



CREATING OPPORTUNITIES TOGETHER

POPLAR **HARCA**

A strategy for 2021-26



The year 2020 gave us all cause to reflect on who we are and what we want to achieve.

This plan is the result of hundreds of conversations during a period of unprecedented uncertainty.

It sets out our ambitions for the next five years in the knowledge that things will change. There will be emerging opportunities to take advantage of and new risks to understand and mitigate.

This strategy provides a roadmap and every single member of staff, our partners and our community all have a role to play in making our vision a reality.

We are creating opportunities together.



OUR STORY

Our residents voted us into existence over 20 years ago.

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We are led by the needs and aspirations of the community we serve. They are at the heart of every decision we make and hold us to account.

Today, we own and manage over 9,000 homes and, with partners, we are leading a £2.5bn place-shaping programme including new homes, education, healthcare, faith buildings, business and community spaces.

We invest around £4m each year in community regeneration. That means helping people into work and training, providing state of the art creative spaces for young people, initiatives to improve health and wellbeing, events, networking and affordable workspace.

We have strong and enduring partnerships with like-minded people and organisations. They support our ambitions and help us achieve so much more than we could alone.

We are a proud reflection of our East London community, and over a third of our employees live locally.

We own and manage over
9,000
HOMES

We invest around
£4m
each year
in community regeneration

OVER **1/3** of staff live locally

We will always do our best to do our community proud.

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OUR PURPOSE

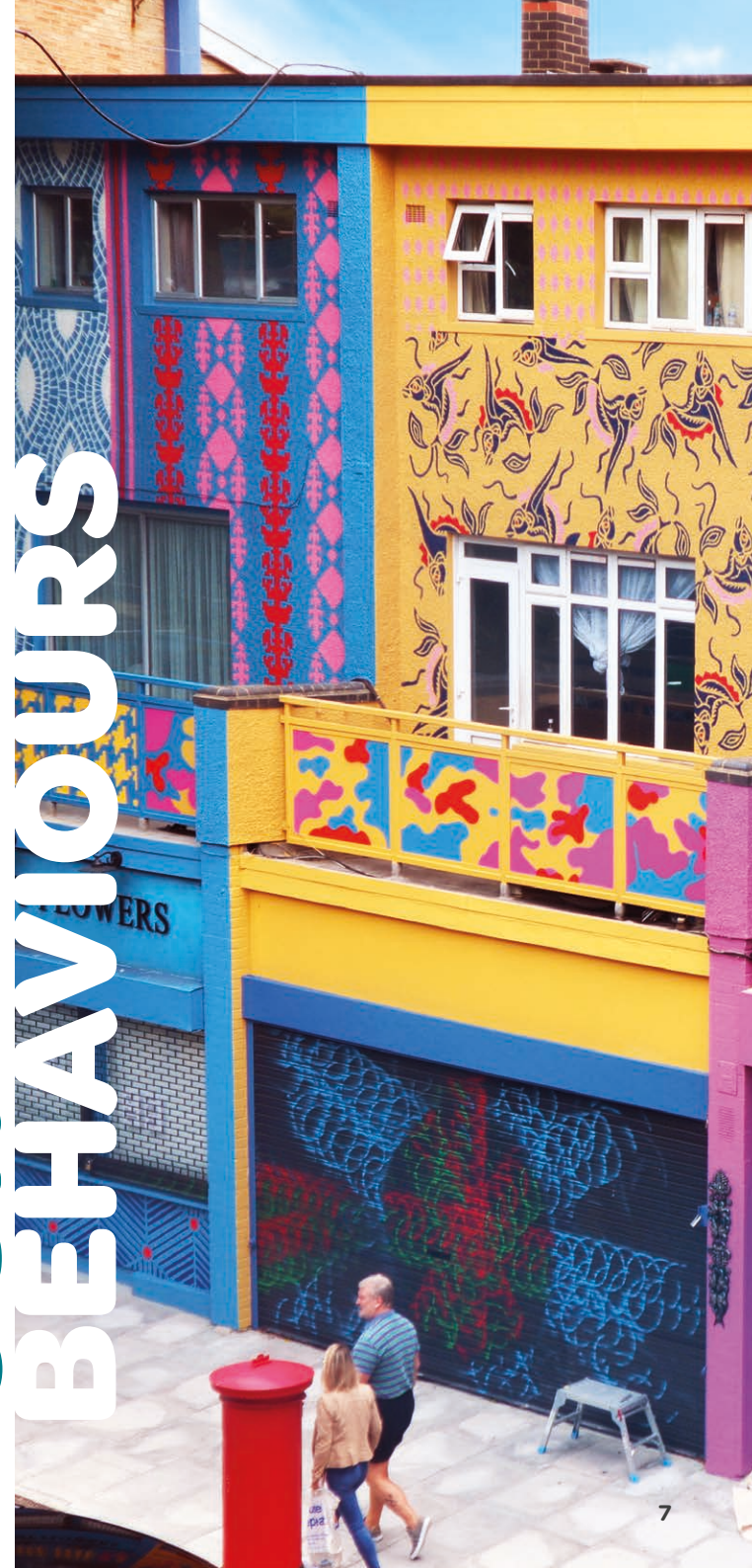
Creating opportunities together,
...that realise **community potential**,
...through **exceptional homes** and **thriving places**,
...with **social justice** at our core.

To create opportunities, our staff and partners embody five key behaviours.

- **Inspirational** – motivate to achieve our common purpose
- **Collaborative** – working with others to deliver our purpose
- **Considered** – balanced in pursuit of our purpose
- **Agile** – evolve and adapt to attain our purpose
- **Equitable** – everyone benefits from our purpose


Inspired by our East End roots, we work hard to create opportunities for all.

OUR BEHAVIOURS





SERVICE SATISFACTION

 Service satisfaction relies on listening and responding, being open to challenge and doing what we say we will.

In 2021-26 we will **increase satisfaction** by:

- ▶ Involving more residents in more decisions
- ▶ Understanding residents' experience; and acting on what they tell us
- ▶ Technology that makes it easier to access services
- ▶ Providing residents with the means to scrutinise performance



Success is people feeling proud of where they live. It's a secure affordable home, enjoying good health, and being able to take-up opportunities.

In 2021-26 we will create more **successful places** by:

- ▶ Building homes to meet need and aspiration
- ▶ Partnering for cultural, environmental and industrial infrastructure
- ▶ Reducing our carbon footprint
- ▶ Investing for health and local prosperity

SUCCESSFUL PLACES



COMMITTED WORKFORCE



We need talented people to want to work for us. People who live by our values and are motivated by our purpose.

In 2021-26 we will **attract and retain talented people** by:

- ▶ Enhancing equity and diversity at every level of every team
- ▶ Creating a flexible, agile, safe working environment
- ▶ Providing personal development for every staff member
- ▶ Focusing on health and wellbeing



Financial capacity determines what we can achieve, and how long it will take us to achieve it.

In 2021-26 we will secure our **financial future** by:

- ▶ Reducing operating costs
- ▶ Increasing surplus
- ▶ Sustaining quality
- ▶ Increasing efficiency through smart technology

STRONG FOUNDATIONS





Poplar has a proud history as a place of change and of change-makers.

HOW WILL WE ACHIEVE OUR OBJECTIVES?

Operational Priorities

Housing &

- ▶ Improve and maintain homes
- ▶ Smart technology to improve access to and delivery of services
- ▶ Effectively manage leases and tenancy agreements

Regeneration

- ▶ Build quality homes
- ▶ Deliver commitments to residents: Aberfeldy, Crisp Street and Teviot
- ▶ Social, economic, cultural and environmental regeneration

Community

- ▶ Initiatives to improve health and wellbeing
- ▶ Co-designed services to inspire and support young people
- ▶ Support into work and training

Association

- ▶ Responsible, accountable and community-led governance
- ▶ Prudently manage finances
- ▶ Take sustainable decisions
- ▶ Comply with statutory and regulatory responsibilities



KEY PERFORMANCE INDICATORS 2021-22



Housing

- ▶ No new rent arrears legal proceedings in the year
- ▶ 3 new ways for residents to influence services
- ▶ 5,000 MyHARCA self-service accounts



Communities & Neighbourhoods

- ▶ Support twenty 18-24 year olds into paid work placements through the Kickstart Programme
- ▶ Create positive pathways for 50 young people to move away from violence
- ▶ Develop a food and climate change programme for Poplar providing sustainable and low cost food for local residents



Development

- ▶ Start on site at Chrisp Street
- ▶ Submit a detailed planning application for Aberfeldy West Phase A and an outline application for the remainder
- ▶ Appoint a master planning team and complete a pre-application planning process for Teviot



Corporate Services

- ▶ 3 technological innovations that help us work more efficiently
- ▶ Test resident satisfaction
- ▶ Real-time performance reporting on our public website
- ▶ 3 initiatives to support staff in new ways of working



Technical

- ▶ Develop a carbon management and sustainability strategy
- ▶ Procure and commence implementation phase of an asset management software system



Finance

- ▶ Poplar Works achieves expectations - financial and delivering the social value for local people
- ▶ Outperform the 2021/22 budget (measured by interest cover)
- ▶ Maintain BAA1 stable outlook



Our community is at the heart of every decision we make.



POPLAR **HARCA**

poplarharca.co.uk