



Inclusive By Instinct

Our commitment to: **Fairness** **Respect** **Equality** **Diversity** **Inclusion** **Engagement** - 2022 - 2025

Introduction

'**Inclusive by Instinct 2022-2025**' builds on the successes of the last three years, whilst underpinning our Group ambitions for the decade ahead. The golden threads in our 5 pillars of ambition are only achievable by embedding a **FREDIE** mindset into our approach. Read '**Our Pobl Ambitions – the next decade of difference making**' [here](#)

In setting out our **FREDIE** commitments for the next three years we have listened to what our colleagues and customers have told us and created a Plan to ensure we make the biggest difference where it matters the most. We recognise the value in having a Diverse and Inclusive approach to our colleagues, customers and stakeholders

We will continually review our **FREDIE** commitments to ensure they meet the needs of our colleagues and customers and reflect any changes in the Equality and Diversity environment. **FREDIE** is a journey and not a destination.

Who we are...

We help people find a great place to call home; we also offer a wide range of care and support services to help people live independently.

Our colleagues are difference makers...

We work together as a team with a huge passion for making a difference to people's lives.

Our Pobl Culture...

We strive to be a great place to work, a place where everybody is valued, supported and motivated;
We plan and make decisions together, always listening to our colleagues and customers.

Fairness Respect Equality Diversity Inclusion Engagement is at the heart of our Values...



At Pobl this is what **FREDIE** means to us:

F

Fairness for all is a reality, regardless of background or circumstances

R

Respect for all is the norm and we will not tolerate any form of discrimination against customers or colleagues

E

Equality of opportunity is embedded in the decisions we take and everything that we do

D

Diversity is celebrated and our colleagues and customers feel that they belong

I

Inclusion is widely understood, where all colleagues are committed to inclusive behaviours and policies and where customers feel valued and listened to

E

Engagement - where there is a positive emotional attachment between our colleagues and their work; where our customers are consulted and play a key role in shaping our services

Our Equality Duties

The Equality Act 2010

It is against the law to discriminate against someone because of their protected characteristic(s). This is the term used in the Equality Act 2010 to recognise specific aspects of a person's identity that may mean they experience discrimination. Protected characteristics are:

- Age
- Race
- Sex
- Religion or Belief
- Disability
- Pregnancy and Maternity
- Sexual orientation
- Marriage and Civil partnership
- Gender reassignment

Our **FREDIE** commitments ensure that no-one is discriminated against as a result of having one or more of these protected characteristics.

'Deeds not Words' – A pledge to end racial inequality for Social Housing in Wales. **Deeds Not Words**

At Pobl we have committed to taking the following actions in the next 5 years:

- Mitigate the impact of Covid-19 on Black, Asian and other Minority Ethnic colleagues and communities
- Improve the ethnic diversity of our Board and colleagues at all levels
- Publicise our support for racial equality
- Develop an inclusive Pobl culture

A separate action plan sets out the specific actions we will take to support the Pledge and regular updates are provided on progress against those actions.

Our FREDIE mission statement:

Pobl Group will take every opportunity to promote equity, embrace diversity and challenge discrimination.

The General Equality Duty

When making decisions and delivering services we will have due regard to the General Equality Duty by:

- Removing or minimising disadvantages suffered by people due to their protected characteristics.
- Taking steps to meet the needs of people from protected groups where these are different from the needs of other people.
- Encouraging people from protected groups to participate in public life or in other activities where their participation is disproportionately low.

Social Model of Disability

The Social Model of Disability describes people as being disabled by barriers in society, not by their impairment or difference. Removing these barriers creates equality and offers Disabled people more independence, choice and control. Our approach to delivering services is assets based, meaning that we recognise and develop on the strengths and abilities of our customers to enable them to achieve their aspirations.

Equality Impact Assessment

We recognise the importance of Equality Impact Assessments to help us understand how our policies and decisions might affect people with protected characteristics and whether appropriate action is required to eliminate or minimise any negative impact.

Delivery and Accountability

FREDIE is everyone's responsibility at Pobl. Our Non-Executives, and Senior Leaders will role model the way but ultimately all of our colleagues have a vital role to play.

The **FREDIE** Steering group, led by a member of the Senior Leadership Team, will drive the Equality and Diversity agenda forward in line with the Group's values and provide assurance that **Fairness Respect Equality Diversity Inclusion Engagement** is embedded across Pobl.

The Steering group's duties are to:

Inform...

Role model an inclusive culture by acting as Champions for **FREDIE** across the Group. Promote awareness of the Diversity agenda and its importance to Our Pobl Ambitions.

Challenge...

Ensure that our Board, Executives and colleagues demonstrate their commitment to 'Inclusive by Instinct'. Ensure the Group's internal and external activity is fully inclusive and that it operates within UK legislation in relation to Equality and Diversity.

Monitor...

Drive and support progress in relation to the **FREDIE** agenda. Oversee the development and launch of the 'Inclusive by Instinct' Plan; monitor and review the **FREDIE** action plan.

Innovate...

Identify solutions which will strengthen the **FREDIE** agenda and support positive action.

The **FREDIE** action plan sets out how, who and when we will deliver on the commitments in this document.

These commitments show a clear connection to the 5 pillars of our Pobl Ambitions (*Placemakers, Carbon Cutters, Customer Connectors, Team players, Tech to the Maxers*) which will be supported by local delivery plans, demonstrating how our teams respond and contribute to the broader objectives.

The Steering group reports directly to the Executive Committee and Board. The strategic Equality Lead will produce an annual report setting out progress against the **FREDIE** commitments, which will also be shared externally.

The Board and Executive both play a key role in embedding Equality and Diversity through vision and culture and applying the **FREDIE** lens to their strategic thinking.

Our customers have also played a key role in developing this plan and we will ensure they remain at the heart of our service delivery going forward.



Progress over the last three years...



Investors in Diversity

Re-accredited with National Centre for Diversity Investors in Diversity Award in January 2020. (further assessment due by August 2022)



Launch of Pobl Mutual Mentoring scheme to promote discussion and learning between colleagues from different backgrounds.



Worked with partners in Newport and Swansea to introduce an innovative solution to Refugee homelessness.



Updated the Pobl Procurement Framework to incorporate **FREDIE** principles.



Pobl 2021 Mean Gender Pay Gap **reduced by 0.71%** compared to 2020.



Signed the Tai Pawb '**Deeds not Words Pledge**' to address racial inequality in Housing.



In direct response to the Covid-19 pandemic, we launched internal and external Pobl Wellbeing services to provide advice and support to both colleagues and customers.



Worked with the National Census co-ordinators to promote the completion of the 2021 Census questions amongst our colleagues and customers so that the communities that we work in are accurately represented in the national data set.



Used the **All Wales Covid-19 Workforce Risk Assessment Tool** to identify and support those colleagues at increased risk of Covid-19.

FREDIE

'Our Pobl Ambitions' created in 2021 with **FREDIE** themes featuring as a golden thread throughout all the 5 Pillars.

The Learning and Development team have delivered:



Over **50**
Equality and
Diversity virtual
sessions



12 FREDIE workshops
covering all divisions in
the Group, enabling
colleagues to gain
practical experience of
how behaviours can
impact the business



4 training sessions on
how to understand
and complete an
Equality Impact
Assessment



12 'Leading for
Inclusion'
Workshops



8 'Anti Racism'
Workshops

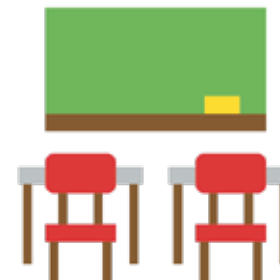
Which means that...



200 colleagues
completed
Unconscious
Bias Training



500 colleagues
completed Equality &
Diversity e-Learning



800 colleagues
completed the Equality
& Diversity virtual
classroom training
including the **FREDIE**
Workshops



160 Managers
completed the
'Leading for
Inclusion'
Workshop

1640 colleagues took part in our Colleague Voices survey in October 2021. There was overall positive feedback on specific Equality and Diversity themes, demonstrating good progress with embedding **Fairness Respect Equality Diversity Inclusion Engagement** in Pobl.



7.9/10

Recruitment processes at Pobl attract and select a diverse workforce (for example, in terms of gender, ethnicity, disability, socio-economic status)

“Yes valued but some times this needs to be filtered down more to the frontline personally by higher management to individuals”

- Colleague feedback



8.8/10

At Pobl Group, people of all backgrounds are accepted for who they are

I'm satisfied with Pobl's efforts to support diversity and inclusion (for example, in terms of gender, ethnicity, disability, socio-economic status)

8.5/10



8.6/10

People of all backgrounds have the same opportunities at Pobl



7.5/10

I feel a sense of belonging at Pobl

“Being valued as a person is sometimes missed due to everyone being busy. However I feel I am valued as a group of managers”

- Colleague feedback



8.5/10

I'm confident I won't be discriminated against at Pobl

“Especially through lockdown, Pobl have made me feel very valued. During the darkest times of Covid they picked us back up again, gave a virtual hug and reminded you that what you were doing was making a huge difference”

- Colleague feedback



7.4/10

I feel like I'm valued as a person at Pobl

8.6/10



I believe Pobl would respond appropriately to instances of discrimination

**Our commitments for 2022 – 2025
and the outcomes for customers, colleagues and stakeholders ...**



Commitment to our Customers

Golden threads: Customer Connectors strategy, Place-makers strategy, Carbon Cutters strategy, Tech (to the) Maxers strategy

We ensure the homes we provide for our customers meet their aspirations; we enable them to access the appropriate, highest quality services they want and need. We offer empathy and understanding to our customers and respect them as individuals.

Outcome 1

We know who our customers are and offer understanding, personalisation and choice.

We will do this by:

- Using customer insight and data to address inequality, improve service design and remove barriers to inclusion.
- Using local knowledge, 'What Matters Plans' and our partner organisations to keep us informed of any key issues affecting our customers.
- Treating our customers as individuals and recognising that 'one size doesn't fit all'.
- Building trust with our customers so they feel part of the Pobl family.

Outcome 2

We openly communicate and engage with our customers and communities at every opportunity.

We will do this by:

- Creating a partnership model with our customers by inviting individuals, communities and under-represented groups into our **FREDIE** conversations.
- Keeping our customers informed of progress throughout any interaction and communicating any changes made as a result of customer feedback.
- Removing any barriers to communication and understanding; supporting customers whose first language isn't English or Welsh or those who find it difficult to access Pobl services online.
- Opening up opportunities and promoting understanding between customers from different social groups or those with protected characteristics.

Outcome 3

The services we provide for our customers meet their aspirations for themselves, their family and community.

We will do this by:

- Designing accessible and adaptable homes and services which are fit for future generations to enable older persons, disabled people and large or multi-faith families to live safely and independently.
- Taking a person centred approach to our customers, identifying each person's unique experience and tailoring our services to their individual requirements.
- Ensuring our care and support environments are psychologically informed.
- Enabling and empowering our customers and communities to develop solutions which work for them.

Commitment to our Colleagues

Golden threads: Team Players strategy & Tech (to the) Maxers strategy

Fairness Respect Equality Diversity Inclusion Engagement is embedded and apparent in our Pobl culture. We help our colleagues to value **FREDIE** principles; we support their well-being and remove any barriers to progression.

Outcome 1

There is breadth of diversity throughout Pobl.

We will do this by:

- Embedding **FREDIE** into our promotion, advancement and performance management processes, creating a fair environment which retains talent.
- Removing any barriers to recruitment and using positive action to attract applications from people with diverse backgrounds and perspectives.
- Gathering and monitoring data on the Protected Characteristics of our colleagues to inform how we support them.
- Providing equal access to opportunities within Pobl for people from all backgrounds.

Outcome 2

Colleagues are equipped with the Learning and Skills to demonstrate **FREDIE behaviours.**

We will do this by:

- Up-skilling our colleagues on key **FREDIE** topics and offering a blended learning programme tailored to the way people want to learn.
- Celebrating differences, raising awareness, communicating and promoting.
- Enabling and empowering our colleagues, creating self-authenticity, so that everyone feels they belong.
- Ensuring colleagues are aware of their duty to appropriately challenge behaviours which don't align with our **FREDIE** principles.

Outcome 3

Colleagues are resilient and their Wellbeing is supported.

We will do this by:

- Creating a safe, positive environment to work in and offering the right technology to help us deliver the best possible service for our customers.
- Recognising the contribution our colleagues make and ensuring they feel valued and respected.
- Providing flexible work options to suit our colleagues' life circumstances and aspirations.
- Providing an ongoing in-house wellbeing service, accessible to all colleagues, which provides appropriate support for each individual's needs.

Embedding and Advancing

Golden threads: Team Players strategy, Carbon Cutters strategy, Place Makers strategy

FREDIE is an ongoing journey and we take steps to learn, innovate and influence.

Outcome 1

There is clear focus and leadership on the FREDIE agenda and FREDIE is embedded in all our decision making.

We will do this by:

- Ensuring our Board and Senior Leadership Team role model FREDIE behaviours and continue to consider FREDIE in their discussions and decision making.
- Carrying out Equality Impact Assessments on all policies and decisions which affect our customers and colleagues, through meaningful engagement and 'checking in' along the way.
- Continuing to allocate budget and resource to the FREDIE agenda to ensure we deliver on our commitments as a Group.
- Positioning the FREDIE Steering group as a trusted advisor and critical friend to the business, providing guidance, support and challenge.

Outcome 2

We work with partners who share our Pobl Values and FREDIE principles.

We will do this by:

- Working with partners who can support our ambition to create safe, diverse communities where people feel connected and valued.
- Supporting the Welsh economy and enabling local supply chains to flourish
- Ensuring there is evidence of community benefit in our procurement decisions.
- Working with diverse organisations to create more opportunities for apprenticeships and work experience.

Outcome 3

We use Pobl's brand and position to influence the FREDIE agenda beyond our own organisation.

We will do this by:

- Ensuring FREDIE runs through our branding, marketing and online presence with an emphasis on positive language and promotion of FREDIE
- Being innovative in our approach to service design, creating homes which can evolve and meet changes in life stage, needs, technology and energy.
- Lobbying for the FREDIE agenda by influencing policy making and legislation, advocating for people and engaging with partner agencies.
- Developing and promoting a Welsh Language offer for the Group.

Our FREDIE action plan

OUTCOME	HOW WE WILL DO THIS	ACTIONS	TARGET DATE	LEAD
<p>We know who our customers are and offer understanding, personalisation and choice.</p>	<ul style="list-style-type: none"> • Using customer insight and data to address inequality, improve service design and remove barriers to inclusion. • Using local knowledge, 'What Matters Plans' and our partner organisations to keep us informed of any key issues affecting our customers. • Treating our customers as individuals and recognising that 'one size doesn't fit all'. • Building trust with our customers so they feel part of the Pobl family. 	<p>Use MS Dynamics to establish a full data set on our customers led by the Renting Homes Act project.</p> <p>Using the customer data to update this plan and inform future actions.</p> <p>Work with the Data & Insight team to develop a suite of KPIs which enable us to understand and monitor what the data is telling us in terms of customer experiences, outcomes, preferences and demographics.</p> <p>Launch the customer portal to significantly increase the level of 'transactions' completed by self-serve. Design and deliver learning support for customers across our portfolio, driving digital inclusion and raising literacy.</p> <p>Optimise our current feedback mechanisms to create a consistent yet flexible approach to listening to our customers' voice. Improve Customer sentiment to 95% satisfaction.</p>	<p>November 2022</p> <p>November 2022</p> <p>November 2022</p> <p>December 2022</p> <p>July 2022</p>	<p>Director of Customer Experience/ Renting Homes Project group</p> <p>Director of Customer Experience</p> <p>Director of Customer Experience</p> <p>Director of Customer Experience</p> <p>Director of Customer Experience</p>

OUTCOME	HOW WE WILL DO THIS	ACTIONS	TARGET DATE	LEAD
<p>We openly communicate and engage with our customers and communities at every opportunity.</p>	<ul style="list-style-type: none"> • Creating a partnership model with our customers by inviting individuals, communities and under-represented groups into our FREDIE conversations. • Keeping our customers informed of progress throughout any interaction and communicating any changes made as a result of customer feedback. • Removing any barriers to communication and understanding; supporting customers whose first language isn't English or Welsh or who find it difficult to access Pobl services online. • Opening up opportunities and promoting understanding between customers from different social groups or those with protected characteristics. 	<p>Create 'What Matters' plans with our customers to tackle the challenges and take advantage of opportunities that exist within our communities.</p> <p>Use a combination of fully inclusive digital and human 'place based' solutions to engage with our customers and instil a 'large yet local' culture.</p> <p>Implement a 'Voice of Colleague' program that aligns with our Voice of Customer activity to create a 360-degree view of our services.</p> <p>Enhance the membership of our 'Customer Voices' feedback platform to ensure we hear the under-represented voices within our communities.</p>	<p>August 2022</p> <p>December 2022</p> <p>March 2023</p> <p>Ongoing</p>	<p>Director of Customer Experience</p> <p>Director of Customer Experience</p> <p>Director of Customer Experience/ Director of HR Operations</p> <p>Director of Customer Experience</p>

OUTCOME	HOW WE WILL DO THIS	ACTIONS	TARGET DATE	LEAD
<p>The services we provide for our customers meet their aspirations for themselves, their family and community.</p>	<ul style="list-style-type: none"> • Designing accessible and adaptable homes and services which are fit for future generations to enable older persons, disabled people and large or multi-faith families to live safely and independently. • Taking a person centred approach to our customers, identifying each person's unique experience and tailoring our services to their individual requirements. • Ensuring our Care and Support environments are psychologically informed. • Enabling and empowering our customers and communities to develop solutions which work for them. 	<p>Set up a task group to understand the issues around multi-generational living and explore solutions which work for the customer and the business.</p> <p>Implement initiatives which focus on tackling fuel poverty, including increasing the Carbon literacy of our teams and customers.</p> <p>Embed the HEARTS (Care) and PIE (Support) approach across our schemes to ensure our service offering in those environments is psychologically informed.</p> <p>Adopt an Asset Based Community Development approach to empower people to use the community's own assets and resources to reach a solution.</p>	<p>December 2022</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>FREDIE steering group/Executive Director Operations</p> <p>Head of Sustainability</p> <p>Director of Care/Director of Support</p> <p>Head of Housing Operations/ Director of Regeneration</p>

OUTCOME	HOW WE WILL DO THIS	ACTIONS	TARGET DATE	LEAD
<p>There is breadth of diversity throughout Pobl.</p>	<ul style="list-style-type: none"> • Embedding FREDIE into our promotion, advancement and performance management processes, creating a fair environment which retains talent. • Removing any barriers to recruitment and using positive action to attract applications from people with diverse backgrounds and perspectives. • Gathering and monitoring data around the Diversity of our colleagues to inform how we support them. • Providing equal access to opportunities within Pobl for people from all backgrounds. 	<p>Develop a values-based Recruitment Framework and build a strong employer brand of 'Difference makers' in line with the 'Team Players' ambitions.</p> <p>Progress the commitments identified in the 'Deeds not Words' Pledge as per the separate DNW action plan.</p> <p>Roll out periodic Communications campaigns to ensure we hold 100% of Personal Data on our colleagues. Develop a suite of KPIs and carry out regular interpretation and monitoring of our people data. Use these KPI's to inform future iterations of this Plan.</p> <p>Monitor the effectiveness of the 'People Promise' through colleague voices survey results.</p> <p>Increase the focus and support provided around neurodiversity to demonstrate our commitment to being a Disability Confident Employer.</p>	<p>April 2023 - 2024</p> <p>2022 - 2025</p> <p>2022/23</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Executive Director People/Director of Learning & Development</p> <p>FREDIE Steering group</p> <p>Director of HR Operations/ Communications Business Partners/Head of Data & Insight</p> <p>Executive Director People/ FREDIE Steering group</p> <p>Director of HR Operations/ FREDIE steering group</p>

OUTCOME	HOW WE WILL DO THIS	ACTIONS	TARGET DATE	LEAD
<p>Colleagues are equipped with the Learning and Skills to demonstrate FREDIE behaviours.</p>	<ul style="list-style-type: none"> • Up-skilling our colleagues on key FREDIE topics and offering a blended learning programme tailored to the way people want to learn. • Celebrating differences, raising awareness, communicating and promoting. • Enabling and empowering our colleagues, creating self-authenticity, so that everyone feels they belong. • Ensuring colleagues are aware of their duty to appropriately challenge behaviours which don't align with our FREDIE principles. 	<p>Develop an inclusive, self-directed Talent Development system for Pobl.</p> <p>Re-design the Unconscious Bias training programme and roll out to all our colleagues, together with refreshers on other FREDIE related topics</p> <p>Develop and promote special interest/support groups via Poblpoint (our intranet).</p>	<p>July 2022</p> <p>2022/23</p> <p>2022/23</p>	<p>Executive Director People/Director of Learning & Development</p> <p>Director of Learning & Development</p> <p>FREDIE steering group/ Communications team</p>

OUTCOME	HOW WE WILL DO THIS	ACTIONS	TARGET DATE	LEAD
<p>Colleagues are resilient and their Wellbeing is supported.</p>	<ul style="list-style-type: none"> • Creating a safe, positive environment to work in and offering the right technology to help us deliver the best possible service for our customers. • Recognising the contribution our colleagues make and ensuring they feel valued and respected. • Providing flexible work options to suit our colleagues' life circumstances and aspirations. • Providing an ongoing in-house wellbeing service, accessible to all colleagues, which provides appropriate support for each individual's needs. 	<p>Design a learning programme which enables colleagues to become digitally confident with 'Learning & Skills for the Future'</p> <p>Develop an action plan to address issues identified in the Colleague Voices surveys and improve on colleague sentiment.</p> <p>Facilitate greater choice for our people over where, when and how to work in line with the 'Team Players' ambitions.</p> <p>Develop a Health and Wellbeing action plan to enable a rounded offering to all our colleagues. Measure the ongoing wellbeing and resilience of our colleagues.</p>	<p>December 2022</p> <p>May 2022</p> <p>April 2023</p> <p>April 2023</p>	<p>Director of Technology & Business Solutions/ Director of Learning & Development</p> <p>Executive Director People/ Director of HR Operations</p> <p>Executive Director People</p> <p>Head of Colleague Wellbeing</p>

OUTCOME	HOW WE WILL DO THIS	ACTIONS	TARGET DATE	LEAD
<p>There is clear focus and leadership on the FREDIE agenda and FREDIE is embedded in all our decision making.</p>	<ul style="list-style-type: none"> • Ensuring our Board and Senior Leadership Team role model FREDIE behaviours and continue to consider FREDIE in their discussions and decision making. • Carrying out Equality Impact Assessments on all policies and decisions which affect our customers and colleagues, through meaningful engagement and ‘checking in’ along the way. • Continuing to allocate budget and resource to the FREDIE agenda to ensure we deliver on our commitments as a Group. • Positioning the FREDIE Steering group as a trusted advisor and critical friend to the business, providing guidance, support and challenge. 	<p>Achieve bi-ennial re-accreditation of National Centre for Diversity ‘Investors in Diversity’ Quality Mark.</p> <p>Ensure the Board and Executive reflect FREDIE in practice through discussion and scrutiny from an equality perspective Report bi-annually on progress against this plan.</p> <p>Design and launch ‘My Pobl Journal’ to replace the annual MDP and add structure to the 1-2-1 process.</p> <p>Ensure all new and revised policies undergo an Equalities Impact Assessment.</p> <p>Enhance membership of the FREDIE steering group by recruiting additional members who have diversity of thought and a passion for equal rights.</p>	<p>December 2022/ December 2024</p> <p>January 2023</p> <p>January 2023</p> <p>December 2023</p> <p>December 2022</p>	<p>Strategic Lead for Equality & Diversity</p> <p>Group Chief Executive</p> <p>Director of Learning & Development</p> <p>Head of Assurance</p> <p>Strategic Lead for Equality & Diversity</p>

OUTCOME	HOW WE WILL DO THIS	ACTIONS	TARGET DATE	LEAD
<p>We work with partners who share our Pobl Values and FREDIE principles.</p>	<ul style="list-style-type: none"> • Working with partners who can support our ambition to create safe, diverse communities where people feel connected and valued. • Supporting the Welsh economy and enabling local supply chains to flourish. Ensuring there is evidence of community benefit in our procurement decisions. • Working with diverse organisations to create more opportunities for apprenticeships and work experience. 	<p>Develop the 'Placemakers strategy' to incorporate working in partnership with suppliers and the supply chain to consider the whole lifecycle, environmental, social and ethical impact of procured goods and services.</p> <p>Develop local stakeholder engagement plans to strengthen relationships with critical local delivery partners.</p> <p>Implement training and employment initiatives in line with our Placemakers strategy which create opportunity for local people and those who are at most risk of unemployment.</p>	<p>March 2023</p> <p>March 2023</p> <p>Ongoing</p>	<p>Executive Director Commercial/ Director of Regeneration</p> <p>Director of Regeneration</p> <p>Executive Director Commercial/ Director of Learning & Development</p>

OUTCOME	HOW WE WILL DO THIS	ACTIONS	TARGET DATE	LEAD
<p>We use Pobl's brand and position to influence the FREDIE agenda beyond our own organisation.</p>	<ul style="list-style-type: none"> • Ensuring FREDIE runs through our branding, marketing and online presence with an emphasis on positive language and promotion of FREDIE • Being innovative in our approach to service design, creating homes which can evolve and meet changes in life stage, needs, technology and energy. • Lobbying for the FREDIE agenda by influencing policy making and legislation, advocating for people and engaging with partner agencies. • Developing and promoting a Welsh Language offer for the Group. 	<p>Develop a new customer centric Pobl website which is bi-lingual and incorporates self service functionality.</p> <p>Bring technology into our homes to help future proof them and support our ambitions of building and managing beautiful places where people and communities thrive.</p> <p>Continue to lobby decision making bodies and participate in external FREDIE networks.</p> <p>Develop a Welsh Language Plan for Pobl which incorporates an Active Offer delivery plan.</p>	<p>November 2022</p> <p>Ongoing</p> <p>Ongoing</p> <p>July 2023</p>	<p>Director of Communications & Marketing</p> <p>Director of Technology & Business Solutions/ Executive Director Commercial</p> <p>FREDIE steering group</p> <p>Strategic Lead for Equality & Diversity</p>

Pobl Group continues to retain the National Centre for Diversity **Investors in Diversity Stage 2** accreditation which demonstrates our approach to embedding **FREDIE** into everything that we do.

“Pobl has a consistent record of high engagement with **FREDIE with an endeavour to embed it across the diverse elements of the business. This high standard and constant ‘reach’ for further improvement was again evident this with revalidation review, with ambitious plans for community regeneration.”**

National Centre for Diversity Assessor - January 2020

The commitments set out in this document are supported by the Pobl Equality, Diversity and Inclusion policy, a copy of which is available on our website.

You can also view our latest Gender Pay Gap report on our website. If you think you can help us to achieve our commitments or you would like to know more about our organisation, then please contact us:

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Mae'r ddogfen hon ar gael yn Gymraeg. Mae fformatau eraill ar gael ar gais.
This document is available in Welsh. Other formats are available on request.

