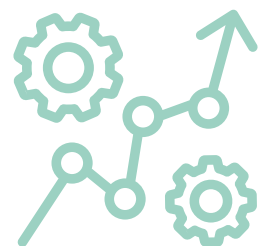


**2026 Update**  
**Year 2 of the Strategy**

# **Group Strategy 2025-28**



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# 2026 Update Year 2 of the Strategy

## Foreword

When we started this strategy, we had just come through a significant period of change, completing the merger of Peabody and Catalyst. Now, with no further mergers planned, we have the stability to focus on improving our services, for our residents and colleagues alike.

The demands on us remain high. Stronger regulation, new safety requirements, and rising resident expectations all place continued pressure on our resources. At the same time, residents have been clear about where we need to improve, and colleagues have shared valuable insight. We've listened carefully and we're now acting on that feedback.

This strategy sets out our three-year plan, focused on improvement across our three priorities: better services for residents, better together for colleagues, and better homes and places.

Year one has been about understanding the drivers behind performance challenges and laying the foundations for change. Highlights include:

- **Better services for residents:** embedding new Service Standards, strengthening the local Repairs Service, and improving homeowner services and communications.
- **Better together for colleagues:** providing new laptops and phones to everyone, upgrading technology systems, launching My Performance and the Better Together Manager programmes, and developing new data dashboards to help operational teams.
- **Better homes and places:** maintaining strong compliance and safety performance, delivering on our planned programme of investment works, and progressing key fire remediation programme planning and works.

These achievements have given us a clearer picture of what works, where more focus is needed, and how we can deliver improvements that matter most to residents.

Building on this foundation, year two will focus on delivering better value across everything we do and making sure that the golden thread of 'listening and acting' is woven through every service and interaction. We'll continue to invest more in residents' homes, improving comfort, quality and safety. Residents and colleagues will see improvements in their day-to-day experiences, from quicker repairs and clearer communications to more responsive, visible local services.

This document outlines our purpose, mission, vision for local working, and our key strategic priorities, with an update setting out our focus for the year ahead.

Driven by our charitable purpose and building on over 160 years of service, we're confident that by working together, we can continue to deliver on our mission for generations to come. The path ahead will need careful decisions and sustained effort. We remain committed to strengthening services, empowering colleagues, and investing in homes and neighbourhoods, making sure the benefits of this strategy are visible and felt by residents.

# About Peabody. What drives us.



“We’re here to provide quality homes, work with communities to strengthen neighbourhoods, and support people when they need it most.”

Few things are more important to someone than their home. It's their refuge, the foundation for their health and happiness.

Founded in 1862 by George Peabody to help Londoners in need, we've been providing safe, secure and comfortable homes for over 160 years.

We draw our inspiration from the thousands of families who've built their lives in our communities over the years. That's why we're committed to providing quality homes that don't just serve people well today but will stand strong for many generations to come.

## Mission

We're here to provide quality homes, work with communities to strengthen neighbourhoods, and support people when they need it most.

We look after 109,000 homes across London and the home counties, plus the community centres, play areas, and green spaces that bring these areas to life. Our job is to keep these places well-maintained and provide reliable landlord services.

We serve more than 220,000 people who live in these homes who are a mix of renters and homeowners. Beyond our role as a landlord, we provide specialist homes and care and support services that help around 25,000 vulnerable people. We believe in building strong, trusting and respectful relationships with everyone in the communities we work in. That's why we value the feedback and experiences residents share with us, using that to directly influence how we work.

Every day committed residents are creating positive changes in their neighbourhoods. We're proud to work side by side with tenant groups and local organisations to help create stronger communities together.

When life gets challenging - whether it's keeping up with bills, managing debt, or finding work - we're here to help find solutions. Often, we connect with other services to make sure people get the right support when they need it most.



### Spotlight on: The Peabody Community Foundation

Our Community Foundation sits at the heart of our social purpose. We're focused on making a real difference in our communities with a clear vision: helping residents become healthier, wealthier and happier. Our programmes and projects bring people together to co-create solutions that respond to some of society's toughest challenges - from child poverty to homelessness; underemployment to violence affecting young people. We'll continue delivering programmes that channel our investment, skills and resources directly into our communities where they are needed most.



### Spotlight on: Care and Support Services

Beyond our role as a landlord, we provide specialist homes and care and support services that help over 26,000 vulnerable people live their best lives. Through carefully designed homes and personalised support, we help people achieve independence, stability, wellbeing and happiness in their everyday lives.



# How we'll achieve it. Act local, think place.

Local Peabody is a mindset to guide how we work across the organisation. It's the tool we need to really deliver on our mission.

When Catalyst and Peabody joined together, we made a commitment to get closer to residents through taking a local approach. Over the past few years, we have made significant strides with our regional structure, smaller neighbourhood patches and localised repairs service. These changes have strengthened teamwork, improved coordination across departments, and reinforced relationships with residents.

We remain committed to being local, which means more than just being based near to residents – it’s about building relationships and connections that help us better serve the communities we work in.

Our vision for a genuinely local approach is a place where:

- **We run things locally:** Decisions are tailored to each area, based on a deep understanding of that place and its unique needs.
- **Accessible staff:** Residents can easily find approachable, knowledgeable staff nearby to where they live. There are dedicated local teams who know each neighbourhood well.
- **Teams work as one:** Our teams pull together with shared goals, clear responsibilities, and a collaborative spirit that puts the neighbourhood first.
- **Community partnership:** We work with residents to improve the neighbourhood, investing wisely to make the biggest difference to the people who live there.
- **Proactive management:** Being closely connected to the neighbourhood means we can better prevent issues before they arise and respond quickly when issues do come up.

## Being local means thinking about the whole place.

Every neighbourhood has its own distinct personality. Yet all places work better when each element - homes, buildings, public spaces, services, community and culture - works in harmony. A place-based approach goes beyond simply managing properties. It’s about making the most of these connections.

In many places, we’re responsible for parts of the environment beyond the housing. To be genuinely local, we need to consider the whole place and develop a complete picture of each community. This allows us to move away from a one-size-fits-all approach and recognises that every place has different strengths and needs.

Under this approach, we need to work beyond departmental and even organisational boundaries. With limited resources, we need to work collectively with other stakeholders and think creatively about how we make the most impact. Collaborating with residents and partners to develop new solutions for their neighbourhoods is essential.



## We aim to create:



Sustainable, healthy places



Comfortable homes



Well-kept buildings



Safe and welcoming public spaces



Easy to access services



Strong community



Vibrant culture

## Year 2 focus: embedding and expanding our local approach

Over the past year, we've made strong progress in bringing our local approach to life. Better Neighbourhood pilots have developed new standards and ways of working for local neighbourhood teams. At the same time, we've increased the visibility of estate-based teams – such as uniformed caretakers – and we've provided more opportunities for residents to speak with us directly, through things like repairs surgeries and regional forums.

We have designed a local approach to communications, increasing visibility through local newsletters that share the news that matter the most to residents. Neighbourhood dashboards now consolidate local data on buildings, repairs, complaints, and other operational issues, giving us a clear line of sight to local issues and priorities. Our Board and committees get Local Peabody updates for each region, bringing the realities of neighbourhoods to life in our performance reporting.

Building on this foundation, Year 2 will focus on rolling out the Better Neighbourhood standards and being more visible with local communications plans. We'll also be launching neighbourhood pages for our website. We're establishing Local Portfolio Boards to bring together teams to help plan and prioritise local investment in homes and neighbourhoods. Alongside this, Project Place will test new ideas and ways of working to understand our future ways of managing places, helping us build a clear roadmap for future change.



### Spotlight on: Thamesmead

Our work in Thamesmead, where we own two-thirds of the town (including more than 5,600 homes), is a blueprint for our whole place approach. We've been working with communities and partners since we launched our Plan for Thamesmead in 2018 to improve, grow and look after the town for the long-term. We split our work into five themes: town management, inclusive growth and regeneration, improving the landscape, making space for culture, and supporting communities to thrive.

We're now looking at how we can apply the same principles to help us strengthen and create sustainable neighbourhoods and places elsewhere.



# Our strategy to 2028.



## Three strategic priorities

The priority areas of focus within this Group Strategy are:

**1. Better services for residents.**

**2. Better together for colleagues.**

**3. Better homes and places for the long-term.**

All of this is underpinned by our continued focus on financial resilience in everything we do.

### Living our values every day



Keep our promises



Celebrate diversity



Do the right thing



Be kind



Love new ideas



Pull together

# 1.

## Better services for residents.



## Aims

We're committed to improving our services to create simpler and better experiences for residents. Our local approach will help, by enabling teams to be more responsive and collaborative where and when it matters most.

We'll carefully balance speed with quality design, while implementing the changes needed to make that happen. We'll make sure we understand what's causing our services to sometimes fall short of expectations. And we'll listen carefully to the feedback and experiences of residents and use what we learn to improve our services.

The result will be improved quality and response times for residents and more efficient ways of working for our teams.

## Objectives

To deliver Better Services, we've set five shared objectives:

1. **Minimise service failures.** Remove the demand created by failures or avoidable mistakes. Wherever possible, fix residents' issues on the first attempt. Guarantee prompt completion of remaining issues within established timeframes.
2. **Establish clear and accessible service standards.** Be more reliable through setting clear expectations on quality and timelines.
3. **Communicate better.** Be clear, human and consistently focused on the residents' needs. Actively listen to feedback and respond promptly.
4. **Deepen our understanding of residents' needs.** Gather and analyse information on needs and preferences. Use this to tailor and improve services.
5. **Pilot new ways of working and design user friendly services.** Co-create innovative solutions with residents and colleagues.



## Three-year outcomes

We're focused on improving residents' experience of using our services. We'll do this by fixing things quickly, solving problems faster, and making every interaction with us a positive one that builds trust. There will be many detailed metrics we'll be tracking to measure these improvements, but the four headline measures we aim to see improving are:

**Improved satisfaction:** While we recognise that changing perceptions takes time, our aim is that these improvements will contribute to a significant rise in overall satisfaction for renters and homeowners. We're targeting a 7% increase.

**Better repairs:** We'll complete repair requests promptly and efficiently, with a 19% increase in repairs completed on target and a 5% rise in satisfaction scores.

**Better communication:** We'll keep residents better informed and use their feedback to improve our services. We're targeting a 10% improvement in feedback scores about our responsiveness and whether we listen to residents' views and act upon them.

**Fewer complaints:** As trust builds and service quality improves, we expect to see a 10% reduction in the number of complaints.



# Better services for residents.

## Our starting point

At the start of this Group Strategy, we listened carefully to feedback from residents and used it to focus on issues that matter most to them. Residents told us we need to improve several areas of our services:

**Repairs** - we needed to keep appointments more reliably and follow up properly after the work is completed.

**Neighbourhood issues matter** - residents are concerned about antisocial behaviour and the general upkeep of their neighbourhoods.

**Transparency on service charges** - questions about rent and service charges were increasing, with homeowners raising more concerns about leases and managing agents. We need to challenge costs from our contractors to make sure the costs passed on to residents in their service charge represent value for money.

**Communication needs to be better** - residents tell us that reporting problems can be frustrating, with long wait times and inconsistent updates. Residents want to know more about their local contacts and when they'll be around in the area.

**Giving feedback should be easier** - it needs to be simpler for residents to share their views and make complaints where needed.

## What did we achieve in Year 1?

In year 1, we made important progress in laying the foundations for better services. Key highlights include:

- **Repairs service strengthened:** We hired more colleagues for the local Repairs Service, improved how we manage contractors' management, and introduced a new digital tool so our contact centre can see all our subcontracted in-house DLO appointments. We also created a centralised knowledge hub for repairs processes and introduced new damp and mould procedures to make sure we comply with Awaab's Law.
- **Service Standards introduced:** We co-developed and published new Service Standards with residents and colleagues, creating a shared set of expectations for service quality and performance.
- **Homeowner services improvements:** We began reviewing service charges, management fees and billing processes, alongside developing a new strategy to improve homeowner satisfaction.
- **Improving communication:** Better writing training has been introduced to help colleagues communicate more clearly and consistently with residents.
- **Stronger complaints management:** We improved how we manage complaints, with overall complaint numbers no longer going up.
- **Local innovation advanced:** We continued to develop community-focused approaches, including Better Neighbourhood pilots, neighbourhood plans and community services.
- **Resident experience strengthened:** We've benefited from all our resident feedback: including from the Resident Led Panel, Regional Forums, Neighbourhood Associations and other groups. Working together, we refreshed our Resident Experience Strategy so we can keep putting resident engagement at the heart of our work.



## What will we focus on in Year 2?

### A golden thread: Listen and Act

Running through all of our work is a shared commitment to 'Listen and Act'. This means taking responsibility for resolving issues raised by residents and following through until they are addressed.

In Year 2, we'll focus on being more responsive to residents, improving how we listen to feedback and making sure we act quickly and effectively to their concerns. 'Listen and Act' is reflected in all colleagues' performance goals. This reinforces our shared responsibility to resolve issues and improve services for residents.

In addition, we'll focus on the following strategic initiatives:

- **Repairs service improvements:** We'll continue to strengthen our local repairs service by improving the timeliness of emergency and non-emergency repairs. We'll also reduce the burden of repeat repairs by adding in more rigorous post repairs inspections. We'll stop carrying out duplicate repairs that add cost without value. We'll also improve our communications to create a better experience for residents.
- **Service standards:** We'll carry out our new Service Standards and define new standards for each service we deliver.
- **Communications:** We'll be more proactive in our communication with residents, making sure that updates are clearer, more consistent, and timely. Initiatives include the Repairs Communications Journey and improvements to the way we handle our calls in the contact centre. This'll help residents know what's happening with their service requests and make sure we're more transparent about what we can and can't do - and when.
- **Complaints management:** Complaints teams will move to a regional approach, so staff can build local relationships. This'll also help us to use the insights from complaints to improve our services and learn where we need to do better.
- **Homeowner services:** We'll continue to improve homeowners' experiences through our Homeownership Improvement Plan and Strategy. This'll include continuing to improve service charge and fee processes and reviewing the responsibilities of External Managing Agents. This work will support transparency, value for money, and higher satisfaction for homeowners.
- **Getting to know our residents:** We'll begin to roll out a new resident census, giving us a comprehensive view of household needs. This'll help us to improve our data so we can tailor our services effectively based on the needs of our residents.
- **Local ways of working:** We'll roll out Better Neighbourhood ways of working, strengthen neighbourhood plans, and make sure our local teams are more visible. Our local-community services will continue to support and connect with local communities.
- **Improving efficiency and resolving issues earlier:** We'll be reviewing the way we work across our teams to make sure that we're streamlined, effective and deliver the best value to residents. This'll include reducing the time homes remain empty through better coordination and faster relets. We'll also reduce reliance on expensive temporary accommodation and improve how we manage disrepair cases to reduce legal costs and address issues earlier.

# 2.

## Better together for colleagues.





## Aims

Our success depends on the dedication and hard work of our 4,000 colleagues. We're committed to making it easier and more enjoyable for everyone to do their job with confidence.

To build this high-performance culture, we'll make sure we give our teams the tools they need to excel. We'll continue empowering colleagues to make our ways of working simpler, safer and smarter – because when our colleagues can do their best work, residents get a better service.

## Objectives

To achieve our Better Together aims, we've set ourselves seven objectives.

1. **Improve data collection and management.** Invest in data quality and embed strong data governance practices.
2. **Modernise business tools and systems.** Provide new equipment and upgrade to new cloud technology.
3. **Support colleague development and skills training.** Foster a high-performance culture that supports personal growth and gives people confidence to excel, including skills training through the Peabody Academy.
4. **Strengthen our 'Better Together' approach.** Continue to make things simpler, safer and smarter,
5. **Streamline processes and procedures.** Improve efficiency and make it easier to get things done.
6. **Deliver our strategic Equality Diversity and Inclusion objectives.** Prepare the update for our current strategy.
7. **Ensure robust governance.** Make sure we meet all regulatory requirements.

## Three-year outcomes

Over the course of this strategy, we'll create an environment where our colleagues are supported and able to do their best work. There will be many detailed metrics we'll be tracking to measure our progress, but the headline measures we aim to see improving are:

**Engaged teams:** We're aiming for a 12% increase in colleague engagement, building a place where people feel valued and empowered to do their best work.

**Skilled leadership:** All managers will complete our Better Together programme and will use our new Performance Management framework to help their teams deliver. Our Academy will expand, helping develop skills and talent across the organisation.

**Better tools and technology:** We'll upgrade the systems colleagues use every day by moving our core systems to the cloud. This means less time on manual tasks, easier ways to keep records and communicate, and an overall boost to productivity. This will be reflected in a 12% increase to colleagues' feedback that they have the tools and technology they need to do a good job.

**Working better together:** We'll make it easier for teams to suggest and implement better ways of working within and across teams, especially when it comes to serving local needs.

**Better data:** We'll continue to improve our data quality, making sure teams have the information they need about our homes, neighbourhoods and residents.

**A place where everyone belongs:** We'll meet our equality, diversity and inclusion goals, making sure Peabody is a place where everyone feels welcome and valued.



## Better together for colleagues.

### Our starting point

Completing our integration brought a period of significant change. Colleagues achieved a huge amount during this time, often while managing heavier workloads and uncertainty.

In 2024, colleague engagement improved. More people told us they feel their voice is heard and that they can see a long-term future at Peabody.

Honest feedback through the Better Together culture programme has helped shape this strategy and the priorities we are focusing on for the years ahead.

We know colleagues need better tools, technology and more reliable data. Supporting people with the right systems and manageable workloads will be a key focus of this strategy.

Our value of celebrating diversity continues to guide us as we work towards a fairer and more inclusive workplace. We've made progress in reducing our gender and ethnicity pay gaps and building leadership teams that better reflect the communities we serve - but we know there is more to do.

Equality, diversity and inclusion remains a core priority, although we know there's still much more to accomplish, supported by the important work of our colleague-led diversity networks.



## What did we achieve in Year 1?

Over the past year, we've made important progress in strengthening the tools, systems and support available to colleagues. While this work is ongoing, we've delivered several improvements:

- **Improved colleague technology:** We completed the rollout of new laptops to all colleagues and have largely completed the rollout of mobile phones, helping teams work more flexibly and effectively.
- **Simpler digital platforms:** SharePoint migrations have been completed, consolidating multiple sites into a single, unified platform. This has improved access to shared information while reducing licence and administration costs.
- **Modernising infrastructure:** We're well underway with replacing Citrix, making it simple for colleagues to access our systems and apps.
- **Performance and development:** We launched My Performance, setting out clearer goal setting and performance conversations. The Better Together Managers Programme has also been launched to support and develop our managers.
- **Stronger data and insight:** We've introduced new operational dashboards for area managers and the income collection service. Alongside this, we've approved a new data strategy and we've developed a supporting operating model which we'll soon embed.

## What will we focus on in Year 2?

In the second year of this strategy, we'll continue strengthening the tools, systems and support colleagues need to do their jobs effectively. Our focus will be on improving how we use data, modernising our technology and systems, and continuing to invest in our people and culture.

- **Data and insight:** We'll begin implementing our new Data Strategy, including rolling out a clear Data Operating Model to define ownership, standards and the effective use of data. This will support better decision-making and strengthen the quality and governance around the data we hold about residents and their homes.
- **Technology and digital infrastructure:** We'll develop a new Technology Strategy by mid-year, setting out the outcomes and priorities for modernising our systems and digital services. Alongside this, we'll continue to modernise our core infrastructure through continuing our programme of cloud migration, improving system reliability, and boosting cyber security.
- **Systems and operational efficiency:** We'll be improving several systems to make them more efficient. This includes integrating Town and Country Housing's systems, improving rent payment channels through the next phase of PayPoint, introducing new case management systems for care and support services, and discovery work to replace outdated finance and HR systems with a modern enterprise resource planning platform.
- **People and organisational capacity:** Our new People Strategy will focus on putting in place the next phase of the Better Together culture to make sure we have the capacity and capabilities needed to deliver our vision. We'll also continue to invest in developing our people, with a clear ambition for apprenticeships to represent around 5% of our workforce. We'll also undertake a review of pay and grading to make sure we have a clear and transparent framework for colleagues.
- **Fair and inclusive organisation:** We'll launch our refreshed Equality, Diversity and Inclusion strategy, setting out how we're considering inclusion in all our decisions, services and places.

# 3.

## Better homes and places, for now and the future



## Aims

The decisions we make today will have an impact for years to come. We're making strategic investments to guarantee the long-term safety, sustainability and resilience of our homes, places and communities.

'Peabody 200' will become a clear framework to make sure our investment decisions are balanced and carefully prioritised so we can make sure there's continual improvement of our homes, buildings and shared spaces between now and our 200th anniversary in 2062. We'll create a new tool and local portfolio plans so that investment decisions reflect local needs, and we'll look to simplify things where we have complex management arrangements.

We'll continue to deliver our pipeline of new homes, with an aim to create new pathways to build additional homes beyond our current commitments through partnerships and alternative funding streams.

## Objectives

To achieve Better Homes and Places, we've set seven objectives:

1. **Prioritise investments on existing buildings and enhance resident safety, comfort and health.** Tackle issues as they arise and make improvements to maintain standards.
2. **Deliver our committed programme of new homes.** Explore how we create additional capacity to increase our pipeline for future years.
3. **Create a culture of stewardship and care for our homes and assets across the organisation.** Empower all colleagues to take responsibility for the care and maintenance of the assets we own and manage.
4. **Improve how we make investment decisions.** More use of whole life costing and other measures such as whole life carbon costing.
5. **Maintain complete records for all our homes, buildings and public spaces.** Ensure timely and accurate updates to records when changes or improvements are made.
6. **Refurbish and relet empty homes quickly.** Maximise the benefits and value from each property.
7. **Plan how we mitigate the risks and impacts of climate change, while enhancing climate resilience.** We'll take concrete steps to reduce our environmental footprint.

## Three-Year outcomes

Throughout this strategy, we're focused on improving the quality and upkeep of residents' homes and neighbourhoods. We'll be tracking a range of metrics to measure our progress, but the key outcomes we're aiming for are:

**Well maintained homes:** We're aiming to increase resident satisfaction with home maintenance by 5%.

**Safe and compliant:** We'll maintain 100% decent homes and ensure all compliance checks are in place. We'll continue to deliver core building safety works, targeting a 10% rise in residents satisfied that their home is safe.

**Enhanced neighbourhoods:** Reflecting our focus on local, place-based working, we aim to increase resident satisfaction with our contribution to their neighbourhoods by 10%.

**New home delivery:** We'll deliver our current committed programme of new homes and actively seek to bring forward additional new homes through partnerships and alternative funding options.

**Long-term stewardship:** We'll launch the 'Peabody 200: Asset Investment strategy' and use this to foster an organisation wide culture of care for our assets.

**Sustainability and decarbonisation:** Our pathway to achieving net-zero emissions by 2050, and our strategy around sustainability and climate risk mitigation, will be clearly set out within the new Peabody 200 strategy.





# Better homes and places.

## Our starting point

Over the past few years, we've made substantial investments to make sure our homes remain safe, secure and fit for the future. That includes focusing on our environmental impact, through improving the energy efficiency of our homes, increasing the diversity of our landscapes, and shrinking our carbon footprint.

We're continuing to deliver new homes where we can, prioritising building in local areas where we already own and managing homes to make sure we add long-term value to all communities. Our commercial properties have demonstrated a strong return, reflecting a healthy performance in the current market.

At the same time, this period has presented considerable challenges. The implementation of new regulations, such as the Building Safety Act, has increased demands on our resources, particularly in relation to the new safety protocols we've put in place. We anticipate these demands will continue to grow.

These pressures mean we must make careful, strategic decisions. We'll continue to prioritise essential building safety works and making sure our buildings are compliant with regulations. We remain committed to our existing (and sizeable) development pipeline; however, we've paused projects that aren't contractually committed so we can explore alternative delivery options, including through partnerships or alternative funding.



## What did we achieve in year 1?

Over the past year, we've made progress in delivering on our commitments to maintain safe, high-quality, and sustainable homes:

- **Delivery of new homes and planned investment works:** We're on track with improvements to kitchens, boilers, windows, and other key building parts; alongside delivering our pipeline and programme to complete c.2000 new homes this year.
- **Peabody 200 strategy:** We developed the Peabody 200 strategy to guide long-term asset investment decisions and brought together teams across asset investment and development into one unified Investment Directorate.
- **Climate and environmental planning:** We've completed a group-wide climate risk assessment and started to develop a new sustainability strategy.
- **Health, safety, and compliance:** We maintained strong performance and controls, with particular focus on electrical safety certificates and completion of fire risk assessment actions.
- **Fire safety remediation:** We completed essential fire safety works across buildings and cores, strengthening resident safety and regulatory compliance.

## What will we focus on in year 2?

Building on the foundations we established in Year 1, we'll continue to invest in our homes and neighbourhoods to improve safety, comfort, and quality for residents. This includes:

- **Planned investment in existing homes:** We're increasing investment into residents' homes to improve resident safety, comfort, and wellbeing, focusing on external elements such as windows and doors.
- **Fire remediation programme:** Fire remediation works will continue to help significantly improve fire safety and peace of mind for residents in affected homes.
- **Emergency evacuation plans:** We'll further strengthen evacuation planning to meet new regulations.
- **New homes delivery:** We'll continue to deliver our committed programme of new homes, while exploring alternative funding and partnership approaches to unlock additional homes for residents, including submitting a bid for the new Social and Affordable Homes programme run by the government. Our regeneration work to deliver the Plan for Thamesmead will continue, including progressing the Thamesmead Waterfront, where we will continue to drive forward development, investment, and long-term place-making ambitions.
- **Landlord health and safety compliance:** We'll focus on identifying and resolving damp and mould cases, while also preparing for the next phases of Housing Health and Safety Regulation Standards.
- **Climate adaptation and sustainability:** We'll launch our new Sustainability Strategy and continue to deliver targeted energy efficiency upgrades through the Social Housing Decarbonisation Fund (Wave 2).
- **Asset data:** We'll continue to establish a new hierarchy within the data we hold on our assets to better describe the neighbourhoods, blocks and buildings we look after, conducting building surveys where there are gaps in the information.
- **Peabody 200 investment planning:** We'll establish Local Portfolio Boards to co-ordinate place-based investment decisions and strengthen cross-team collaboration. We'll also improve whole-life asset modelling to guide long-term investment priorities.

# Financial resilience and performance.





## Aims

As a long-term business, we're committed to making sure we have robust financial and organisational resilience. This means we can withstand financial shocks and adapt to changing environments.

Over the next three years, we'll strengthen our foundations through strategic financial planning and the prudent management of our resources. A strong focus on value for money is woven through all activities being delivered in this strategy.

## Financial objectives and outcomes

To achieve this, we've set five financial objectives:

1. **Ambitious yet achievable budgets.** We'll create budgets that are ambitious, but realistic, and invest wisely in improvements that help us work more efficiently and productively.
2. **Responsible borrowing.** We'll keep our debt levels manageable.
3. **Create capacity to deliver additional new homes.** We'll look for new ways to build homes that limits the strain on our finances.
4. **Make the most of our assets.** We'll make sure all properties and assets provide a sustainable return, while also developing plans for those that aren't performing well.
5. **Maintain financial security.** We'll keep a healthy level of cash reserves, which will protect against economic turbulence.

## Our starting point

The last few years have proven to be particularly financially challenging and like everyone, we've been working in a higher inflation, higher interest rate environment. Energy price volatility has added pressure, as have other rising costs. We've had to make careful choices about where to prioritise investment. Despite this, our current financial performance shows the group's financial resilience and continued commitment to investing in our assets during a difficult economic climate.

Our financial strength drives our mission. Given these pressures, it's vitally important we get the best value and outcomes from everything we do, making sure every pound spent serves our communities effectively and achieves the best balance across economy, efficiency, effectiveness, equity and environment – our five value for money principles.

## What will we do in the first year?

Alongside all the improvements we will make as part of this strategy, we will pay particular attention to:

- **Smart financial management:** We'll deliver on our stretching, but achievable budget targets. That includes full recovery of eligible costs and maintaining fair, reasonable and transparent service charges.
- **Operational excellence:** We're boosting productivity and eliminating process inefficiencies to reduce costs across the organisation. That will include a focus on a faster turnaround of empty properties to be relet, resolving complaints and progressing disrepair cases in a timely fashion, and cutting failure demand through operational improvements and efficiencies.
- **Investment programmes:** We're committed to meeting our sales target for new build properties, whilst carefully monitoring London's property market conditions and making decisions on additional capacity to bring forward further sites this year. We'll continue to generate a healthy surplus from our commercial property portfolio.

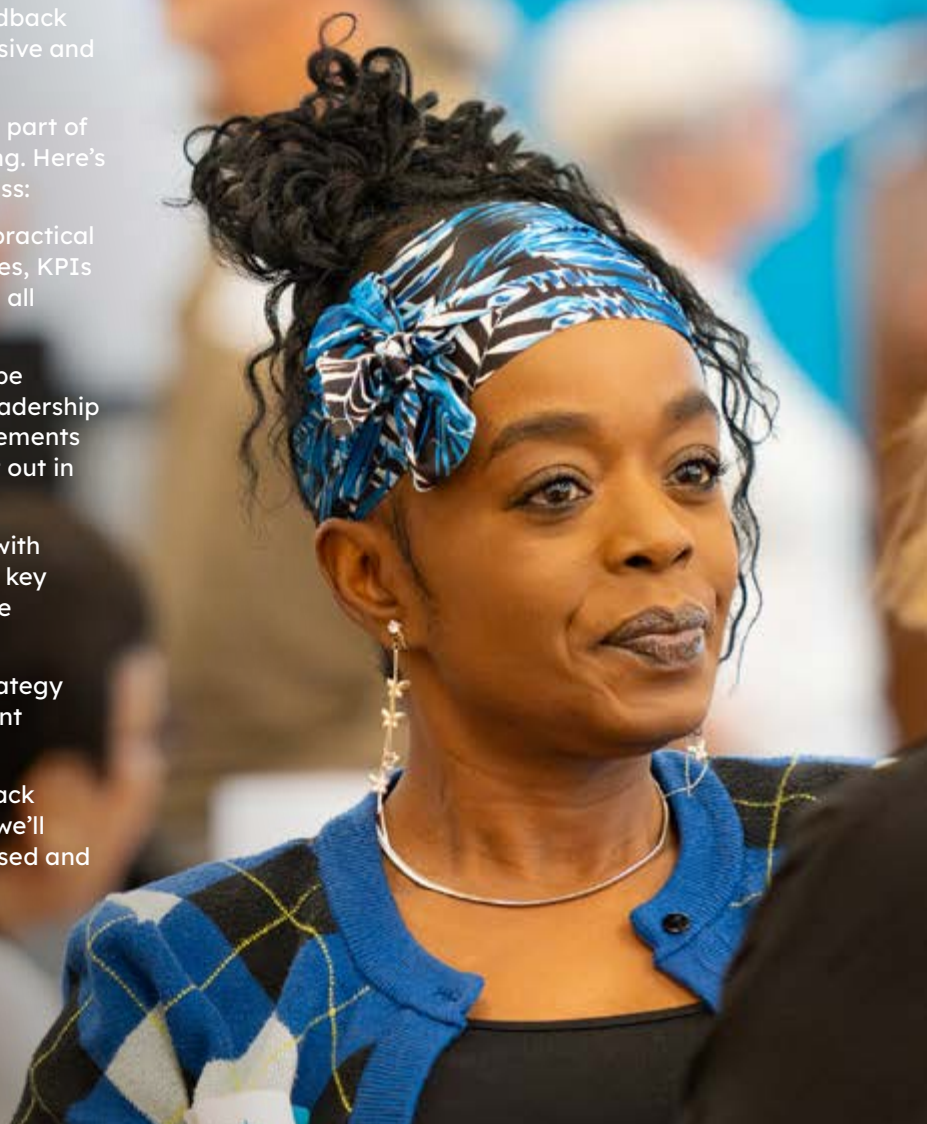
# Next steps.

Thank you to the many residents and colleagues who continue to contribute to this strategy and whose insights, experiences and ideas have shaped our plans. We especially acknowledge the contribution of residents who are already actively involved in improving our services, and whose honest feedback has been invaluable in building a more responsive and effective organisation.

This document sets out our Year 2 focus and is part of an ongoing strategic conversation and planning. Here's how we will keep evolving and tracking progress:

- **Detailed delivery plan:** We have a clear and practical plan for 2026-7, outlining the specific initiatives, KPIs and milestones that will map progress across all priority areas this year.
- **Regular performance updates:** Progress will be monitored and reported to the Board and Leadership teams, so that we can clearly see the improvements and impact across the Strategic Priorities set out in this strategy.
- **Resident-led reviews:** We'll continue to work with the Resident Led Panel to conduct reviews of key initiatives as well as the overall delivery of the strategy.
- **Annual strategy refresh:** We'll update this strategy each year to reflect emerging lessons, resident feedback and changing external conditions.

By maintaining this dialogue, acting on feedback and tracking delivery against clear priorities, we'll make sure the strategy remains relevant, focused and effective throughout its three-year timeframe.



## Spotlight on: Resident Involvement

We're committed to embedding a culture where resident voices matter across everything we do at Peabody. By listening closely to residents and working together as equal partners, we can make positive changes that really make a difference. We value all residents who help us get better at what we do - including our strategic panels who help shape our services, local Tenant and Resident Associations, or those who share their thoughts from focus groups, surveys and consultations. This year we launched a new Resident Engagement Strategy, which we're now bedding in across the organisation, and we're very grateful to everyone contributing to making it a success.



# Useful information.

Underneath this strategy, there are lots of enabling strategies, plans and policies which we will continue to deliver. Some key links include:

**A statement of our values:**

[www.peabodygroup.org.uk/about-us/our-values-and-purpose/](http://www.peabodygroup.org.uk/about-us/our-values-and-purpose/)

**Equality, Diversity and Inclusion strategy:**

[www.peabody.org.uk/media/4zxdkuh4/peabody-edl-strategy-23-2.pdf](http://www.peabody.org.uk/media/4zxdkuh4/peabody-edl-strategy-23-2.pdf)

**Community Investment strategy:**

[www.peabodygroup.org.uk/media/2b1c5ejt/peabody-community-investment-strategy.pdf](http://www.peabodygroup.org.uk/media/2b1c5ejt/peabody-community-investment-strategy.pdf)

**Information on our Care and Support services:**

[www.peabody.org.uk/supporting-you/care-and-support/](http://www.peabody.org.uk/supporting-you/care-and-support/)

**Environmental Sustainability strategy:**

[www.peabodygroup.org.uk/media/3v4p0yhh/peabody-sustainability-strategy-23-26.pdf](http://www.peabodygroup.org.uk/media/3v4p0yhh/peabody-sustainability-strategy-23-26.pdf)

**General information on how Peabody is run:**

[www.peabodygroup.org.uk/about-us/who-we-are/](http://www.peabodygroup.org.uk/about-us/who-we-are/)

**Town and Country Housing:**

TCH is a subsidiary within the Peabody Group, which manages more than 13,000 homes across Kent, Surrey and Sussex. Our strategies align with a shared purpose, mission and strategic priorities. The TCH corporate strategy is to be finalised in May.



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