



Group strategy 2024-25

Getting closer to
our residents



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Section one: Setting the scene

Foreword from *Ian McDermott*

This is the third and final year of the current group strategy, which was developed from the Inaugural Business Plan covering the period April 2022 to March 2025. The objective of the strategy was to fully integrate Peabody and Catalyst post-merger, with the delivery of our new local operating model to improve services to residents at its heart.

This strategy, for the year to March 2025, reconfirms our direction and focus on getting closer to our residents, customers and communities. The current environment is as challenging as I have ever known it. We need to improve our basic services, get closer to our residents and create communities in which people can thrive, both now and for future generations.

Our values, purpose and strategic priorities remain the same. We are laying the foundations for structures and ways of working which will see us transform our services to residents. We know we need to improve. Our residents are giving us this clear message. This will take time to get right and we must have a laser like focus on working differently, delivering great services and sharing our progress with residents.

We're changing the way we work to deliver locally focused services and we're increasing our investment in existing homes. We plan to spend £2 billion on maintaining and improving them over the next five years. We'll now work with residents to make sure we have locally based plans which are relevant and meaningful within their neighbourhoods.

When things do go wrong, we need to make sure that our complaints process is easy to use and quick to resolve issues. We are working hard to improve this service and have invested in more people. Fundamental to our approach is the use of data, insight and resident feedback which will help to inform decisions and service improvements.

We've published our three-year environmental sustainability strategy which is detailed, clear and sets measurable targets. It provides the foundation for getting to net zero by 2050. While all of this demonstrates a refocusing of investment in our existing homes, we'll continue to play our part in tackling the housing crisis by building desperately needed and genuinely affordable homes.

This is part of creating a sustainable Peabody. With a commitment to deliver social homes, we'll contribute to sustainable inclusive growth in local areas we serve. Our organisation was founded over 160 years ago, and we'll make sure the homes we build and invest in today are great quality and will meet the needs of communities over the next 40 years, to when Peabody is 200 years old. Over this year, we'll work with residents, partners, colleagues and the board, to define what this will look like and how we should shape our future strategy and focus.

Finally, and possibly most importantly, we need to make sure that the culture of our organisation is where it needs to be. There is more work to be done, making sure that we put residents at the heart of what we do, live our values and ensure our behaviours reflect our intentions.

To ensure effective oversight of this we'll simplify our governance structures, making sure we are accountable to our residents and focus on what residents tell us matters the most to them. We have ruled out any more large mergers for the foreseeable future while we focus on this work.

As ever, we are grateful to all of our teams who work so hard. Our people's strong social purpose, hard work and dedication are key to achieving the priorities we are clear we need to deliver for our residents.

Best wishes,

Ian



Our purpose

Our social purpose was defined by George Peabody in his original letter to our trustees in the 1860s. This stated that the social purpose is: ‘to ameliorate the condition of the poor and needy of this great metropolis and to promote their comfort and happiness’.

This purpose still guides our vision for Peabody after 160 years. We think that a safe, comfortable, well-maintained home is essential for wellbeing and happiness. Without a safe, comfortable and healthy home, it’s difficult for people to flourish.

That’s why our clear purpose is: Helping people flourish. We do this by offering well maintained homes, good quality local services, by making a positive difference to our communities and by creating an inclusive and inspiring place to work.

We care about ensuring that Peabody is sustainable and can support people now and in the future. We are guardians of the organisation with a duty to ensure it is there for future generations.

Sustainability is the foundation of everything we do. This is about our environmental impact and performance, but it’s also at the core of our social purpose. It’s about increasing the positive impact we make in people’s lives, to help them flourish by providing safe, healthy and comfortable homes. It’s also about the way we treat our colleagues, live our values, and strive every day to improve our services and our relationships with people in our neighbourhoods.



Our culture and values

Supporting our people who care

Without an efficient and effective team we cannot deliver a quality service to our residents. Supporting our colleagues to live our values every single day is crucial. A better experience for our colleagues will lead to a better experience for our residents.

Delivering a quality experience for our people will make sure every colleague feels valued, can be themselves at work and can develop in their role. Everyone must be clear about their role and their part in achieving our vision. Embedding our culture is key. As part of this, we'll be focusing on getting the basics right to support colleagues in their roles and ensuring we treat residents with fairness and respect and live our values every single day.

Our values will be embedded in everything we do from how we talk to residents to how we set our budgets and prioritise our activities. These, along with our priorities and purpose, will guide our organisation. We will ensure that colleagues feel safe to fail and that we put right mistakes quickly and embed a culture of learning from our mistakes.



Our values are:



Be kind

We are thoughtful and show empathy in every dealing with residents and colleagues.



Celebrate diversity

We value different perspectives to create a sense of belonging.



Do the right thing

We act with integrity and in the best interests of our residents.



Keep our promises

We do what we say we will.



Love new ideas

We are curious and always explore ways to improve.



Pull together

We collaborate and seek diverse views, including in challenging situations.

Section two

Strategy summary

We are continuing with a focus on getting closer to our residents and improving our homes and services.

This strategy builds on our ambitions to be local and visible, focused on our neighbourhoods, and putting our residents at the heart of our decisions. It also sets out how we will meet the new consumer standards defined by the social housing regulator. It will be supported by an action plan. This will be scrutinised by our strategic resident panel, Resident Experience Committee, Executive Team and Board.

We know that for our residents to live happy, healthy lives we need to focus first and foremost on investing in our existing homes. This means maintaining their homes, providing a better repairs service and investing in communities. Our strategy reflects the need for improving our services, listening, and acting on our resident feedback, and investing in more affordable homes. We will make sure that we record how residents influence and shape these services and continue to report our progress on this. We will report back to residents regularly on progress through our website, forums, newsletters and annual resident review.

We will look to create thriving and sustainable neighbourhoods that stand the test of time, making sure that we have the right homes, in the right places that will meet the needs of communities now and in the future when Peabody is 200 years old. We'll work with residents to co-create what our homes and places of the future will look like, agree where we invest and where we need to regenerate.

As a sector, we need to respond to the current challenging environment and align with new and emerging regulation. To deliver our strategic objectives we need to revise and build on our IT systems, data collection, analysis and processes to ensure we make best use of our resources. These are the foundations that underpin our ability to deliver our priorities.

Our foundations are:

- Effective compliance
- Technology and data
- Value for Money (VfM)
- Investment, treasury and tax



Our strategic priorities

We're all about people.

We're an inclusive organisation which celebrates diversity. Residents shape our services, and we focus on what they tell us matters the most.



Strategic Objective 1: Resident led

We will:

- Make sure our residents' voice is heard at all levels of the organisation.
- Offer residents a wide range of ways to influence our strategies, policies and services.
- Work with residents to design services and products that meet their needs, using insight and co-creation to listen and act on what our residents tell us.
- Track how residents have influenced our priorities and services, and regularly report on this.
- Give our residents choice and control in how, when and where they access our services, ensuring this is fair and equitable.
- Provide the right information to support effective resident scrutiny of our performance in delivering landlord services.
- Celebrate and learn from the rich diversity in our communities.
- Ensure complaints are addressed fairly, effectively, and promptly.

Strategic Objective 2: Colleague culture and engagement

We will:

- Embed a culture that creates a sense of belonging and empowers our teams to do the right thing.
- Live by our values and treat each other and our residents with fairness and respect.
- Support and promote equality, diversity and inclusion, encouraging everyone to be themselves at work.
- Attract and retain the best people by ensuring our employees have a good experience, and support them to develop and learn new skills through the Peabody Academy.
- Have an attractive offer for our people.
- Ensure our colleagues are engaged and proud to be part of Peabody.
- Trust our colleagues to make decisions and to share and learn if things go wrong.

Our strategic priorities

We are focused on getting the basics right.

We are local, visible and deliver consistently good services, developed together with residents. We invest in our residents' homes and prioritise our repairs service. We provide simple and easy access to our services through a choice of channels.



Strategic Objective 3: Invest in making our homes safe, dry and warm

We will:

- Prioritise our existing residents and homes.
- Ensure residents homes meet the decent homes standard and are comfortable and energy efficient through effective asset management.
- Make sure residents feel safe in their homes.
- Ensure that we have accurate and up-to-date records of the conditions of our homes.
- Make sure we support residents seeking housing adaptations to access appropriate services.
- Make sure our homes deliver the best for our residents, and sell empty homes which are no longer suitable for social housing.
- Use data to make informed decisions about where to invest in homes to create the most efficient portfolio.

Strategic Objective 4: Build accessible, reliable, effective services

We will:

- Be easy to interact and communicate with, and treat residents with fairness and respect.
- Have a repairs service that is timely, effective and efficient.
- Ensure residents have information on how to use our services, and have a clearly defined offer so that they understand what to expect and how they can hold us to account.
- Turn feedback into action, using insight to improve the main causes of resident dissatisfaction.
- Make sure our residents and colleagues are able to raise issues and track progress on our digital platform.
- Use data proactively to help to reduce failure and direct resources more effectively.
- Ensure that communication with, and information for, residents is clear, accessible, relevant, timely and appropriate to their diverse needs.

Strategic Objective 5: Locally focused

We will:

- Ensure we embed a local approach to delivering services.
- Have a divisional structure which allows for local decision making.
- Empower our teams to do the best for our residents and work with residents to shape our services together.
- Ensure resident-facing colleagues have the time to get to know their residents.
- Develop stronger relationships with local partners.
- Improve our data and insight to inform decision making.
- Ensure our services are accessible, and support current and future residents to use our online services.
- Support residents to implement resident-led activities to influence and scrutinise our services in their neighbourhoods.
- Work in partnership to ensure our neighbourhoods are safe and that we tackle ASB.

We are creating a sustainable Peabody.

We focus on sustainability and consider how decisions we make today affect future generations. We invest in sustainable solutions for our communities, spaces and homes that benefit people and the planet.



Strategic Objective 6: Tackle climate change

We will:

- Become a net zero carbon organisation by 2050.
- Commit to environmental, social and governance principles throughout the organisation.
- Report on carbon emissions KPIs to a high standard.
- Co-design with our residents and colleagues, to create solutions to help tackle climate change.
- Test new ways of making our new homes as energy efficient as they can be (e.g. Passivhaus) and with electrically-based heating (no fossil fuels).

Strategic Objective 7: Build sustainable places and communities

We will:

- Work in partnership with our residents and stakeholders to understand the needs of local communities and foster economic, social and environmental wellbeing.
- Provide high-quality care and support services.
- Identify vulnerable residents who need extra support with early intervention, working in partnership with statutory agencies.
- Invest in community spaces and homes, improving the health of our residents.
- Define our approach to sustainable places and communities and pilot an integrated approach with the local model.

Strategic Objective 8: Developing safe, sustainable and good quality new homes

We will:

- Develop in our core areas, meeting our standards and resident needs.
- Target the areas of greatest need and prioritise social rented homes.
- Make sure our homes are genuinely affordable for those unable to access home ownership or market rent.
- Develop different ways of funding new homes, maximising public investment to complement our own, where possible.
- Use data on our homes to support repairs and maintenance work.
- Review our vision for development and define how our homes and communities will meet the needs of our residents in 40 years' time, when Peabody is 200 years old.

Our foundations

A compliant and stable *base*

Alongside our people and culture, these foundations help to protect our core purpose and priorities to provide a stable base for longer-term planning.



1. Effective compliance



We must comply with relevant standards and engage effectively with our regulators. This will safeguard our reputation, funding and investment so we can deliver on our priorities. This will be delivered through robust governance and risk management, with appropriate procedures in place across all teams to help us stay compliant. We'll continue to improve the effectiveness and efficiency of our organisational governance and corporate structure of the group. We will continue establishing clear financial targets, define a modern resident-focused organisation and service delivery model, and create new ways of working to transform the future.

2. Technology and data



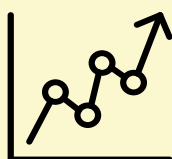
We will ensure that our technology and data support the transformation plans for the organisation and provide a good base to improve our service offering. We will continue to invest in, and improve, our cyber security, business resilience and data quality to provide stability for the organisation. We'll equip colleagues with effective tools by investing in digital first and automated technologies. These will allow access to up-to-date resident and asset information, supporting resident-facing teams within our local areas.

3. Value for money



Every change and investment we make should have a positive impact. Our value for money strategy is key to monitoring and measuring the change we're delivering. Within our service delivery we don't just look at the cost of delivering a service to our residents, but also at the quality of the outcome for them. We use benchmarking and specialist advice to identify opportunities across the business to drive better value within simplified and streamlined operational processes. This will enable us to make savings and to continue becoming more efficient.

4. Investment, treasury and tax



Continuing to attract sustainable investment is essential to supporting the delivery of our outcomes in the future. We're committed to continuing to be an "A" grade investment proposition and will reinvest our financial surplus into our social purpose of helping people flourish. Our new asset investment plan will reflect current evidence arising from data on our homes, continually improving our confidence in the investment plans we devise. We'll prioritise investment in existing homes and services. To support the development of new homes, we'll explore the opportunity for different financial and partnership models.

Section three

Overseeing our strategy *summary*

Our strategy sets the framework to ensure that the activity we deliver clearly links back to our priorities to deliver the change we want to see. We'll develop a delivery plan and review progress against our priorities quarterly to allow us to monitor outcomes and success during the year, and adapt as needed.



Our KPIs will help us to monitor progress and hold ourselves to account. Residents will also be able to scrutinise our performance through our formal networks. This progress will be reported back to residents through our engagement network, newsletters, website and annual review.

Leadership and governance

To deliver the strategy, we must be effectively managed and governed. We've put in place new streamlined leadership and management structures, as well as an integrated board and revised committee and resident engagement structures.

Our governance is designed to support the achievement of our strategy. This is achieved through effective decision making, oversight and providing the Peabody Board with a detailed view of all activities, risks and opportunities for the group.

Board members take an active role in the delivery of our corporate objectives, acting as a sounding board and providing constructive challenge, ensuring we put our residents first. They bring depth of insight and external focus from involvement in other sectors as well as diverse perspectives from different life experiences (both professional and personal). They offer innovative approaches and ideas drawn from their wider skills and connections. A more diverse board, reflective of the communities it serves, will be a more effective board. We'll continue to work towards our target that by the end of 2025, our board will include at least 30 per cent Black, Asian and Minority Ethnic board members.

The board is supported by a committee structure, which provides assurance and ensures the business can be agile and operate at the correct pace without duplicating effort. We'll review the opportunities to simplify further the group's corporate and governance structures.

Beneath these committees is the Executive Team. Supporting the Executive Team is a structure of groups each led by an executive member, co-ordinated to provide direction and leadership on a range of issues such as information management, building safety, health and safety and safeguarding.

Measures and targets

Our board agrees our targets, which are linked to our strategic priorities and regularly tracked within our governance forums to review progress in the delivery of our strategy.

We'll measure our outcomes and impact with a clear set of KPIs, aligned with our Tenant Satisfaction Measures, and with our strategic objectives as set out in this document.



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