



INTRODUCTION:

# OUR COMMUNITY IS MADE UP OF INDIVIDUALS, EACH WITH A UNIQUE IDENTITY.

Individuals of all ages, ethnicities, abilities, faiths and beliefs, sexual orientations, gender identities, parental and caring responsibilities, socio-economic and educational backgrounds.





The benefits of a diverse, equitable community and workplace are well-researched and overwhelmingly evidenced. A diverse and equitable Poplar HARCA benefits our community because more diverse teams...



**Better represent  
our community**



**Enable varied &  
innovative thinking**



**Make decisions with  
fewer blind spots**



VISION:

**EVERYONE  
BENEFITS FROM  
OUR PURPOSE.  
EVERYONE HAS  
POTENTIAL.  
EVERYONE HAS  
A CONTRIBUTION  
TO MAKE.**



## VALUES:

These confirm how we will prioritise projects and initiatives.

# ACCESS

Knowledge and understanding of individual needs drives change.

# CULTURE

Open, respectful and transparent; everyone can be authentic.

# REPRESENTATION

Diverse teams taking better decisions, delivering better results and being better engaged.



# STRATEGY OUTCOMES

- ▶ **Multivariate & Intersectional:** Advance diverse talent into executive, management, technical and board roles
- ▶ **Leadership:** All leaders across the organisation champion and take action
- ▶ **Openness:** A culture of belonging
- ▶ **Informed Decisions:** The right information, at the right time, available to all
- ▶ **Lessons:** Build on learning from successes and failures



# STRATEGY PRINCIPLES

- ▶ Everyone is at the heart of our commitment
- ▶ Enabling equality of opportunity through fair and transparent policies and procedures
- ▶ Actively identifying and addressing discriminatory behaviour
- ▶ Establishing norms for open, welcoming behaviour
- ▶ Unequivocal support for multivariate diversity: all employees can bring their whole selves to work

**This list is a snapshot of overarching issues.**

It is not exhaustive. It offers insight into the complexity of our operating environment:

- ▶ Building confidence and trust
- ▶ Competing priorities: budget, time, headspace
- ▶ Evidencing RoI
- ▶ Evidencing VfM
- ▶ Expectations
- ▶ Habits, current processes, unconscious biases
- ▶ Respecting Privacy
- ▶ Silos
- ▶ Tokenism
- ▶ Using data meaningfully
- ▶ What's going on day-to-day

# CREATING OPPORTUNITIES. TOGETHER.

Our 2021-26 strategic plan sets out our Purpose: Creating opportunities together, that realise **community potential**, through **exceptional homes** and **thriving places**, with **social justice** at our core.

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Our residents voted us into existence over 20 years ago. 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.

Success is the result of our community's efforts, involvement and motivation.

Every voice is important. We value ideas, challenge and questions from every source. Diversity of thought strengthens the decisions we take.

EDI in the workplace means our people know they are valued and listened to; can bring their whole true selves to work; and can take advantage of opportunities to develop and succeed.

WHAT STAFF TELL US:

**“Our diverse community is our strength. We live, work and play together. We learn from others and they from us, celebrating the great things we all have to offer.”**

**“Our new 5 year plan focusses on having social justice at our core which means our purpose, our vision, our ambitions are with and for the community we serve.”**

**“Our aim is to embed EDI across everything that we do so it is second nature to us and its benefits are demonstrated through our successes.”**

**“Our organisation cannot continue to grow if everyone within it thinks the same, acts the same and has the same interests.”**



WHO WE ARE:

# OUR PROFILE 2021

## Gender

### Senior Management:



25% of senior managers are women

### Board Members:



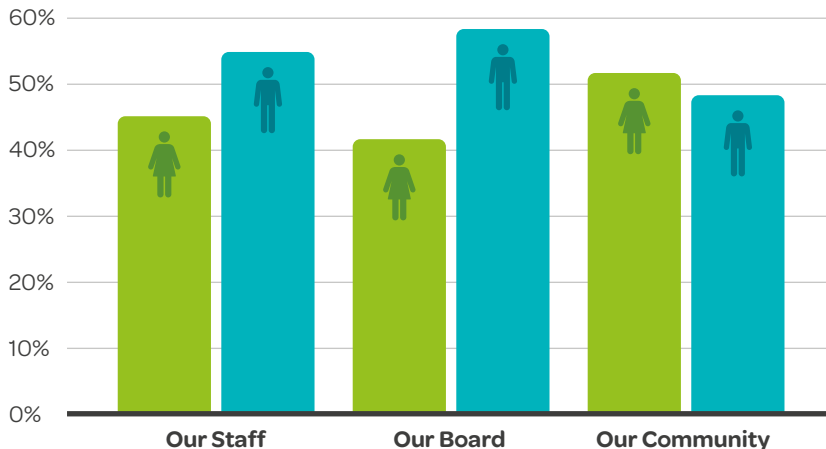
5 out of 12 Board Members are women

### Gender Pay Gap:



When comparing average earnings, men earn 13% more

### How We Compare:



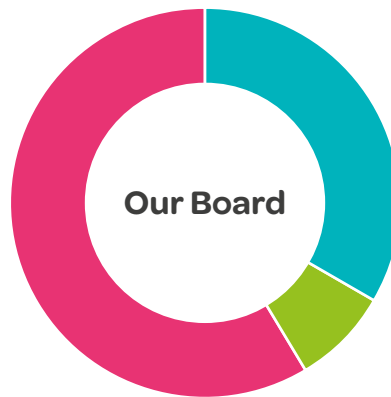
### Promotions:



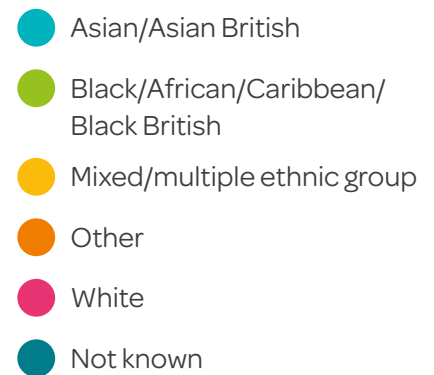
72% of promotions last year were women

# Ethnicity

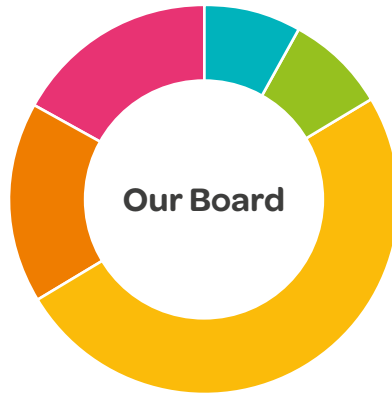
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- ▶ Despite 16% of our workforce having Bangladeshi ethnicity, they are still under-represented when compared to our local community.
- ▶ 17% of senior managers are Asian.
- ▶ 25% of our senior staff are Black, Asian or minority ethnic.
- ▶ 62% of promotions last year were Black, Asian and minority ethnic staff



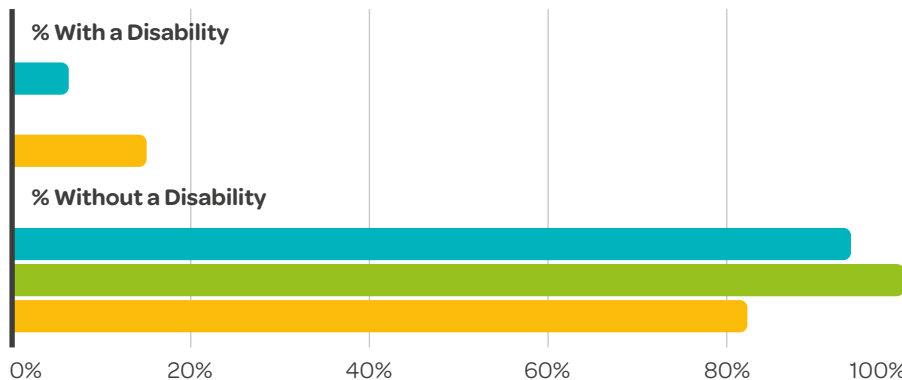
# Age



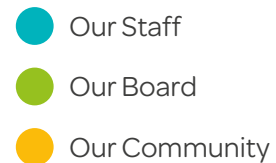
We largely have a younger workforce when compared to the local community, the largest variance being in those aged between 25 – 34



# Disability



We have an under-representation of people with disabilities on our workforce and on our Board





WHAT WE'RE DOING:

# INFORMED DECISIONS

- ▶ Analyse and report community and service user demographic data
- ▶ Analyse and report workforce demographic data
- ▶ Analyse contacts
- ▶ Analyse remuneration comparators
- ▶ Benchmark performance data
- ▶ Impact assess policies

# OPENNESS

- ▶ Communicate findings: website, newsletters, briefings
- ▶ Listening Campaigns, Staff Surveys, Resident Surveys, focus groups and consultations
- ▶ Partner with local contractors, and community organisations
- ▶ Regular reporting to Board, Committees and residents
- ▶ Robust resident-driven governance
- ▶ Variety of recruitment channels

# LEADERSHIP

- ▶ 2021-26 Corporate Strategic Plan, Creating Opportunities. Together.
- ▶ GROW – framework for developing and managing our workforce
- ▶ Housing Diversity Network Mentoring Programme
- ▶ Leadership Development
- ▶ Succession Planning
- ▶ Training and personal development



# Informed Decisions

| Action   | Aim   | Lead  | Milestone  | Progress   |
|--|---|-------|------------|--|
| Use insights from workforce conversations                              | Respond to what staff have told us  | PaD   | On-going   | <ul style="list-style-type: none"> <li>▶ New Staff Executive terms of reference will explicitly include EDI.</li> <li>▶ Half-way through The Listening Campaign, findings from which will help inform the relaunch of our Staff Executive</li> </ul>   |
| Collect and collate resident and service user demographic data         | Understand how residents feel, what they care most about, and how they want us to work          | BS    | On-going   | <ul style="list-style-type: none"> <li>▶ Currently collating annual diversity monitoring report for Poplar HARCA Board.</li> <li>▶ All-resident survey in September, report to March Board</li> <li>▶ Community Listening Campaigns, service satisfaction surveys, door knocks, complaints analysis, regen ballots, consultations, focus groups, Estate Boards, Gatherings and Joint Estate Panel continue to contribute intelligence</li> </ul> |
| Collect and collate staff demographic data                             | Create a baseline against which to monitor strategy progress                                    | BS    | On-going   | <ul style="list-style-type: none"> <li>▶ Reported to FGP and Poplar HARCA Board each quarter</li> </ul>  |
| Use insights from resident and service user data, and open source data | Respond to what residents and service users have told us, and identify emerging community needs | BS    | On-going   | <ul style="list-style-type: none"> <li>▶ Intelligence informs service design, policy development, and strategic decisions e.g. regeneration, CaN</li> </ul>  |
| Review and develop the process for carrying out Impact Assessments     | Ensure we understand the impact groups may experience   | BS    | March 2022 |  |
| Share Impact Assessments with staff on our intranet                    | Ensure transparency and opportunity to engage   | Comms | April 2022 |  |
| Benchmark performance against peer organisations                       | Identify best practice  | BS    | On-going   | <ul style="list-style-type: none"> <li>▶ THHF will be approached to add KPIs to Benchmark sub-group reporting</li> </ul>   |

## ROADMAP 2021/22:

# Openness

| Action  | Aim   | Lead  | Milestone | Progress   |
|---|---|-------|-----------|--|
| Talk to our workforce   | Understand how staff feel, what they care most about, and how they want us to respond | PaD   | On-going  | <ul style="list-style-type: none"> <li>▶ New Staff Executive terms of reference will explicitly include EDI.</li> <li>▶ We're half way through The Listening Campaign, findings from which will help inform the relaunch of our Staff Exec.</li> <li>▶ Making time and resource available for grass roots networking groups to bring together staff-led groups. Feedback from groups to be brought together by Staff Executive, and considered by SLG, ADs and CMT.</li> </ul> |
| Engage with residents and service users to understand barriers to access. | Supplement quantitative with qualitative data   | BS    | On-going  | <ul style="list-style-type: none"> <li>▶ Identifying useful open source data.</li> <li>▶ Touch -point surveys</li> <li>▶ All-resident survey in September, report to March Board</li> <li>▶ Community Listening Campaigns, service satisfaction surveys, door knocks, complaints analysis, regen ballots, consultations, focus groups, Estate Boards, Gatherings and Joint Estate Panel continue to contribute intelligence</li> </ul>   |
| Share insights through regular communications                             | Reinforce messages, learning and commitment to progress                               | Comms | On-going  | <ul style="list-style-type: none"> <li>▶ Assigned Comms Project Manager for EDI communications</li> <li>▶ Review of internal comms channels by April 2022</li> <li>▶ Gender pay gap information on website</li> <li>▶ Other pay comparators will be published after reported to Board in September 2021</li> </ul>   |

## ROADMAP 2021/22:

# Leadership

| Action   | Aim   | Lead              | Milestone    | Progress   |
|--|---|-------------------|--------------|--|
| Build Staff Executive, managers, SLG, ADs and CMT EDI capacity               | Ensure that leadership has a shared EDI understanding and purpose         | PaD               | April 2022   | ▶ Targeted training to be rolled-out in 2022/23  |
| Enhance Board EDI capacity   | Ensure that leadership has shared EDI understanding and purpose           | Company Secretary | April 2022   | ▶ Targeted training to be rolled-out in 2022/23  |
| Train a pool of in-house coaches   | To be available to all staff to provide personal development support      | PaD               | April 2022   | ▶ All managers trained in coaching methodology<br>▶ Targeted training for interested staff across the organisation to be rolled-out in 2022/23 |
| All staff to participate in at least one full day of EDI activities per year | Ensure a shared EDI understanding and purpose                             | PaD               | Annual       | ▶ 2022/23 all-staff training programme includes:<br>▶ anti-discrimination<br>▶ active bystander<br>▶ unconscious bias                          |
| Develop existing and create new equality, diversity and inclusion learning   | Opportunities to engage in development of knowledge and awareness raising | Comms             | April 2022   | ▶ Assigned Comms Project Manager for EDI communications  |
| Calendar of awareness-raising events and messaging                           | Celebrate multivariate and intersectional diversity                       | Comms             | January 2022 | ▶ Assigned Comms Project Manager for EDI communications  |

## ROADMAP 2021/22:

# People Development

| Action   | Aim   | Lead | Milestone  | Progress  |
|--|---|------|------------|---|
| Adapt people management skills for a changing workplace                        | Attract and retain diverse talent                             | PaD  | On-going   | <ul style="list-style-type: none"> <li>▶ GROW framework supports managers to engage with, inspire and develop team</li> <li>▶ All managers trained in coaching methodology</li> <li>▶ Targeted training for staff managers to be rolled-out in 2022/23</li> <li>▶ Management skills enhancement programme in July 2021</li> </ul> |
| Identify succession pathways across the business, and mitigate access barriers | Open and transparent career opportunities across the business | PaD  | On-going   | <ul style="list-style-type: none"> <li>▶ Board has received report on senior succession plan</li> <li>▶ Facilitated review of what senior roles/ structure looks like in other sectors</li> </ul>   |
| Review current, and explore alternative, recruitment channels                  | Attract diverse talent  | PaD  | April 2022 |   |
| Actively support personal development  | Expand diversity of job-ready talent pool                     | PaD  | On-going   | <ul style="list-style-type: none"> <li>▶ GROW framework supports managers to have development conversations with all staff</li> <li>▶ Review themes from development conversations to identify adverse trends</li> <li>▶ Grassroot networks to identify targeted development needs</li> </ul>                                     |

# Suppliers

| Action   | Aim                    | Lead | Milestone | Progress   |
|--|------------------------|------|-----------|--|
| Explore local, regional and national suppliers to partner with | Diversify supply chain | All  | On-going  | <ul style="list-style-type: none"> <li>▶ 18 local SME repairs contractors employed</li> <li>▶ CaN projects delivered with local community organisations</li> <li>▶ Support for local traders</li> <li>▶ Social value scored indicator for tenders</li> <li>▶ Local affordable workspace offer e.g. Poplar Works</li> <li>▶ Developing a business directory of local suppliers</li> </ul> |

POPLAR **HARCA**

[poplarharca.co.uk](http://poplarharca.co.uk)

