

Summary Business Plan 2015–18



Our mission

Making London a city of opportunity for all by ensuring as many people as possible have a good home, a real sense of purpose and a strong feeling of belonging.

How we deliver – Customer focussed | Results focussed | Collaborative | Can do
Principled | Continuously improving

How we lead and manage – One Peabody | Learning | Empowerment | New Ways

Our objectives

Deliver great services and quality homes

Be great at the basics – deliver excellent customer-focused services and continuously improve those that our customers and residents value most

- Increase satisfaction with last completed repairs to 85% in 2015/16 and 88% in 2016/17.
- Achieve 90% satisfaction with our lettings service and 75% with rent collection from 2015/16.
- Drive continuous improvement in services through in-depth reviews and implementation of recommendations.
- Ensure a group average of 75% of our residents are satisfied with the overall service they receive.

Develop a greater understanding of our residents and customers and how they use our services, enabling us to better meet their diverse needs and preferences

- Engage residents through a strengthened menu of involvement including scrutiny and consultative panels; local and topic-focussed groups; resident-led reviews; virtual forums and a Resident Council.
- Resolve 85% of complaints at the first point of contact by March 2016 and use feedback to improve services.
- Undertake a research programme to better understand the main drivers of residents' satisfaction.

Provide good quality homes and open spaces that are environmentally sustainable, clean, safe and meet our residents' expectations

- Deliver our 10-year Quality Homes programme, investing £36m in properties and increasing resident satisfaction with improvements to 88% in 2015/16.
- Deliver our IMPROVE programme to enhance estates and open spaces, with 85% of residents satisfied with improvements in 2015/16.
- Implement a new Sustainability Strategy that supports us to protect the environment now and in the future.

Achieve business excellence

Invest in our people to achieve our objectives

- Secure Investors in People at the gold standard during 2016 and strengthen our leadership capability through the Leadership and Management Programme (LaMP).
- Fill at least 35% of vacancies with internal candidates from 2015/16.
- Provide fit-for-purpose workplaces for employees and a quality environment to engage customers by building a new headquarters in Elephant and Castle and an office in Abbey Wood by April 2018.

Ensure our information systems and processes support continuous improvement in services and efficiency

- Implement our new IT strategy, making a significant investment in IT architecture and systems.
- Enhance the channels through which residents can interact and transact with us, including improved online self-service.
- Implement a robust approach to programme/project management that supports us to deliver, monitor and benchmark the benefits achieved through improvement initiatives.

Ensure we have the financial strength and optimal business structure to achieve our objectives

- Simplify Group structures and strengthen our governance framework to maximise efficiency and effectiveness.
- Protect income streams against the impact of welfare reform through information and support to residents.
- Scrutinise and report our performance against the HCA's Value for Money (VFM) Standard.

Achieve influential growth

Build and manage more homes

- Manage an ambitious development pipeline, building approximately 1,200 new homes in 2015/16 and an average of 1,000 each year over the next three years.
- Work with local authorities, the GLA and the local community to set out our plans for Thamesmead, including launching the Thamesmead Futures Plan in August 2015.
- Generate £125m in revenues by selling 180 homes on the open market and 440 for shared ownership by April 2016, and reinvest profits to build more social and affordable homes.

Shape and influence the national and local agenda

- Shape the public policy debate and promote the interests of Peabody, our residents and the housing sector by implementing our influencing strategy.
- Deliver a pipeline of research aligned to our priorities, ensuring our strategy, plans and policies are evidenced-based and reflect the insight gained from service delivery.
- Improve our ability to demonstrate the impact of our services.

Build thriving communities

Provide opportunities for people in our communities to get the most out of their lives

- Help more than 1,000 people into employment each year through the provision of support, training and advice.
- Support 600 young people to participate in education, training, apprenticeships and volunteering in 2015/16, and increase this to 750 from 2016/17.
- Deliver the Children's Community project in Hackney, in partnership with the London Borough of Hackney and Save the Children.

Create desirable neighbourhoods where people want to live

- Deliver our Thamesmead Neighbourhood Improvements programme, investing around £3m between 2015 and 2017 in initiatives that reflect the priorities of local people.
- Ensure 95% of our estates are rated at Gold Standard for cleanliness.
- Resolve at least 80% of antisocial behaviour (ASB) cases each year, and secure HouseMark's ASB accreditation in 2015.

Our critical priorities

A high-quality responsive repairs service that meets the expectations of residents.

1,000 new homes each year.

1,000 people into employment each year.

Providing services to 80,000 residents, through an enhanced digital offer.

Communicating and beginning to deliver an exciting and compelling future for Thamesmead.