

# Housing 21's Skills and Behaviours Framework

## Guiding principles

## Key skills

## Key behaviours

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We are committed to providing a modern, forward-thinking 21<sup>st</sup> century service. This includes updating and modernising our existing housing, as well as developing new and innovative property designs and service models for the future. We will challenge ourselves to think differently, embracing the disruptive potential of new technologies and the challenges and opportunities of social change.

### Leading by example

- All employees:
- Inspire others by embracing and adapting to change
  - Are passionate about our residents, colleagues and people we do business with
  - Role model Housing 21's values through their behaviours
  - Respect each other and value our differences

### Adaptability and resilience

- Proactively adjust their priorities and planning as circumstances change, to ensure they can deliver as promised
- Take responsibility for asking questions and getting the information they need to get the job done
- Support ongoing improvements to service delivery through digital transformation and play their part in making change stick

### Curiosity

- Take an active interest in other cultures and experiences
- Like to ask questions and understand how things are done and use this insight to think differently.
- Keep pace with developments to ensure they know their stuff

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# Better

We strive for continuous improvement and innovation in all that we do. We will never become complacent and will constantly challenge ourselves to do better and achieve better performance, quality, and value for money. We aim to be 'better than good' and work hard to provide excellent services we are proud of, and our residents deserve.

### Communicating and influencing

- All employees:
- Take pride in their work and inspire others through their passion and expertise, communicating ideas in a compelling, clear way
  - Give and are happy to receive helpful and honest, evidence based, feedback
  - Are confident in speaking up when they have an alternative viewpoint or a new idea and when encountering discrimination, harassment or victimisation

### Collaborative working

- Share information and work collaboratively with colleagues across the organisation
- Consider tasks from different perspectives and encourage others to do so
- Thrive on making a difference to everyone they work with and provide services to actively support colleagues and seek help when needed

### Problem solving

- Seek feedback from others when considering solutions to problems
- Respond in a positive way when things go wrong and use their initiative
- Proactively recognise opportunities to make things better and solve problems

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### Experience

We aim to provide a consistently excellent service and a great experience for all the people we serve. We seek to engage and empower residents to make choices and exercise control over the services they receive and to devolve decision making to local employees who are closest to the residents whenever practicable and possible. We are committed to acting ethically and openly in all that we do, questioning whether we are 'doing the right thing' and being ready to acknowledge and learn from mistakes. Ultimately the success of Housing 21 rests on the satisfaction we provide to our residents.

#### Customer Focus

All employees:

- Deliver excellent customer service every day to every customer in every interaction
- Listen actively to customers and their stakeholders to understand their needs
- Start with the customer when making decisions
- Always make decisions based on creating a seamless customer journey

#### Empathy

- Take time to listen to colleagues and residents
- Confidently challenge inappropriate behaviours
- Are authentic and ensure others can be too by being aware of their personal impact
- Invest time in building relationships that create an inclusive environment

#### Accountability

- Organise and manage their own time and resources to achieve outputs and objectives
- Take responsibility for personal development and share knowledge with colleagues
- Take ownership of mistakes and use them as lessons for improvement