

Title	JEP Meeting Summary – 30/10/25		
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Report to	Services Committee		
Status	Information		
Date	10/11/25		
Presented to	☐ A&R Com ☐ F&I Com ☐ Poplar Board ☐ RemCom ☒ Services Com	☐ CaN Trust Board ☐ PHDev Board ☐ PHP Board	☐ Estate Boards ☒ JEP ☐ YEB ☒ CMT ☐ H&S Com ☐ SLT
Risk Appetite			
Risk Ref			
Strategic Plan	☒ Service Satisfaction ☐ Committed Workforce	☐ Successful Places ☒ Strong Foundations	
ToR			
Value for Money			

1. Introduction

- 1.1 This report provides a summary of the JEP meeting held on 30/10/25. There were two main topics of discussion at the October JEP meeting, namely, Poplar HARCA's Draft Corporate Strategic Plan (CSP) - 2026 to 2031 and feedback from the Behaviours Framework Workshop.

2. Recommendation

- 2.1 Members are recommended to note the contents of the report for information purposes.

3. Background and Context

3.1 Poplar HARCA's Draft Corporate Strategic Plan (CSP) - 2026 to 2031

3.2 Nazmul Ahmed (Director of Corporate Services) delivered a presentation to the JEP on Poplar HARCA's Draft Corporate Strategic Plan, which is summarised as follows: -

3.3 Nazmul advised the group that Poplar HARCA's Corporate Strategic Plan (CSP) is a product of bold hopes and frank feedback. Community, staff, and board members told us what matters and what needs to change. Poplar HARCA listened and the CSP is the result.

3.4 What we do and why we do it:

3.5 Poplar HARCA is a community-led engine for change in East London. We provide safe, affordable homes but also deliver essential services, unlock opportunities, and help shape places, Neighbourhoods where people connect, belong, and call home.

3.6 We're here to build resilience as a lived reality. A future where every resident has a safe home, a voice that counts, and feels included in opportunities.

3.7 Our ambitions for the next 5 years:

3.8 **Service Satisfaction** - Service Satisfaction means delivering on promises, listening with intent, acting with integrity.

3.9 **Empowered residents:** Putting residents in the driving seat, shaping and co-designing services, governance, and investment decisions. We'll shift power, not just consult.

3.10 Feedback into action: We'll turn feedback into action: closing the loop by showing residents how their voices drive change, improvement, and impact.

3.11 **Inclusive, empowered communities:** We will be the UK's most inclusive place to live. Anti-racist; every woman safe, every day; a listened-to youth voice; and digital inclusion are non-negotiables.

3.12 **Community wealth-building:** Enabling local economic growth that benefits residents directly, keeping value rooted in our neighbourhoods. We'll invest in opportunities that promote wellbeing, open pathways to jobs and training, and empower young people to shape their futures.

3.13 **Successful Places** - Successful Places means creating places of pride, equity, and sustained opportunity.

3.14 **Homes that set the standard:** Everyone should have a home that's warm, safe, and genuinely affordable. We'll build, buy, and maintain high-quality homes across all tenures, reducing overcrowding, and meeting net-zero carbon standards.

3.15 **Community-led regeneration:** Proving that transformation strengthens community power, protects affordability, and preserves identity. Residents are not just included; they lead the change.

- 3.16 **Connected, thriving neighbourhoods:** Creating complete and connected places where education, health, work, green space and transport are within easy reach. We'll embed wellbeing, safety, and community infrastructure into the social and physical fabric of our places.
- 3.17 **Regenerate for the future:** Delivering sustainable homes, retrofitting existing, and investing in green, resilient infrastructure. In effect, developing vibrant neighbourhoods for generations to come.
- 3.18 **Strong Foundations** - Strong Foundations means smart finance, purposeful people, and governance that enables bold decisions.
- 3.19 **Catalyst for the sector:** Sharing what works. Testing bold ideas to model nationally and internationally so others can replicate our success. Building Poplar HARCA's reputation as a benchmark – bold, credible, and always community-first.
- 3.20 **Leading with integrity:** Strengthened governance, diverse and reflective leadership, and a workforce that mirrors and champions our community.
- 3.21 **Stronger together:** Delivering growth by working with partners who share our purpose, amplifying community power, and bringing new opportunities to our community.
- 3.22 **Every pound counts:** Making smart, ethical financial choices that protect affordability, unlock investment, and deliver the greatest value for our residents and community.
- 3.23 **2026: Year 1 priorities** - These priorities will inform our 2026 annual service plan: -
- 3.24 **Service Satisfaction:**
- 3 x service redesigns co-delivered with residents
 - Performance data available to more residents more often
 - Property MOTs and Internet of Things offered in all tenants' homes
 - Increase in the diversity and number of residents benefiting from wellbeing, employment, and community opportunities
- 3.25 **Successful Places:**
- Meaningful regeneration progress
 - Community-informed transport strategy
- 3.26 **Strong Foundations:**
- Staff-informed professional development framework
 - Reduction in the average per-home cost by at least 10%
 - Increase in the diversity and number of residents involved in governance
- 3.27 Resident satisfaction and engagement are at the heart of our Corporate Strategic Plan. Quality safe homes make a positive difference to our resident's lives. Poplar HARCA is leading the way when it comes to resident's voice. The group advised that communication and value for money should be in key themes.

3.28 Ideas/Suggestions from the JEP in relation to the draft CSP: -

- Ensuring that Poplar HARCA does not lose its focus.
- Continue to treat residents with empathy.
- Improve communication with residents – in particular with regard to follow up repairs that are required.
- Deliver on promises & see projects through to the end – e.g. The Great Green Estates Project.
- Maintain/increase Poplar HARCA Officer accessibility for residents.

3.29 The JEP were advised of the following initiatives / changes that will feed into the CSP: -

- A 'Neighbourhood Model' is being developed, which will ensure a point (s) of contact across all of our services for residents.
- As part of a new 'Connect & Inspect' initiative, Senior Service Managers will be door knocking residents across all of our Estates over time. The next Estate to be part of this initiative is the Lansbury West Estate.
- A new 'Neighbour Action Plan' is being developed for our website.

4.0 Behaviours Framework Workshop - Feedback

4.1 Nazmul Ahmed (Director of Corporate Services) delivered feedback/findings to the group in relation to the behaviours Framework Workshop (resident voice, shaping behaviours) that was run at the July 2025 JEP meeting and what role the JEP will have in implementing the same. A summary of the feedback/findings was as follows: -

4.2 **Context of the Behaviours Framework: -**

- Born out of the Grenfell Tragedy
- Part of the Govt's White Paper 2020
- Social Housing Regulation Act 2023
- Professionalisation of the Housing sector
- Competency and Conduct Standard due to come in from Autumn 2026
- A behaviours framework that embeds what Poplar HARCA expect from everyone
- Ultimately, to deliver the vision for our residents

4.3 Resident Themes – JEP's feedback from the Behaviour's Framework Workshop (July 2025) to what is considered the most important behaviours/qualities is summarised as follows: -

- Empathy - Empathic, personal, understanding others' perspectives
- Respect - Respectful, understanding, treating others with dignity
- Inclusivity - Inclusive, non-judgemental, embracing diversity and equality
- Responsibility - Taking ownership (right or wrong), completion, following through, doing what is necessary
- Flexibility - Adaptable, willingness to change, open to new ideas
- Honesty - Honesty, integrity, openness about not knowing, transparency
- Realism - Being realistic, practical, grounded
- Initiative - Taking initiative, willingness to take risks
- Open Communication - Clear, open communication, transparency
- Listening - Listening to what is said, valuing others' input
- Positivity - Positive attitude, encouraging others

- Patience - Patient, encouraging
- Preparedness to Learn - Prepared to learn, open to new knowledge
- Professionalism - Professional behaviour, maintaining standards
- Approachability - Being approachable, easy to talk to
- Assertiveness - Assertive, able to express oneself confidently
- Motivation - Motivated, driven
- Diversity & Equality - Valuing diversity, promoting equality
- Transparency - Being transparent, open about actions and decisions
- Completion - Seeing things through to completion
- Encouragement - Encouraging others, supporting growth

4.4 Our Behaviours Framework encompasses the following key objectives: -

- Resident focused
- Accountable
- Resilient
- Innovative
- Outcome focused

Leadership:

- Empowering and developing talent
- Setting direction and leading change

4.5 Why is the Behaviours Framework Important?

- Describes what residents can expect from us, driving accountability
- It's a shared vision of our attitudes, values and behaviours
- It defines, improves and strengthens our culture
- Sets a standard across staff, partners, volunteers
- Setting out how we will deliver our vision, and continue to deliver

4.6 What's Next for the Behaviours Framework?

- Set them out in our next 5 years of *Creating more Opportunities, Together* vision.
- Embed them in our recruitment and onboarding process
- Strengthened them through our staff, management and leadership development programme
- Continuous culture of awareness, celebration, learning and improvement
- Share insights, trends and feedback with staff and residents
- Learn from complaints about staff conduct, and invite feedback
- Explore ways in which residents can play a part (a session on resident focused)
- Develop training, guidance and tools for staff and managers
- Integrate into performance, development & recruitment/onboarding processes.
- Assess staff performance

4.7 Poplar HARCA is exploring ways to feedback on meeting the Behaviours Framework values. This could form part of the Quarterly Performance Report. As part of future engagement, this could include an annual review of the Behaviours Framework.