



Community Wealth Building: Our Roadmap 2024-2026



Contents

FOREWORD	03
IMPACT SO FAR	04
INTRODUCTION	06
OUR VISION AND MISSION	08
OUR STRATEGY	10
OBJECTIVES (2024-2026)	12
IMPLEMENTATION	18
WHAT GOOD LOOKS LIKE	19



Above Resident Shahina stands by her tile on the 40ft Carpenters Community Mural

Foreword



Over the past decade Newham has seen significant investment in major projects that have created new jobs, new homes and new opportunities for its residents. However, this growth has been unequal and the borough continues to face multiple socio-economic challenges. For instance, 35% of Newham households earn less than 60% of the UK average*.

In response, Newham Council's corporate charter, 'Building a Fairer Newham' sets out a clear plan for tackling the issues and as a Council owned company we fully support this strategy.

Community Wealth Building is in Populo's DNA, for every £1 invested in building new homes we calculate that Newham Council will receive £3 in return. This funding supports core services and means that current and future generations of Newham residents will benefit.

Furthermore, the new affordable homes we build already provide a direct benefit to our residents via discounted rents. In themselves the new homes and financial returns we provide could be considered significant Community Wealth Building benefits however we consider this is only part of the story.

We believe the scale of investment in Populo must drive additional social value and benefits for our borough and local residents. We are already delivering social value through our project pipeline and our Community Wealth Building Roadmap sets out our mission and strategic objectives for the next 2 years.

It is a clear commitment from us to ensure that Community Wealth Building principles and initiatives continue to positively impact our residents.

Michael Holland, Deputy CEO

* Info obtained from 2021/22 Trust for London statistics

Impact so far

251

affordable
homes built



1000

hours of
community
activity

1300

- planning secured
for new affordable
homes



795

homes
managed
in total

A/B

Average
EPC Rating



£3.6m

social value benefit
realised (2023/24)



£325m

total investment
in Newham
so far



25%

of workers are
Newham residents
with over 700 weeks
of apprenticeships
created to date



Introduction

A prosperous, inclusive economy where local people can get good jobs and achieve their aspirations is a key priority for Populo Living. The Community Wealth Building Strategy launched by our Shareholder, Newham Council in 2019 is underpinned by the principles of economic, social and environmental justice; so that longterm prosperity, wellbeing and fairness for all residents in the borough is achieved.

As well as attracting growth and investment into the borough, the Council's Community Wealth Building Strategy together with the new corporate strategy 'Building a fairer Newham' will help unleash the potential of residents, businesses and the voluntary sector because they are the source of wealth and talent.



We believe that a prosperous, inclusive economy where local people can get a good job and achieve their full potential is possible. Our Community Wealth Building Roadmap is aligned with the strategic objectives and priorities of Newham Council and seeks to ensure the best future for our residents.

The purpose of this document is to set clear community wealth building objectives for our organisation and to support the implementation of the key principles across our business. It will be used to raise awareness of this strategic approach to our partners, local business and communities and promote best practice among stakeholders.

Images: Alice Billing
Connects at The Dovetail



Our Vision and Mission

“OUR MISSION IS DELIVERING QUALITY AND AFFORDABLE HOUSING TO NEWHAM RESIDENTS, REDUCING INEQUALITY AND BUILDING EQUITY WITHIN COMMUNITIES.”

At Populo, our vision is to be a driving force in fostering inclusive economic growth, environmental stewardship, and community resilience in the London Borough of Newham. We are committed to not only building high-quality homes but also enhancing the lives of Newham residents through strategic community wealth building initiatives.

Through collaboration, innovation, and social responsibility, we are dedicated to achieving a tangible and transformative impact on our business, community, and beyond.

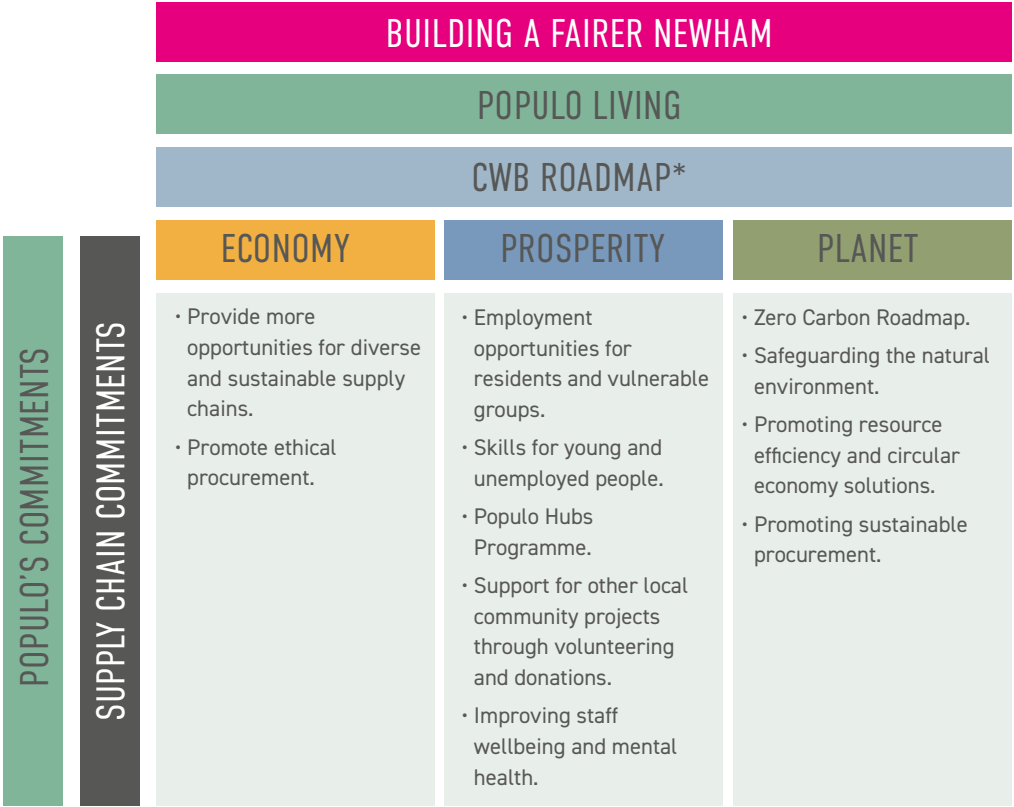
Our vision is to pave the way for a more prosperous, inclusive, and sustainable future for Newham and its residents.

OUR STRATEGIC OBJECTIVES:

1. BUILD QUALITY AFFORDABLE HOMES.
2. BUILD FINANCIAL RESILIENCE OF OUR RESIDENTS.
3. CREATE OPPORTUNITIES FOR JOBS AND TRAINING.
4. PRIORITISE THE EFFICIENT USE OF RESOURCES.



Our Strategy



We are committed to ensuring this CWB* Roadmap is aligned with our Shareholder values and strategic business objectives. As such we will ensure all staff fully understand the CWB priorities and how these relate to specific roles across the business and our commitments.

* Community Wealth Building (CWB)



Images:
The Annual Young
Designers Programme



Objectives

- 1 Economy** - Boosting growth within the local economy is integral to creating inclusive economic growth which works for local people, supports their wellbeing and their financial security. We want to promote inclusive economic growth locally from building affordable homes to buying locally.

OBJECTIVE

ACTION

TARGET OUTCOME

Support the development of ten local SME/VCSE by implementing business support initiatives focused on improving skills and knowledge.

We will deliver 500 voluntary and expert advice hours to support SME/VCSE and provide 50 free use hours of community space across Populo projects.

Increased resilience demonstrated by the skills and knowledge gained and applied to relevant business and associated initiatives.

Increase social value creation by 15% across our supply chain.

As part of our corporate procurements, we will capture and share data on local needs with suppliers, and identify best practice. We will embed social value within performance management of suppliers.

Increased social value by at least 15% by end of Y1 measured via the Social Value Portal. Suppliers held accountable and responsible through performance management for delivering committed social value.

Increase our use of local suppliers by 15%.

We will prioritise buying across all our corporate operations and maximise value creation through our supply chain.

Increased support for local businesses and social impact demonstrated by increase use of local suppliers and spend.

ALIGNMENT WITH STRATEGIC OBJECTIVES

London Legacy Development Corporation Local Plan (2020-2036) SP1 Building a Strong and Diverse Economy.

Corporate Plan Priority 2 Newham's Inclusive Economy.

Populo Business Plan Objective 3 and 4.



Image: Afro-Caribbean
Hair Workshop

Objectives

2 Prosperity - A key component of delivering prosperity and reducing inequalities relates to the workforce, and supporting employment and skills opportunities, apprenticeships, and work experience. Together this will help build healthier, safer and more resilient communities.

OBJECTIVE	ACTION	TARGET OUTCOME
Supporting the creation of an initial 20 jobs for local youth and disadvantaged individuals by partnering with community organisations and anchor institutions.	We will aim to reach 50 young people and provide employability and careers support. Host two 1-week work experience programmes working alongside local schools and colleges including one placement through the Women into Construction programme.	Employment opportunities for at least 20 local, young and disadvantaged people by end of Y2 of this strategy delivery period. The ratio will be reviewed and increased as we move forward.
Support the employment and upskilling of Newham residents.	We will work with Newham Council to launch the 'Populo Hubs' event providing support and advice relating to employability and financial support. We will work with local charity and voluntary organisations to promote opportunities for employment and skills.	Employment opportunities for at least 20 local residents by end of Y2 of this strategy delivery period. The ratio will be reviewed and increased as we move forward.
Improve Populo employee wellbeing.	Introduce bi-annual staff surveys and formalise staff volunteering (2 days paid), for initiatives aligned with Community Wealth Building themes.	Feedback from staff survey and assess improvements within 6-months period. Increased volunteering and participation across company.

ALIGNMENT WITH STRATEGIC OBJECTIVES

London Legacy
Development

Corporation Local Plan
(2020- 2036) SP1 Building
a Strong and Diverse
Economy.

Corporate Plan Priority
6 Supporting our young
people.

Newham Health and
Wellbeing Strategy
2020-23.

Populo Business Plan
Objective 3 and 5.



Objectives

3 Planet - It is important that we help build and establish low-carbon neighbourhoods for this generation and the next, in line with London Borough of Newhams Just Transition Plan we aim to become Zero Carbon by 2030.

OBJECTIVE	ACTION	TARGET OUTCOME
Safeguard the natural environment in all that we do in alignment with our Zero Carbon Roadmap.	We commit to minimise carbon emissions and require all our supply chain partners to demonstrate a commitment to minimise carbon emissions.	Reduced carbon emissions through our commitment and requirement for the same from supply chain partners as set out in our Zero Carbon Roadmap.
Implement and champion sustainable procurement practices within the organisation.	Regularly review and assess targets and objectives outlined in our Zero Carbon Roadmap, closely monitoring progress to ensure effective implementation and continuous advancement toward a sustainable, zero-carbon future.	Continuous advancement toward a sustainable, zero-carbon future by 2030.
Increase internal and supply chain capacity, expertise, and knowledge through focused professional development initiatives.	Undertake up-to-date sustainability training for all staff and require all suppliers to demonstrate climate change and carbon reduction training for all staff.	Enhanced sustainability awareness through all staff and suppliers
Prioritise innovative ideas and pilot projects around retrofit and tackling challenges around carbon emission and housing crisis.	As part of the commitment for decarbonisation and retrofit, we will lead a pilot project to identify the solutions for decreasing carbon emission and dealing with housing crisis in Newham.	Delivery of a successful retrofit pilot scheme and wider implementation of solutions identified.



Image: Gardening Club

ALIGNMENT WITH STRATEGIC OBJECTIVES

Corporate Plan Priority 3
YourNeighbourhood.

Populo Business Plan
Objective 3 and Zero Carbon
Roadmap.

Implementation

4 In order to deliver our Community Wealth Building roadmap over the initial 2-year phase and realise our investment potential within the London Borough of Newham, there are some key implementation actions required to get started.

OBJECTIVE	ACTION	OUTCOME
Define our priority outcomes based on local needs assessment and prioritise joint working with Newham Council.	Undertake local needs assessment and refine corporate social value measurement (TOMS) to align with strategic objectives.	Communicate with our shareholder and key stakeholders to ensure they fully understand our priority outcomes to buy-into our vision and identify opportunities for collaboration, especially regarding procurement.
Establish a defined governance structure around Community Wealth Building.	Elect community wealth building champions from across business units and internally publish CWB governance structural and create resource bank to be accessible across the business.	Establish CWB working group to help deliver outcomes across business units.

ALIGNMENT WITH STRATEGIC OBJECTIVES

Corporate Plan Priority 3
Your Neighbourhood.

Populo Business Plan
Objective 3 and Zero Carbon
Roadmap.

OBJECTIVE

Ensure CWB is embedded within Populo culture. Increase visibility and importance of CWB internally and externally.

ACTION

Ensure training is provided to all staff across the business and is made part of appraisal process.

OUTCOME

Ensure contribution to CWB outcomes are made compulsory as part of performance appraisal process. Ensure data capture using SVP system to support and evidence CWB activity across the business to enable annual reporting.

Launch Populo CWB Awards to highlight both internal and external teams that help meet and exceed CWB corporate targets and individuals who make great contributions to delivering corporate targets.

What Good looks like

In envisioning the outcomes of our **strategic objectives** over the next two years, we paint a picture of a thriving organisation deeply integrated within its community, driving positive change and sustainability. Through the successful implementation of our objectives as set out within this CWB Roadmap, we anticipate the following impacts:

1 **Supporting Inclusive Economic Growth in Newham**

By supporting the development of local SMEs and VCSEs, we will play a pivotal role in fostering economic growth and resilience within our community. Through tailored business support initiatives focused on improving skills and knowledge, these enterprises will emerge stronger, contributing to job creation and enhanced economic vitality.

2 **Amplifying Social Impact across the Supply Chain**

With our promise to increase social value creation by 15% across our supply chain, we envisage a ripple effect of positive outcomes reaching communities and stakeholders.

Through collaborative partnerships and innovative approaches, our organisation will champion social responsibility, driving meaningful change and addressing societal challenges.

3 **Strengthening Community Connections through Local Sourcing:**

Our commitment to increasing our use of local suppliers by 15% reflects a deep-rooted dedication to supporting the vibrancy of our local economy. By prioritising local sourcing and procurement practices, we will forge stronger connections within the community, stimulate entrepreneurship, and promote sustainable development.

4 Empowering Marginalised Communities

Through strategic partnerships with community organisations and anchor institutions, we will aim to support the creation of 20 job opportunities for local youth and disadvantaged individuals. These initiatives will not only provide pathways to employment but also empower individuals living in Newham, fostering much needed socio-economic inclusion, and build a more resilient workforce.

5 Cultivating a Culture of Wellbeing

By improving employee wellbeing and development, we aim to cultivate a thriving organisational culture where employees feel valued, supported, and empowered to succeed. Through initiatives focused on mental health support, flexible work arrangements, and professional development, we will foster a sense of belonging and fulfillment among our workforce enabling us to continue to deliver the strategic outcomes of the business.

6 Championing Environmental Stewardship and Innovation:

Our commitment to safeguarding the natural environment aligns with our Zero Carbon Roadmap and underscores our dedication to environmental stewardship. Through sustainable procurement practices, carbon emission reduction initiatives, and innovative projects around retrofitting, we will lead by example, driving positive environmental impact and sustainability.

In summary, the successful delivery of our strategic objectives over the next two years will culminate in a tangible and transformative impact on our business, community, and beyond. By embracing collaboration, innovation, and social responsibility, we will pave the way for a more prosperous, inclusive, and sustainable future.



POPULO LIVING

3rd Floor, Discover House
379-381 High St
London E15 4QZ

t: 020 7112 7564
e: info@populoliving.co.uk
w: populoliving.co.uk