

Title	JEP Meeting Summary – 31/7/25		
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Report to	Services Committee		
Status	Information		
Date	14/8/25		
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 31/7/25.

2. Recommendation

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

3. Background and Context

3.1 Behaviours Framework Workshop – Richard Waddell (Boyden Consultancy)

3.2 The Behaviours Framework Workshop was the main discussion item at the JEP meeting on 31/7/25, which is summarised as follows:-

3.3 Ellis Goodall (Deputy Director, People & OD) opened this discussion item by explaining that as part of the Regulator's professionalisation drive of the Housing Sector, the Government has just approved the implementation of a Conduct and Competency Standard for the sector. Launching in October 2026, all Housing Associations will be required to demonstrate a clear approach to developing and maintaining the skills, knowledge and experience of staff who are involved in the delivery of Housing and Compliance services to residents. In addition, each Housing Association will also be required to embed an appropriate Code of Conduct for staff and demonstrate that their code has been communicated to staff and consistently applied across their organisation.

3.4 The JEP were advised that one of the first actions being taken to ensure Poplar HARCA is compliant with the Standard is to design a Behaviours Framework for staff, which will meet our code of conduct obligations.

3.5 It was explained that, so far, we have met with groups of staff, managers, and leaders to workshop what those behaviours might look like. The brief Staff were given was to decide upon a set of behaviours, which really aligned with Poplar HARCA's shared values and purpose, and which, once in place, would ensure that our customers are listened to, treated with respect and dignity, and that they receive a consistently professional service.

3.6 To ensure that residents are part of this important organisational initiative, Ellis introduced Richard Waddell (Boyden Consultancy) to the JEP to proceed with facilitating a similar Shaping The Future: Developing Behaviours workshop with the group. A summary of the workshop/outcomes is as follows:-

3.7 Poplar HARCA's Purpose:

- Creating opportunities together that realise community potential through exceptional homes and thriving places, with social justice at our core.
- Crucial to meeting our purpose is how we behave – i.e. the way we act, speak and interact with others - residents, colleagues and partners - every day at work.

3.8 The process involved in shaping the Behaviours Framework will be to:-

- Facilitate 3 x staff workshops
- Involve residents in the process (JEP)
- Analyse workshop outputs
- Carry out further research
- Draft the behaviours, refine and sign off the final Behaviours Framework Document
- Put the framework in use

3.9 Resident Impact – Workshop Activity 1

The JEP were split into groups and tasked with discussing/writing down the behaviours they see as critical for Poplar HARCA staff to deliver great outcomes and create a positive impact for residents.

Resident Impact – Workshop Activity 2

Working as one group, the JEP were tasked with combining any behaviours that were similar or overlap and then to prioritise their final list, with the most critical/important behaviours at the top.

3.10 The workshop activity outcomes that the JEP confirmed as the most important behaviours/qualities were 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** – Being 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

3.11 The JEP thanked Richard Waddell for delivering such an informative and enjoyable Behaviours Framework workshop. Following on from the workshop the JEP enquired:-

- What the next steps will be and requested feedback
- As to how the JEP is going to be involved in the Behaviours Framework going forward
- Are behaviours/values part of Poplar HARCA's staff appraisal process?