





# Welcome to our 2018-21 strategy

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# Chair's introduction

Welcome to our Group Strategy 2018-21 which outlines what we hope to achieve as an organisation over the next three years.

We have significantly expanded through a successful merger to create a stronger organisation with greater capacity to meet the demand for housing in London and the South East. The region has long been under pressure from a shortage of housing of all types and we are determined to rise to this challenge with a focus on providing high-quality affordable homes for those in housing need.

Our mission remains to help people make the most of their lives by providing good quality homes, working with communities and promoting wellbeing. Increasing our organisation's capacity means we will have a development pipeline of over 6,000 affordable homes by 2021 and are better placed to tailor our care and support, and community investment, to the areas in which we operate.

There are undoubtedly some major challenges ahead. The decision to leave the European Union is a once in a generation occurrence, the full effects of which are still to be determined. Meanwhile, the tragic events at Grenfell Tower last year have led to increased scrutiny of the social housing sector. We will continue to work in partnership with our residents, the Fire Service and others to make sure our homes remain safe and secure.

With these challenges come some great opportunities for Peabody. The importance of housing has risen the political agenda of late, with cross-party consensus on the need to increase the quantity and quality of homes, including those for low cost rent. We look forward to engaging with the government following publication of the Green Paper on Social Housing, as well as in other wider debates on the future of housing.

The Mayor of London also shares our ambitions about increasing the supply of affordable homes in the capital. The new London Plan outlines the need to build 65,000 new homes a year, of which half will need to be affordable. We look forward to working closely with City Hall to meet these ambitions through our development programme, including our plans for the regeneration of Thamesmead, London's New Town.

Peabody is now stronger than at any point in its 156-year history and I am confident that through the delivery of this strategy we can make an even greater contribution over the next three years.

## Lord Bob Kerlake Chair



# Chief Executive's introduction

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I am pleased to introduce our new Group Strategy.

We have already achieved a substantial amount since we merged last July and I am immensely proud of everything we have accomplished in such a short space of time. It is an honour to be leading the new Peabody through this period of change and growth.

When Family Mosaic and Peabody took the decision to merge, we knew there was huge potential to achieve more together than we could have achieved alone. Successfully integrating two organisations takes real time and effort, and I am glad to say we have achieved this while continuing to deliver a reliable service to our customers.

We are creating a strong and distinctive new organisation with a common culture. One which celebrates our unique histories yet looks forwards to the future. We have already proven that we can “walk the walk”, delivering against the priorities we outlined when we first announced the merger and this has helped confidence grow within and outside the organisation.

The past nine months have featured many highlights. This includes our strategic partnership with the Mayor of London to deliver 6,000 new affordable homes. We have also entered a new development partnership to build 1,500 new homes at West Thamesmead Gateway, the first in a series of major developments which will be part of our wider multi-billion-pound regeneration of Thamesmead. The quality of our homes continues to be recognised more widely, for instance, through our achievement of “Overall Winner” at the National Housing Awards.

Our employees have also been working incredibly hard behind the scenes to align our systems and processes whilst driving greater efficiency and value for money. We will continue to work tirelessly over the course of this strategy to improve our day-to-day services, including repairs, rent collection and lettings. We are also looking at improving what we offer online and how to make our services more convenient to our increasingly diverse customer base.

Bringing together the two organisations has proven to be the right thing to do and I believe we will go from strength to strength to deliver more for our residents, customers, and communities.

## **Brendan Sarsfield** Chief Executive



# Our purpose

Peabody has over 150 years of history, experience and expertise. Our purpose is inspired by two great social movements:

- George Peabody's vision of providing safe and affordable housing for the working poor of Victorian London, and
- Grassroots community action in response to the 'Cathy Come Home era' of poor quality housing in post-war Britain led by organisations like Family Mosaic.
- The merger of our two organisations has given rise to a new group with a more influential voice.

The 2018-21 Peabody Group Strategy summarises what the new combined organisation plans to do and achieve over the next three years. The strategy is supported by a Delivery Plan, which will be updated each year, as well as a suite of Key Performance Indicators and an outline of our organisational culture, financial principles and governance framework.

## Our mission

Our mission is to "to help people make the most of their lives by: providing good quality homes, working with communities and promoting wellbeing."



## Our role

We strive to do things differently, in a way which adds the most value for our residents and for our communities. There are three key areas which distinguish us from other organisations:

- We put the most vulnerable first
- We develop and help create great places at scale – designing, building and maintaining homes and neighbourhoods which people are proud of living in
- We help grow resilience in people, households and communities, so that people are better able to respond to changes in their circumstances, sustain their tenancies and live independently for longer

## Our priorities

Our four priorities show the areas we'll focus on to achieve our mission:

- Develop and deliver reliably good modern services
- Build and maintain the best quality developments at scale
- Work with local communities and build long term partnerships
- Grow and use our position of influence to create positive change



Plastow Hospital

# Delivering our priorities

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**Our four overarching priorities reflect how we intend to fulfil our mission:**

## **Develop and deliver reliably good modern services**

We will provide reliably good modern services by listening to and knowing our customers and their journey with us.

Our multiple channels will offer value for money, speed and ease of response. We will invest in our digital back-office to help enable us to achieve a position where half of transactions take place online, while recognising the need for face-to-face contact where appropriate, especially for our most vulnerable customers.

This goes beyond changing the way that people access our services. Throughout the lifetime of this strategy, we will continue to harness new technology to improve our customers' experience of communicating and transacting with us. Our Customer Hub will be able to answer a wide range of customer queries, handling cases seamlessly and confidently, enabling us to get things right first time.

We will design our operating model around one customer journey through our services, working with our customers to refine the way that existing services are delivered and create new services which respond to emerging areas of need. This includes piloting new technologies in care and support and encouraging the growth of our Direct Labour Organisation (DLO) to undertake maintenance work.

We have a strong commitment to quality, efficiency and continuous improvement in service delivery. We will increasingly adopt mobile and smart ways of working with more dynamic scheduling to effectively match our resources to customer demand. This will require better use of technology – not only to manage our interface with customers, but also to manage and organise our operations. As part of this we will learn more about the needs and expectations of our customers, who we will engage in the design, delivery and evaluation of our services.

We will build upon our understanding of our customers' needs to allow us to personalise and tailor our 'offer'. The variation in Peabody's stock profile, from high density estates to scattered street properties, means we will apply different solutions as appropriate. We will recommend services that will benefit our customers, be that employment training for social tenants, access to shared ownership and staircasing or for adaptations. As we develop more homes for shared ownership and market sale, we will seek to enhance our leaseholder service and experience.

Our tight geographic focus in London and Essex gives us better management control, shared local infrastructure and helps us deliver a more efficient service. This also includes better knowledge of local stock and less travelling time for contractors. Local management of services will be provided through a number of 'areas'. This will be most noticeable through the repairs contractors and DLO which will operate in localised patches to improve knowledge of the stock and to reduce travel times.

# Delivering our priorities continued

## Build and maintain quality developments at scale

Housing need in London remains acute with affordability pressures felt across the income scale and among diverse household types. We aim to help tackle London's housing crisis through our growing development pipeline as we seek to deliver 2,500 new homes a year by 2021.

We are not driven by growth for its own sake; it is growth for a purpose. We are committed to providing more affordable homes to ensure we can help the most vulnerable and those in housing need. We are clear that the homes we build for sale help us to generate income to support our social purpose, subsidising the delivery of new affordable homes. We will aim to build a third for market sale, a third for shared ownership and intermediate rent and a third for social rent – starting an additional 6,000 new affordable homes by 2021.

Our ambitions remain focused on delivering high quality homes which last and help create great places to live. Over the course of this strategy we will focus our activities increasingly on creating great places at scale, with the majority of our pipeline being schemes of 200 homes or more. We aim to create healthy and happy communities with not only homes but also community buildings, cultural assets and accessible green spaces. This will enable us to ensure we receive a holistic return on our investment in new and existing homes - financially, socially and environmentally.

We will maintain a high design standard to create homes which are: safe, easy to maintain, energy efficient and well designed. We will build upon lessons learnt from older developments and innovation in the industry. We will develop housing models which embrace the change in demographics and lifestyles required over the coming years, including supported homes for the young and old.

## The key groups we will support and the tenures we will provide

### Housing need

Those in severe housing need and vulnerable people

Key workers poorly served by the market

People not able to buy outright

People able to afford to purchase good quality homes

### Tenure

Social housing, including sheltered and supported, at social rents

Shared Ownership and intermediate market

Market sale

# Delivering our priorities continued

Our approach to placemaking draws on our track record of design quality, housing management and community engagement. We will use this knowledge and experience alongside external expertise to establish Peabody as an organisation known for placemaking. We will develop plans to establish a new Place and Making Institute in Thamesmead. To deliver our ambition we will work in partnership and have strong relationships with the government, GLA, local authorities, private developers, the health sector and other locally-based third sector organisations.

Our commitment to the quality of what we build is primarily focused on the experience of our residents living in our homes. However, we also recognise the contribution our schemes make to the fabric of London. By listening to our customers and truly understanding what quality means to them we will invest in good quality from the beginning. As a long-term investor, we know that good design makes sense from a value for money perspective as well as creating the communities of tomorrow and adding to the vibrancies of the area.

## Work with local communities and build long term partnerships

We will work in partnership with local authorities and other key stakeholders to ensure we're building neighbourhoods, not just homes. It means we invest in the public realm and the physical, social and environmental infrastructure that people need to lead fulfilling lives and communities need to thrive.

Peabody has been providing homes for the people of London for over 150 years; we're here for the long term. That means we want to help make sustainable improvements and can leverage our commitment and longevity in an area to help do that. Our role in communities will recognise what areas need most. That might mean providing services ourselves, but also acting as a gateway to help people access services from elsewhere and helping to leverage additional investment into areas by working in partnership with others. Our community investment expenditure will be tailored to locally assessed needs. Local communities will be invited to bid for funds on the basis of what they believe are the local priorities.

### Kings Cross fun day



# Delivering our priorities continued

We can help bring resources and new ideas to an area, working in collaboration with community groups and key stakeholders like the local authority and health partners. The way we work in places like Thamesmead, Pembury and Charlton Triangle are the centrepieces of our approach to regeneration and community work. Our work in these areas showcases the way we will seek opportunities to provide a catalyst for a change in communities.

Our role will look different in different places, depending on what the biggest needs are. We aim to build resilience in communities, equipping people with the skills and capabilities needed to cope with change and adversity; as well as helping neighbourhoods to have strong networks of support and local economies. It's also about how we can help our residents to be involved – either through our resident involvement forums or in activities happening in their area.

Wherever we work, we'll be the partner of choice and an enabler of others. We will achieve this through strategic partnerships in key boroughs; community grants programmes tailored to locally assessed needs; and targeted projects for Peabody residents which begin with the firm foundations provided by living in a Peabody home. We will look to build relationships with NHS bodies and other care providers, recognising the importance of the relationship between housing and health.

## Grow and use our position of influence to create positive change

London is a city full of opportunities, but high costs of living mean low income Londoners face some of the biggest challenges in the country.

### Thamesmead Waterfront



# Delivering our priorities continued

Our work aims to help individuals to improve their entire life journeys through their physical and social environment, making a difference to their communities and transforming the future of London. We want to do more than help residents directly through our homes and services; we understand how the policy environment can make London and the surrounding areas better places for us all to live. We have the experience and credibility to talk on a range of issues that impact our residents, the housing sector, and other London-wide issues.

We're starting from a great position. The Peabody brand is a strong one and we intend to make the most of being 'London's Housing Association'. We will provide evidence and speak out on the issues that matter most, whether that be the release of public land for affordable housing or the impact of welfare reform on the most vulnerable. We will use our London focus to create a distinctive voice in our discussions with central government, the GLA, Local Authorities, think tanks and policy forums.

We will be viewed as a constructive partner by government, media and other stakeholders, across the political spectrum. We will focus on a number of key areas taken from our corporate priorities and research pipeline, such as increasing the development of affordable homes; improving the life chances of children and young people; and building resilience in people and communities to live independently for longer. We will also remain responsive to changes in the external operating environment and seek to ensure our activities support our efforts to increase our efficiency as an organisation and enhance the customer experience.

Our influencing work will centre on the excellent external relationships we have at all levels of the organisation. Our employees are proud to work for Peabody and will be ambassadors for the work we do. We'll also be growing our research programme so that we can demonstrate effectiveness and contribute to policy debates on the future of housing, communities and welfare reform.

## Charlton Triangle



# What makes us different

## The Peabody approach in action

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# We put the most vulnerable first



# Berryfields supported housing scheme

- **We are the biggest provider of Rough Sleepers Initiative (RSI) accommodation in London with around 1,000 units.**
- **We have the largest portfolio of supported housing units in the G15.**

We know that vulnerable people can transform their lives if they have better opportunities and get just enough of the right type of support. We do this by providing specialist services like Berryfields, a supported housing scheme for people with acquired brain injuries in Colchester.

The scheme, which has been operating since 2003, supports 12 customers in eight specially adapted bungalows on-site and four flats within the local community. Customers stay from two to five years and typically arrive after an initial hospital stay and rehabilitation following their injury.

An acquired brain injury can have an enormous physical, emotional and behavioural impact and the way in which people are affected differs greatly. The nature of our service means that people come to the scheme with a range of different life experiences and expectations. There are seven members of staff offering customers support around invaluable skills to build their confidence and re-learn practical skills, specifically tailored to meet their unique needs.

The service prides itself on the strong links forged with traumatic brain injury specialists, social workers, GPs, neurological teams and local colleges. Over 90% of all the customers who have lived at the scheme since 2003 have gone on to develop skills enabling them to not only live independently but also access education, volunteer regularly or work in the community.



# What makes us different

## The Peabody approach in action

# We develop and help create great places at scale

St Johns Hill, regeneration scheme



# St Johns Hill, regeneration scheme

- In 2017 we were nominated for 41 design awards, winning 17 awards from organisations such as RIBA, the Sunday Times and the Evening Standard
- We remain the only housing association to have been shortlisted for the Stirling Prize, twice – for Bedzed and Darbshire Place



We aim to create great places at scale which make a positive contribution to local areas. The regeneration of St John's Hill brings to life our vision for exemplar communities in the 21st century, by creating high-quality affordable homes, great open spaces and community facilities.

The estate was originally built in 1936 and had 353 homes. Over time, the estate gradually became unsuitable for modern living due to its small rooms, inconvenient layout, inefficient heating, damp and condensation.

Following extensive consultation with residents, we began an ambitious regeneration project to increase the number of homes through careful design.

Completed in May 2016, the first phase includes 153 new homes for rent, shared ownership and private sale. The scheme has high-quality landscaping and we are creating a new public route between Clapham Junction Station and Wandsworth Common.

Designed by Hawkins\ Brown Architects, the new estate has high quality public realm and carefully designed landscaping to create a sustainable and vibrant community.

Artist Rodney Harris worked closely with residents and the local community to design several brick relief sculptures, which have been incorporated into the new buildings.

Phase 1 of the St John's Hill regeneration won 2017 RIBA London Award for architectural excellence.

It also won 'Development of the Year (200 homes or less)' at the 2017 Sunday British Homes Awards, and was highly commended in the 'Apartment Development' category.

We are now working on our plans for phases 2 & 3 of the regeneration, which will increase the total number of homes to 599.

# What makes us different

## The Peabody approach in action

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# We help grow resilience in people, households and communities



Pembury Children's Community

# Pembury Children's Community

**- Our community investment programme is the longest running and most extensive in the G15**

**- Last year, we helped 1,426 people into employment**

Our activities aim to develop the skills that individuals need to live independently and play an active role in their local communities. An example of this is the Pembury Children's Community. Delivered in partnership with Hackney Council, this ten-year programme aims to significantly improve the lives of the children and young people living on and around the Pembury estate by 2025.

Inspired by the Harlem Children's Zone in New York, our approach aims to ensure that every child and young person has the support they need, when they need it, so they can thrive and get the best out of life. This involves partners, including the council, schools, health services and the voluntary sector. By joining together, we coordinate support from 'cradle to career', working across children's school, home and community lives.

The programme connects both children and their parents to the existing services in the borough. We bring services closer to the community when needed and explore how systems and services could be improved. At the same time, we are building the capacity of the community and individuals to support one another and help themselves.

- 626 children or young people have taken part in Children's Community activities since April 2015
- 30 Pembury families in the highest rent arrears have received intensive support, significantly reducing their arrears, avoiding court orders and reducing family stress. There were no evictions.
- 96 Pembury families have attended early years' sessions run by the Children's Centre

We are planning to roll this model out to other parts of London.



# Culture

The way in which we deliver our priorities and achieve our mission are defined by our culture, our processes and our ways of working.

Our employees are here to serve the customer and we will continue to work together across boundaries as one team for the benefit of our customers. Our central services exist to support colleagues who serve our customers directly. Meanwhile, the ambition and strong social ethos of our organisation will continue to act as a beacon for talented and committed professionals who want to work for us.

## Ways of working

There are three elements which bring to life how we deliver our priorities:

- We listen to, and know, our customers
- We are reliably good
- People want to work for, and with, us.

## Values

Our employees have helped define the values of the new organisation. We will be:

- Ambitious - We're ambitious for our customers, for our communities and for each other.
- Caring - We're caring in the way we work, and how we treat the people we work with.
- Collaborative - We work collaboratively with each other, and with partners and stakeholders, to deliver more for our customers.
- Empowering - We support and empower our customers and colleagues to help them realise their potential
- Trusted - We're trusted to keep our promises: we do what we say we will.

## People First

Putting People First is at the heart of how we will create a strong and distinctive culture in the new organisation. We are committed to delivering positive change through human centred thinking and our People First programme will provide the bedrock of the way in which we serve our customers and each other. We will focus on:

- providing services which are designed around the needs of our customers and easy to access
- working effectively with each other and with colleagues in other teams
- being human and kind in the way we treat each other and communicate – this is about being thoughtful and empathetic whatever the message

The key business objective of People First is to enable the provision of a reliably good customer experience both inside and outside the organisation; to colleagues, to residents and to all users of our services.



## Health and Safety

We are committed to providing a healthy and safe environment for our employees, customers, contractors, the public and all others we work with through our diverse activities. Since the merger we have adopted a single comprehensive safety management system which ensures that we comply with relevant statutory obligations, codes of practice and industry standards.

Health and safety is an integral priority for our business and we continue to take a risk-based approach. Employees at all levels are empowered through information, instruction, training and supervision to enable them to perform their roles safely.

## Safeguarding

As part of ensuring the safety of all our residents and customers, we are committed to safeguarding the welfare of the children, young people and vulnerable adults we come into contact with. Employees at all levels are expected to demonstrate this commitment, following our corporate safeguarding policies and report any concerns without delay.

## Equality, Diversity & Inclusion

We value diversity and remain committed to promoting equal and inclusive opportunities for all, reflecting the fact we work in one of the most diverse cities in the world. We aspire to understand, reflect and meet the needs of the diverse communities we serve by providing services that are accessible, inclusive, non-discriminatory and offer everyone the opportunity to thrive.

Certain groups and individuals are more likely to be discriminated against and we take a "zero tolerance" approach, eliminating all forms of unfair discrimination and promoting equality amongst employees and customers. Our Equality, Diversity and Inclusion Strategy and action plan set out how we will meet statutory and regulatory obligations, as well as raising awareness of diversity issues for employees and customers through regular communications and events.



Effective IT and telephony are vital to allowing our people to work successfully with the tools and support they need and for our customers to receive the best service from us. IT infrastructure and business applications will support continued integration and transformation as well as the future growth and consolidation of the business.

We will leverage digital technology to support the provision of modern service for our residents, customers and employees. We are investing in Customer Relationship Management platforms to provide a single view of all customer interactions enabling employees to respond effectively to resident requests and freeing up time for what matters the most. We will subsequently maximise the opportunities provided by this platform so that residents and customers have a choice of ways to interact with us and can use the services we offer at a time, place and method convenient for them. For those who are able, we will increase self-service and put the customer in the driving seat of our service provision. We will still recognise the value of face-to-face contact and other forms of communication where needed.

We will provide our people with mobile applications and technology to drive efficiencies and provide them with the information and services they need to deliver services out and about across London. Our technology capabilities will span responsive repairs, compliance, housing management as well collaboration and employee self-serve. We will harness technology to deliver improvement in both efficiency (time and cost) and the quality of the customer experience.

Our organisation's financial strength is fundamental to the delivery of our mission and priorities, allied with the effective and efficient management of our assets and resources. We will seek to maximise and sustain our financial capacity over the course of this strategy, linked to our risk appetite and strategic objectives.

### **Business change and development**

The integration of Family Mosaic and Peabody will enable us to achieve greater economies of scale and generate operating efficiencies, increasing our capacity beyond what we could achieve as two separate organisations. We will realise further efficiencies over the course of this three-year strategy, including through more effective delivery of our management and maintenance services.

Now the merger is complete and we are making strong progress towards integrating our business systems and processes, we are moving our focus towards transforming our business operating models, delivering our strategies and seizing opportunities to change the way we work to achieve a step change in the customer experience and drive further efficiencies to release capacity to invest further in our social purpose.

### **Long-term financial plan**

Peabody's financial plan is built around three objectives:

1. To deliver our social purpose
2. To safeguard our assets so our organisation is still operating in the next 150 years
3. To be an 'A' grade investment proposition

Our objectives provide a framework for decision making to ensure we remain within prudent limits. These objectives relate to our social housing interest cover; market sales as a percentage of turnover; debt to turnover ratio; and gearing. We are focused on ensuring we have sufficient liquidity to enable us to deliver our ambitious plans, and remain able to draw on untapped asset security.

# Finances

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Our programme of market sales and rents, together with the funds we generate from our social housing operations, will provide the financial resources to build many more affordable homes for rent and shared ownership and deliver the services that will support our residents and customers to make the most of their lives and support their wellbeing.

Our shared financial capacity and delivery expertise will ensure we achieve sufficient surpluses to meet the investment needs of our existing portfolio, and to achieve our development commitments. We are also committed to funding our key discretionary activities in Thamesmead, our community activities, and Care and Support.

We will continue to maintain long term relationships with key banks, building on existing relationships to provide short, medium and long term funding. Where an appropriate opportunity arises through our development and regeneration programme we will diversify our funding sources through the use of special purpose funding vehicles, such as joint ventures.

We are committed to driving ongoing efficiencies and using our capacity as a new organisation to deliver greater financial capacity. Through our combined savings plan we expect to realise efficiencies over the next ten years of around 20% from the combined back office costs as a new single organisation.

# Governance

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Our activities take place within sound governance arrangements which are fit-for-purpose and ensure a strong control environment. We will seek to maintain our investment grade credit rating and fully compliant regulatory ratings to continue to inspire business confidence and trust throughout a period of sustained growth.

### Landlord Amalgamation

Over the last financial year, we have successfully completed a process of streamlining our subsidiaries. This included the creation of "Peabody South East", a technical subsidiary which enables us to manage properties outside of the 30-mile radius stipulated within the Peabody Donation Fund Act 1948.

Our former subsidiary Gallions Housing Association has been brought into the single Peabody landlord, enabling greater consistency across the Group. A single community foundation, Peabody Community Foundation was also established, bringing together three pre-existing community programmes in London, Thamesmead and Waltham Forest into one single entity.

### Risk

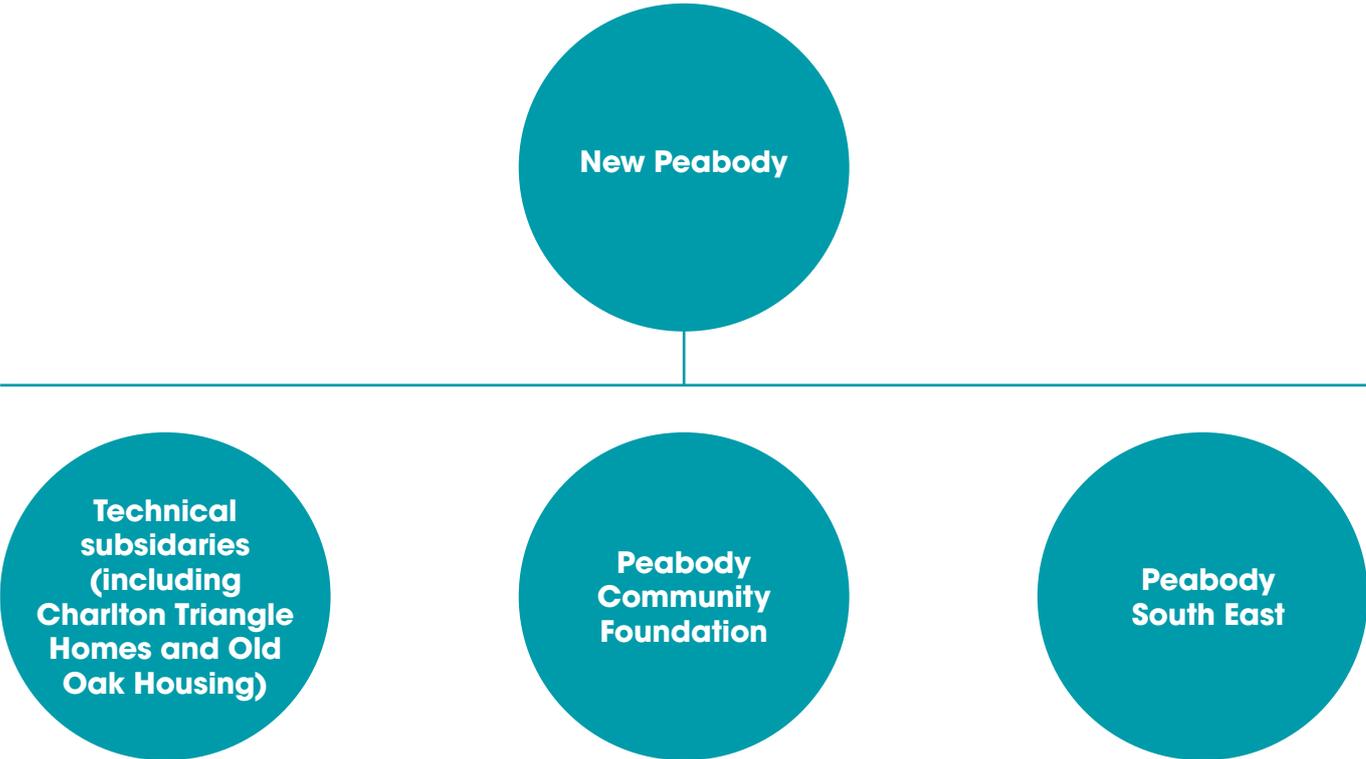
Our governance framework supports us to manage risk effectively and respond to changes in the external environment. Risk is managed in order to minimise the impact and likelihood of financial loss, compromised service delivery, damage to reputation, or non-compliance with law or regulation. Our focus is on creating a culture in which risks can, and should, be taken to achieve our business objectives, providing they are justified and actively managed.

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### New Group Structure

As of April 2018, our Group structure is as follows:

Our top corporate risks are as follows:



No.	Risk	Risk Description
1	Health and Safety including compliance with gas, asbestos, legionella and fire regulations	Failure to implement and maintain Health and Safety system risking harm
2	Compliance and Governance	Failure to maintain compliance arrangements
3	Impact of Welfare Benefit	Failure to optimise income and manage the impact of welfare benefit reforms
4	Reduced Access to Funding	Increased cost of and reduced access to funds as a result of internal or external events
5	IT systems Failure	Failure to maintain and improve the Group IT service, performance, infrastructure and system support
6a	Sales and Marketing	Risk of reduced control over delivery of Group's development plan because of rising build costs, labour shortages, poor quality designs and delays in completion.
6b	Sales and Marketing	Risk of not being able to sell our products as intended because of failing to market appropriately and market conditions.
7a	Efficiency of Services for Customers ensuring VfM	Failure to improve the efficiency of the services we offer by closely managing our major contracts and ensuring they deliver VfM
7b	Efficiency of Services for Customers ensuring VfM	Failure to improve the effectiveness of the services we offer by closely managing our major contracts and ensuring they deliver VfM
8a	Data Quality leading to Legal or Regulatory Breach	Failure to put in place robust controls over data quality
8b	Data Security	Failure to put in place robust controls over data security
9a	Thamesmead - successful communities	Failure to create successful and thriving communities
9b	Thamesmead - financial constraints	Long term financial pressures lead to deprioritisation of investment in placeshaping, provision of community facilities and design of open spaces
9c	Thamesmead - Transport	Further transport improvements in Thamesmead don't materialise
10	Merger and Integration	The Integration and transformation process does not deliver the full range of merger benefits and the required efficiencies are not fully realised, reducing the capacity and capability of the new organisation
11a	Care and Support	Services to vulnerable people are put at risk due to national policy changes, sector instability, poor commissioning practice, organisational instability or failure to deliver a financially viable care and support business.
11b	Care and Support	Safety of staff, customers or property is compromised; customers are harmed due to abuse
11c	Care and Support	Customers are put a risk due to failure to attract and retain sufficient numbers of quality, trained and competent staff

# Delivery Plan 2018/19

Priority	Actions
Develop and deliver reliably good modern services	<ul style="list-style-type: none"> <li>• Deliver resident services to a high standard, transforming services by making the best use of available technology and smarter ways of working</li> <li>• Form a centralised Customer Hub, that can respond effectively not only to all routine demands, but also more complex enquiries supported by a high-quality CRM capability</li> <li>• Establish and implement a single Fire Risk Management System across the whole business and continue to improve the fire safety of the buildings we own and manage.</li> <li>• Implement the People First initiative focusing on creating a strong culture of customer service across the organisation at all levels</li> <li>• Mobilise our digital, self-service and mobile transformation initiatives which underpin wider business transformation and efficiencies. This will include piloting new technologies in care and support and underpinning the scaling up of our Direct Labour Organisation (DLO) through new technology platforms to support engineer scheduling and materials management</li> <li>• Redesign customer journeys based on a better understanding of customer experience to reduce duplication and administration</li> <li>• Give residents and service users the opportunity to influence and change the services they receive, both locally, and at an organisational level</li> <li>• Create tenure based service offerings set out in a customer facing Charter that ensures we are setting the expectations of our customers from the start.</li> <li>• Review our complaints and compensation policies, aligning them across the group and feeding learning from our complaints service into service delivery.</li> <li>• Transform our collections process, enabled by a new staff structure and provide continued support and financial advice to residents.</li> <li>• Define services that become standard care and support products in Peabody communities and agree the customer groups we prioritise.</li> <li>• Operationalise the local services model, including the role of the DLO</li> </ul>
Build and maintain quality developments at scale	<ul style="list-style-type: none"> <li>• We will commence 2,500 units, including delivering against our strategic partnership with the GLA</li> <li>• Secure 3 future joint venture schemes</li> <li>• Engage with the NHS and GLA/Homes England and implement one scheme with the NHS in London and one scheme out of London</li> <li>• Build on our existing programme of estate intensification and commence one new scheme</li> <li>• Continue to make the best use of our property portfolio and introduce an Asset Appraisal Model</li> <li>• Commence development in South Thamesmead and enter an agreement to develop sites in West Thamesmead over a 5-7-year period</li> <li>• Develop a plan for using our land and assets in Thamesmead effectively, for the benefit of the area and the people who live there</li> <li>• Maintain a comprehensive land-use and transport strategy in Thamesmead, aligned with the planning policy of the two local authorities</li> <li>• Make Thamesmead into one of London's most bio-diverse and sustainable urban living environments, increasing the number of people who visit and enjoy Thamesmead's unique parks and waterways</li> </ul>

Priority	Actions
Work with local communities and build long-term partnerships	<ul style="list-style-type: none"> <li>• Support residents to become financially independent through better paid work and tenancy sustainment</li> <li>• Target our in-house employment and training services on areas where we can achieve maximum impact; work with other organisations to support their employment and apprenticeship programmes; support enterprises and enterprise skills development</li> <li>• Help people in our communities to get the most out of their lives, including through supporting 1,500 people to volunteer and participate in social action</li> <li>• Support the young people in our communities through the delivery of youth focused activity and community development, including 1,500 young people to progress into employment, education and positive opportunities and support 100 homeless young people and those with a housing need. Support 800 people to access vocational training and accredited programmes, including 500 people to gain qualifications and work related accreditation and 70% of clients accessing vocational support to develop employability skills</li> <li>• Provide targeted services for shorter interventions, such as those in receipt of Universal Credit, to access sustained employment, or better paid work with an increased focus on underemployment and the economically inactive. Support 100 residents affected by Welfare Reform and underemployment to increase their income and address debt issues</li> <li>• Agree where our care and support services operate and how these relate to other services provided in Peabody communities</li> </ul>
Grow and use our position of influence to create positive change	<ul style="list-style-type: none"> <li>• Build strong relationships with a range of partners and stakeholders to influence national and local policy. Continue to inform and influence government policy at national, regional and local level on issues such as welfare reform and house building.</li> <li>• Deliver an integrated communications service that supports business objectives, uses resources effectively, informs, involves and inspires employees. Develop a single website and intranet to ensure consistency of messaging</li> <li>• Deliver year one of a three-year research programme which contributes to policy debates on housing and other key elements in the lives of low-income Londoners.</li> <li>• Increase fundraising income to enable the realisation of our strategic ambition for our community work. We will make funding go further through more joint working and achieve maximum impact</li> <li>• Put Thamesmead on the map, and tell Thamesmead's story to key influencers</li> </ul>



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