an environment where everyone feels empowered to contribute, develop and make a meaningful difference.

Our People objectives are clearly set out within our Business Plan, which provides the practical roadmap for how we will turn this ambition into action. Together, they will help us build a workplace where people feel connected to our purpose, equipped for the future and proud to be part of Bield's journey.

Thank you for all you do.

Debbie Collins
Chief Executive

Our People Strategy at a glance

Our People Strategy will help Bield become stronger, more inclusive and an inspiring place to work - one where colleagues feel valued, trusted and able to give their best every day. It sets out how we will grow the workforce capacity, capability and culture needed to deliver our ambitions for independent living, outstanding customer experience, safe homes, digital transformation and sustainable growth. Above all, it recognises that our success depends on engaged people, supported by strong leadership and a modern workplace culture where everyone can thrive.

Built around six strategic priorities, the Strategy will strengthen our culture, focus our investment in people, and help us deliver better outcomes for older people across Scotland.



Workforce planning & organisational design



Leadership, management & accountability



Skills, learning & future capability



Culture, wellbeing & inclusion



Attraction, retention & employee experience



Digital confidence, systems & innovation



Together, these priorities will help us build a stronger, more inclusive and future-ready Bield.

Workplace planning & organisational design



We will continue to take a forward-looking approach to workforce planning so that Bield is ready for the future and our colleagues can feel confident in the direction we are taking. By connecting service demand, strategic priorities, financial planning and workforce insight, we will ensure we are a more resilient and adaptable organisation.

Working closely with our tenants and colleagues, we will identify critical roles, future skills and opportunities to redesign work in ways that add real value, support innovation and deliver better outcomes.

Our aim is to create clear pathways across all areas of Bield, supported by strong development and succession planning, so that we have the right capacity in the right places and our people feel confident to succeed as our services continue to flourish.

“The support I’ve received through training and professional development has played a huge part in helping me progress and I’m grateful for the opportunities I’ve been given while working here”.



Leadership, management & accountability



We will continue to invest in and nurture leadership at every level so that people feel inspired, supported and confident in those who lead them. Our leaders and managers play a vital role in bringing our values to life and creating a culture of trust, compassion and accountability, where people are encouraged to perform, grow and contribute ideas.

Through our leadership framework, we will champion Bield's values and behaviours, supported by management development, coaching and peer learning. This will help leaders communicate with clarity, manage fairly and lead change with confidence. By investing in leadership, we will strengthen not only performance, but also the everyday experience of working at Bield.

***“The communication
in my team is
fantastic, our
manager keeps us
in the loop and I
feel I have a voice.”***



Skills, learning & future capability



We will continue to modernise and create an inspiring learning culture that helps every colleague build confidence, develop new skills and realise their potential. Our learning offer will provide opportunities for professional growth and future-focused capability in areas such as customer experience, independent living, digital and data literacy, safeguarding, inclusive communication, partnership working, leadership and service improvement while also supporting statutory compliance.

Through blended learning, workplace learning, accredited development and clear career pathways, we will make it easier for colleagues to see how they can grow, progress and shape their future within Bield and beyond. We will also strengthen our ability to build effective partnerships across Bield and with external partners, recognising that collaboration, shared learning and strong relationships are essential to delivering better outcomes for the people and communities we serve.

“For me, it’s about having people available to help me succeed in my work.”

“I value being encouraged to share ideas that are considered and taken forward where appropriate.”



Culture, wellbeing & inclusion



The Bield Equality Network aims to identify changes or campaigns to promote equality and diversity across Bield.



16

staff trained as Mental Health First Aiders.

Our ambition is to make Bield a place where people feel they belong, are connected, are empowered to be their best and are proud of the difference they make every day. We will build a culture where every colleague has a voice, every contribution is valued and our people are trusted, supported and equipped to thrive. Wellbeing and inclusion will be core to all we do, recognising that our peoples' experience and resilience directly strengthens the quality of care, support and community we are able to provide, shaping Bield's success for our tenants.

By strengthening employee voice, engagement and recognition, and embedding equality, diversity and inclusion into leadership behaviours and people practices, our workplace will be one where people experience fairness, belonging and opportunity. This will help us attract and retain talented people while creating a positive, energising culture that is felt across the organisation and reflected in our homes and communities.



Attraction, retention & employee experience



We will position Bield to be a place where people can build a rewarding career, feel proud of their contribution and know that their work matters. We will work with colleagues to shape a clear and compelling employment offer that attracts people with the skills, values and potential to support our purpose, while creating an employee experience that encourages colleagues to stay, grow and succeed.

This means continuing to strengthen recruitment and onboarding, clarifying our employee value proposition, embedding positive and proactive people policies, and ensuring colleagues have the information, tools and support they need to do their jobs well.

By listening to feedback and using workforce insight, we will continually improve the journey from attraction through to progression so that people feel motivated, supported and proud to build their future with Bield.



**Our people
make it possible.**

680+

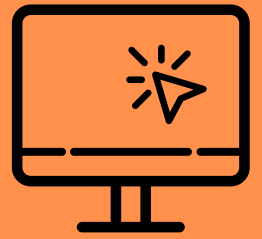
**staff across 21 local
authority areas.**

2/3

**provide front-
line services.**

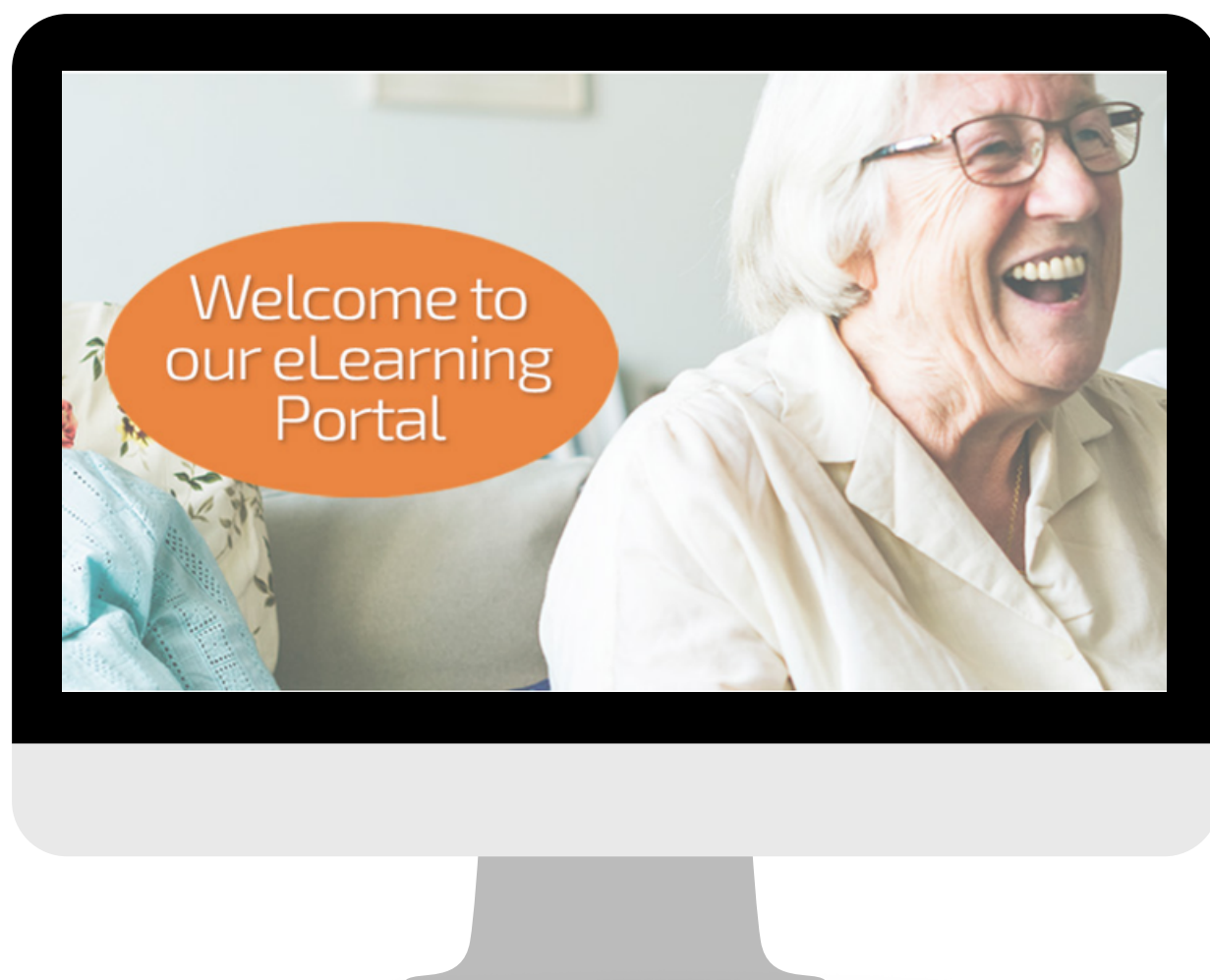


Digital confidence, systems & innovation



As Bield continues to embrace digital transformation, we support our people to feel confident, capable and empowered in using technology to improve how we work and how we support our tenants. We will use digital, systems and innovation to remove barriers, create capacity, improve insight and enable all roles to focus more of their time and energy on the work that matters most, strengthening our decision making and employee experience.

Through a positive, inclusive and well supported approach to change, with strong attention to cyber awareness, information governance and digital inclusion, we will ensure that technology becomes a real enabler of better services, stronger collaboration, greater confidence and a more effective workplace.



“The organisation shows ambition and embraces the challenge to change.”



Pioneering technology to improve lives.

Implementation & governance



Turning strategy into action

Our People Programme will turn this strategy into clear annual objectives aligned to our Business Plan, budget cycle and workforce risks.



Shared ownership

Success depends on visible leadership, shared ownership and a continued focus on what matters most to our colleagues, tenants and customers.



Governance & reporting

Progress will be overseen through our existing governance arrangements, with regular reporting on key workforce measures, strategic milestones and key risk indicators.



Always improving

We will review our Action Plan annually so it remains ambitious, responsive and aligned to our priorities, the labour market and the needs of our communities.



Our people make Bield.
Thank you.

How we will measure success



Improved employee engagement & colleague experience, evidenced through workforce survey results, employee voice mechanisms & confidence in leadership, communication & wellbeing support.



Improved retention and stability in critical roles, supported by reduced turnover, stronger onboarding outcomes and improved early retention.



Improved attendance and workforce wellbeing, supported by effective attendance management and proactive health and wellbeing interventions.



Increased participation in and completion of priority learning, external accreditations, leadership development and digital capability programmes.



Stronger internal progression and succession readiness for key roles, demonstrating increased organisational resilience and future capability.



Improved inclusion, fairness and belonging across the workforce, evidenced through employee feedback, workforce data and people metrics.



Improved organisational performance in areas where people capability is a critical enabler, including customer experience, compliance, service quality and the successful delivery of strategic change.

**Our people. Our purpose. Our future.
Together, we'll build a better Bield for everyone.**