



Report to Residents

2013



PEABODY



Message from Stephen Howlett

Welcome to our annual Report to Residents 2013, which is our chance to tell you how we're doing and what we're planning for the future.

In 2013 we recruited 14 of you to our new Resident Scrutiny Panel, which will monitor and review our services, and residents were also involved in the procurement of contractors for our responsive repairs service and planned maintenance programme, Quality Homes. We have continued to develop our Neighbourhood Charters, in which we consult with you to identify key priorities in local areas, and as a result we have developed action plans for around 18 estates.

We know that many of you worry about high fuel bills, so this year we launched our new Home Energy Advice Service, where specialist advisors visit you at home and explain how to use your heating system effectively and cut down on electricity bills.

It's clear that there is a shortage of affordable housing in London, which is why we are committed to building new homes – we currently have 4,000 homes in our development pipeline. We have also entered into an agreement with Gallions Housing Association, whose homes are based mainly in Thamesmead. Work has already begun to regenerate Thamesmead, but you can rest assured that this won't affect existing services to Peabody residents.

We're very proud of our community programmes, which include employment and training support, computer training, a befriending service for older people, and a wellbeing programme. Last year we helped 322 people into work and more than 1,000 to access training opportunities. We are also leading a consortium of construction companies to help young people into apprenticeships as part of the Evening Standard's Ladder for London campaign.

Finally, we pride ourselves on customer service and Peabody Direct, our contact centre, continues to excel – when surveyed, 81% of you said you were satisfied with the service.

Best wishes

Stephen Howlett
Chief Executive

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About this report

Our annual Report to Residents 2013 covers the period April 2012 to March 2013 and is based on **standards set by our regulator** – the Homes and Communities Agency (HCA).

Resident involvement and empowerment

Our residents are at the heart of everything we do. By involving you in our business as much as possible, we can continue to improve our services. The majority of you (65%) are satisfied that we take your views into account, and we are confident this figure will improve now that we've set up our new Resident Scrutiny Panel.

Mystery shopping

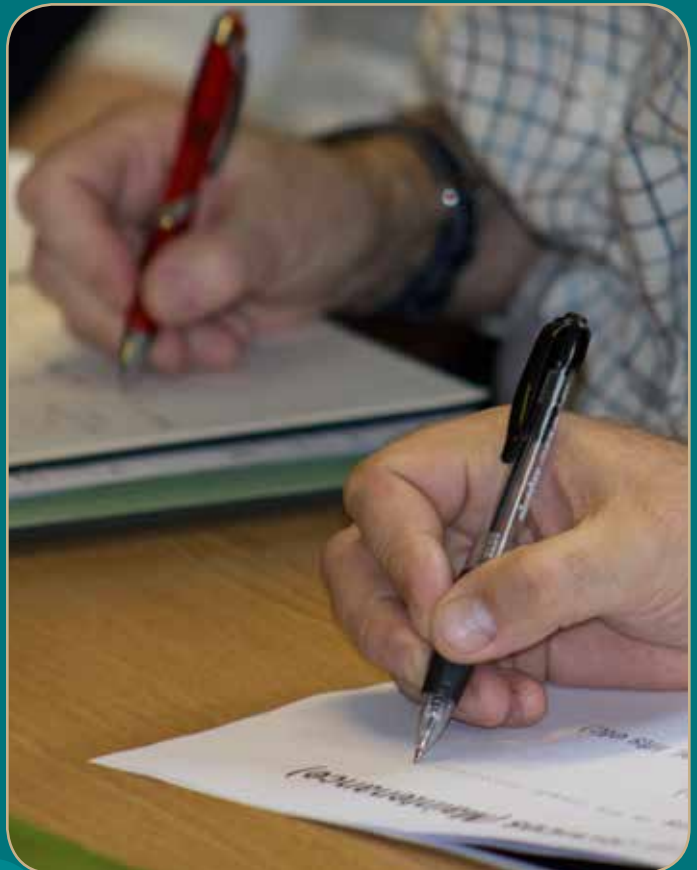
We have a team of resident mystery shoppers to give detailed feedback on our services. In 2012/13 the team tested our customer service standards, which involved telephone calls, letters and emails. We were very pleased that 80% of the overall ratings were either 'satisfied' or 'very satisfied' and that there was a swift response to emails. However, the exercise revealed a need to improve our response times to letters and ensure that follow up actions are completed. The exercise also provided useful feedback on the standards within our Customer Service Charter, which we will be reviewing next year.

Resident Scrutiny Panel

This year we set up a new Resident Scrutiny Panel made up of 14 residents, who have been recruited and trained to monitor and examine services and recommend improvements. To ensure the panel is able to represent all communities, the recruitment process involved wide publicity through adverts on noticeboards, our website and residents' magazine *Engage*. Staff also contacted residents directly to further broaden representation on the panel.

We also recruited two additional residents to our complaints panel, which helps us to make improvements to the services that matter most to residents. Satisfaction with complaints handling increased from 44% in 2011/12 to 48% in 2012/13.

Peabody has more than **30** recognised Tenants and Residents Associations (TRAs), representing approximately 40% of our residents.



We have two residents, **Jan Tucker** and **June Welcome**, on our board.

Procuring contractors

In August 2012 we recruited five residents to form part of the procurement panel to appoint the new contractor for our day-to-day repairs service (although two voluntarily withdrew during the process). The residents have been fully involved in the process, playing a key role in evaluating the potential contractors' proposals on how they will engage with residents. We also appointed three residents to join the procurement panel for our Quality Homes contractors.

Customer Panel

Residents who are interested in getting involved with Peabody can join our Customer Panel, which we regularly consult for comments on our policies and services. Over the last year, members of our Customer Panel have been involved in the development of Peabody's new website. This has enabled us to design a user-friendly site that will suit residents' needs as well as those of other key user groups.

In 2012/13, **51%** of estate inspections were attended by a resident.

Resident Consultative Panel

Our Resident Consultative Panel (RCP) is a group of nine residents elected from the East, West and Sheltered Forums. They meet quarterly with the Director of Resident Services to review the policies that affect residents.

Residents associations

We support around 30 active residents associations and monitoring groups – they're a great way to get involved in your local area or estate. We offer training and funding as well as advice and guidance. There's also free use of Peabody premises (where available), administrative support and an annual review of activities and accounts.

Regional forums

Our regional forums are made up of residents nominated from residents associations and other recognised groups. The East and West regional forums meet senior Peabody managers four or five times per year and there is a separate forum for sheltered housing. The forums develop and monitor neighbourhood services and look at how Peabody is performing in key areas. They also allocate the annual Estate Controlled Environmental Improvement Budget (ECEIB) to small environmental works.



Communicating with us

There are many ways you can communicate with us – online, by telephone or in person. We communicate with you through our residents’ magazine, *Engage*, and through holding events such as community days and neighbourhood charter days. We offer a translation service as well as alternative communication options for those with sight, hearing or reading difficulties.

In October 2012 we implemented a new housing management IT system, which enables our staff to record and track all calls from residents. It also helps us better identify your needs, such as whether you have sight or hearing difficulties or any other type of disability. We can also record other information such as your preferred language. This enables us to better tailor our services when you telephone us or meet us face to face.

We undertake regular tenancy audits to help us get to know you better and ensure our properties are occupied by those who have a right to live there. In 2012/13, we completed 1,667 audits.

Our new website, which we launched in October 2013, makes it much easier for you to interact with us. You can pay your rent, report and track repairs, bid for a home, make a complaint or ask a question with a couple of clicks. Our free Net Worx computer training sessions are available in more than 15 centres across London to help more people get online and enjoy the benefits of the internet.

Peabody Direct

Peabody Direct, our central contact centre, is committed to delivering excellent service. We carry out regular surveys with residents who call Peabody Direct, asking how we performed against our three Customer First principles: do you **care** about me, can I **trust** you, are you **committed**?

Peabody Direct	Performance 2012/13	Target	Met target?
Do you care?	91%	88%	✓
Can I trust you?	89%	88%	✓
Are you committed?	89%	88%	✓
Overall satisfaction with Peabody Direct	81%	80%	✓

All Peabody employees are trained in the Customer First programme, which is about providing the best possible service to our residents.

Our plans for improvement

- We will expand the range of online services and information we offer via the web and mobile devices to help us deliver more efficient, cost-effective services.
- Our Resident Scrutiny Panel will continue to monitor and review our services so that we can improve them.
- We will obtain an external accreditation for our customer service, continue to build upon our Customer First programme and work towards making our process more streamlined and customer focused.
- We will use research, feedback and profiling data to refine and tailor our services to meet current and future needs, including the way in which services are accessed. We will identify improvements to existing services and areas for new provision and pinpoint drivers of usage, satisfaction and cost.
- We will respond positively to customer feedback and resolve 85% of complaints in 2013/14 at the first point of contact.
- To increase resident involvement in estate inspections, we will be undertaking a pilot on four estates in 2013/14. This will include flexible dates and times for estate inspections, more flexibility in the process and incentives for residents to take part.

Your homes and community spaces

We work hard to maintain and improve your homes to a high standard. Overall, 82% of you are satisfied with the quality of your homes, which is lower than last year's score of 84%, but we are confident that this figure will improve once our new day-to-day repairs contractor is in place.

Quality Homes

Quality Homes is the name of our planned maintenance programme, and over the next 10 years we will be investing £15 million a year to maintain your homes inside and out. Three residents helped us to procure the two contractors for this long-term contract by scoring tender submissions and sitting on the interview panel. The contract was awarded to Vinci and Lakehouse in March 2013.

82% of you are satisfied with the quality of your home.

In 2012/13 we made improvements to 1,490 homes, which included external repairs and redecoration of internal communal areas. Under the Quality Homes programme improvements to the inside of homes have included the renewal of kitchens and bathrooms as well as electrical upgrades. We replaced the boilers in 1,333 homes.

In 2012/13, we fitted 6,500 smoke detection systems in residents' homes. The systems are cost effective because they are hard wired into your home and have low energy consumption.

Spending on property maintenance	2011/12	2012/13
Spend per social housing property on day-to-day repairs	£766	£748
Spend per social housing property on planned repairs	£681	£600

We spent less on property maintenance in 2012/13 than in 2011/12 as a result of reviewing our contracts.

Responsive repairs

In July 2012 the contract with our day-to-day repairs contractor, Osborne, was terminated by mutual consent. Since then, the day-to-day repairs service has been provided by Axis on a temporary basis.

In August 2012 we began the process of procuring a new day-to-day repairs contractor, with value for money and efficiency our top priorities. We recruited five residents to form part of the procurement panel to appoint the new contractor (although two voluntarily withdrew during the process due to other commitments). They played a key role in evaluating the potential contractors' proposals on how they will engage with residents. The contract has now been awarded to Axis.

Overall satisfaction with our repairs service has gone up from 64% to 70% this year. Working with Axis, we aim to build on this success to deliver a consistently high quality 'right first time' service.



In 2012/13 we made improvements to **1,490** homes.

Decent Homes

The government's Decent Homes Standard sets out minimum standards for social housing, which means they should:

- Be free of health and safety hazards
- Be in a reasonable state of repair
- Have reasonably modern kitchens, bathrooms and boilers
- Be reasonably insulated

In 2012/13 we undertook Decent Homes' upgrades to 34 properties in Victoria Park and Lee Green. This included works to bathrooms, kitchens, electrical wiring and the installing gas central heating.

In addition we carried out Decent Homes works to 20 properties. For the next three years we will continue to

carry out works to properties that do not comply with the Decent Homes standard and are outside of the planned programme.

Aids and adaptations

We help residents to live independently for as long as they wish by adapting their home to suit their needs. Every year we carry out more than 100 major alterations to individual homes such as converting bathrooms and altering taps to a lever style type.

Improve

Our Improve programme covers the entire outside area of your estate including car parking, planting areas, wild gardens, drainage systems and trees. The aim of the programme is to create and enhances open spaces where children can play, people can play sports, and neighbours can meet, chat, grow vegetables and enjoy nature. In 2012/13 we invested £4.5m in the Rosendale Road estate to improve pavements and roadways, renew the water mains, improve the lighting, create planting beds and create a central courtyard.

Repairs and maintenance	Performance in 2011/12	Performance in 2012/13	2012/13 target	Met target?
Repairs completed on time	86% (Total 42,766)	87% (Total 42,790)	88%	✓
Overall resident satisfaction with the way Peabody deals with repairs and maintenance	64%	70%	n/a	✓
Overall satisfaction with the quality of residents' homes	84%	82%	n/a	n/a
Satisfaction with repairs being fixed first time	72.5%	73%	80%	✗
Satisfaction that appointments were kept	88%	87%	90%	✗
Percentage of homes meeting the Decent Homes standard	99.2%	99.6%	100%	✗
Properties with a valid gas certificate	99.86%	99.74%	100%	✗

Energy advice

In 2012/13 we launched our Home Energy Advice Service to provide advice to residents about their fuel bills. We have carried out comparisons with similar schemes around the country and found that households can typically save £100–200 from their fuel bills by making easy behavioural changes.

Our home energy advisors visit your home and give you advice on how to use your heating system, radiators and thermostat efficiently to cut down on gas bills, and how to reduce your electricity bills. For those residents struggling to pay bills, the service also offers advice on switching tariffs and grants that can help. To book an advice visit, email sustainability@peabody.org.uk or contact Peabody Direct.

We replaced the boilers in **1,333** homes.

Fire and gas safety

Keeping our residents safe from the risk of fire remains one of our key priorities in 2013/14. Our own specially trained staff carry out regular fire assessments on all of our properties, and we also train our frontline staff to recognise fire risks. We have an ongoing programme of works to upgrade our homes to keep them fire safe, including installing hard-wired smoke detectors and, where necessary, fitting fire-resistant front entrance doors to individual homes.

We are legally obliged to check all Peabody-owned gas appliances, including pipes, heating systems and gas fires, once a year. However, some residents refuse entry to our gas engineer, which puts themselves and their neighbours at risk. Peabody now has a policy of forced entry when access is not provided, which will help ensure that we can carry out all gas inspections when required.

In 2012/13 we invested **£33.7 million** in maintaining our homes and outside areas.

Our plans for improvement

- We will deliver a 'right first time' repairs and maintenance service, in partnership with our contractors, and provide high standards of customer care to achieve a resident satisfaction rating of 80% in 2013/14.
- We will continue to deliver our Quality Homes programme to improve your homes, communal areas and the external fabric of our buildings.
- We will continue our Improve and grounds maintenance programmes to further enhance the open spaces around your homes, achieving 85% resident satisfaction in 2013/14.
- We will deliver Peabody's environmental sustainability strategy by:
 - Advising residents on how to heat their homes more efficiently, so that they use less energy and save money. This in turn will reduce carbon dioxide (CO₂) emissions from our homes and estates.
 - Surveying the energy performance of our homes to help us identify where improvements need to be made.
 - Where appropriate, improving insulation, windows and heating systems in our homes.



Letting our homes

We are working hard to let our homes more efficiently. We have improved the 'Find a home' section of our new website, which makes it easier for residents to transfer or exchange their home.

- We provide key information to prospective tenants when invited to view a property, to assist them in making a decision as to whether to accept the offer. This includes the level of rent, bedroom size, Council Tax band, local amenities and schools.
- We give residents clear information about rental charges in the tenancy agreement. We consult residents if there is going to be any variation in charges due to a service being introduced or withdrawn. We provide a wide variety of payment methods such as debit card, direct debit and via the telephone.
- For tenants who advise us of their intention to move, we provide them with a checklist of what they must do before they vacate, which includes arrangements for returning their keys to us. We will also advise them of any rent due. The re-let time for social housing tenancies was 33 days in 2012/13 and 27 days in 2011/12. Re-let times increased in 2012/13 due to the introduction of affordable rent properties, which are rented at 80% of market rent and take longer to re-let.
- We recruited an overcrowding and under-occupancy officer in 2012/13 to help residents who are living in homes that are either too big or too small for their needs. The bedroom tax means that some of our residents no longer receive full housing benefit as they have one or more spare bedrooms, so we have helped 15 of them move to smaller accommodation. We also helped 10 overcrowded residents move to larger homes.
- We provide incentives for those who wish to move to a smaller home. This includes a payment of £250 per room released (eg if moving from a two-bedroom to one-bedroom home, residents may be entitled to £250) and assistance with the cost of removals. In 2012/13, £21,215 was paid in downsizing incentives.

75% of you are satisfied with Peabody as your landlord.



Supporting you with your tenancy

We have dedicated teams providing support to residents in their daily lives. This includes specialist support for older people, welfare benefits advice and help with budgeting.

Our Tenant and Family Support Team offers practical support and advice to residents who are experiencing difficulties in daily life. In October 2012, we recruited an additional family support worker to strengthen the service. The team can also now issue food bank vouchers to residents who don't have enough money to buy food.

Floating support service

In 2012/13 our floating support service provided one-to-one support to 56 older residents in our general needs properties, linking in with specialist services to meet their needs. For example, we have helped residents to:

- improve mobility in and around the home
- deal with hoarding issues
- maximise income
- access health and care services

Benefits and budgeting advice

We offer advice and support to help residents understand and deal with the changes to the benefits system. This includes money management and welfare benefits advice, options to make rent payment easy for residents and opportunities to get online.

We wrote to all residents affected by the changes to the benefit system advising them on how the changes would affect them individually. Peabody has 948 under-occupied households affected by the bedroom tax, which reduces housing benefit by 14% for one extra bedroom, and by 25% for two extra bedrooms. We were able to give face-to-face advice to 358 of these residents.

To further assist residents, we produced a [Welfare Reform video](#), available to view on our website, which explains to residents how they could be affected by other welfare reforms such as the benefit cap (which limits benefits to £26,000 per annum for each household) and the reduction in council tax benefit.

We offer money advice in two of our learning centres – The Pembury Centre on the Pembury estate in Hackney and the Hugh Cubitt Centre in Kings Cross. We also have a partnership with MyBnk (a charity that delivers financial and enterprise education), which enables 24 people per month to access free independent advice to help them make the most of their money.

Our plans for improvement

- In 2013/14 we will publish our new Tenancy Policy, which outlines our approach to tenancy management. The aim of the policy is to ensure that we make the most efficient use of our housing stock and that residents have a home suitable for their requirements for as long as they need it. The policy will include details of our starter and fixed-term tenancies for new social housing tenants. The starter tenancies will have a 12-month trial period to demonstrate that new tenants can manage their tenancy satisfactorily. This will involve regular reviews looking at factors such as rent arrears and antisocial behaviour. We will support tenants who may be experiencing difficulties and in some cases we may extend the starter tenancy for a further six months. A resident will be granted a five-year fixed term tenancy only once they have successfully completed their starter tenancy.
- We will develop a vulnerable residents strategy to enable additional support and services to be targeted appropriately, including to older people in general needs accommodation.
- We will support residents and neighbourhoods in preparing for and responding to the changes to welfare benefits through tailored advice. We will also provide a wide range of cost-effective, convenient options for paying rent.
- The target for rent arrears as a percentage of rent for 2013/14 is 4.5% of the rent due.

Managing our neighbourhoods

Our neighbourhood teams work to keep our estates clean, tidy, safe and peaceful. We are rolling out Neighbourhood Charters to identify the key priorities for individual estates, and working with residents and stakeholders to devise action plans.

Cleanliness and ASB	Performance in 2011/12	Performance in 2012/13	2012/13 target	Met target?
Estate inspections carried out	1,549	1,801	1,790	✓
Percentage of estates achieving the gold standard (an assessment of cleaning standards to both internal and external common parts)	97.3%	96%	95%	✓
Percentage of closed ASB cases that were resolved	70.4%	77%	75%	✓

Keeping estates clean

Our 144-strong caretaking team keeps estates clean, safe and tidy. All estates are inspected monthly by the Neighbourhood Manager, caretaker and resident representative. The audit of the caretaking service carried out by our auditors KPMG in October 2012 was largely positive and highlighted our close working relationship with residents and high standards on estates. We exceeded our target for 2012/13 and carried out an additional 252 estate inspections. The reason a marginally lower percentage of estates achieved the gold standard in 2012/13 was because Peabody took over the management of stock in some areas that are more challenging to clean. The process for achieving the gold standard will be reviewed by March 2014 to take account of the different estates we manage.

Neighbourhood Charters

Through consultations and focus groups with residents, we have continued to develop our Neighbourhood Charters. These identify key priorities in the local area, which could be anything from poor estate security and lack of green space to high unemployment and lack of activities for young people. We then work with residents and stakeholders to address the issues through an agreed action plan. For example, a priority for residents on the Blackfriars estate was a community garden, so we helped the TRA apply for funding from the ECEIB (see right). On the Pembury estate, antisocial behaviour was an issue for residents, so we fitted new security doors to one of the blocks, which has reduced the problem.

Around 18 estates, incorporating 7,480 Peabody households, have a Neighbourhood Charter in place, and this figure is expected to rise to 10,000 by March 2014. We anticipate all our estates will have a Neighbourhood Charter by 2015.

96% of our estates achieved the gold standard of cleanliness.

ECEIB

The Estate Controlled Environmental Improvement Budget (ECEIB) of £300,000 is open to tenants and residents associations (TRAs), other resident groups and non-resident groups to make environmental improvements in their community spaces. 30 projects requested by residents were funded by the ECEIB in 2012/13.

Examples of projects funded by the ECEIB in 2012/13 include:

- Additional estate notice boards
- Storage units
- Cycle sheds
- New equipment for children's playgrounds
- New flower beds and planters, food growing gardens and landscaping of common areas
- External exercise equipment and games tables for youth clubs

A number of residents have commented that their estates are nicer places to live, and that community spirit has improved as a result of residents coming together. Also, on some estates, antisocial behaviour issues such as graffiti have been reduced.

Antisocial behaviour

When antisocial behaviour (ASB) is reported to us, we agree an action plan with the person reporting the issue and enlist support from our partners such as local authority noise nuisance teams, environmental health and police safer neighbourhood teams. More serious cases of ASB are dealt with by Peabody's community safety team, who have a successful track record in dealing with such cases.

We launched our new mediation service in June 2012, training 12 staff from our neighbourhood services team as accredited mediators to support and enable residents to manage conflict.

In 2012 we commissioned research on antisocial behaviour from the University of Birmingham. The recommendations from this research will form the basis of our safer homes strategy, which will look at how to make communities safer. It will also provide advice and support to victims.

In 2012 we recruited a qualified crime prevention officer, which enables us to support victims of crime through sanctuary scheme security measures (eg providing secure rooms within homes) and advise on improving estate security improvements.

Domestic abuse

We are committed to supporting residents experiencing domestic abuse and we lead the field in our domestic abuse training, which we have delivered to 167 Peabody staff. We have also trained 85 staff from nine other housing providers.

Our plans for improvement

- We will design and implement a scheme which incentivises residents to contribute to their communities, be good neighbours and meet their responsibilities as tenants.
- We will develop a safer homes strategy (based on the research we commissioned from the University of Birmingham), a noise strategy (looking at our approach to noise nuisance) and a CCTV strategy.

18 estates have a Neighbourhood Charter.



Community programmes

We offer more community programmes in London than any other housing association. These include employment and training sessions, activities for younger and older people, wellbeing programmes and computer training. We have also developed a volunteer job shadowing programme, as well as work placement and accreditation programmes for our young volunteers.

Employment and training

Peabody's Employment and Training team continued to offer free support, training and advice to those seeking employment in 2012/13. This included:

- Access to a range of workshops to improve job-specific skills and knowledge including group and individual job search sessions.
- One-to-one support to enable job seekers to create their own CVs.
- Assistance with writing covering letters and completing application forms.
- Help with preparing for interviews and advice on interview techniques.
- Access to volunteering opportunities.

The work of the team resulted in 322 people being helped into employment and 1,070 people accessing training opportunities in 2012/13.

Apprentices

We recruited a further three new apprentices into our estates services on the Pembury, Palmer and Tachbrook estates. In addition, we appointed a further two apprentices within the handypersons service at Darwin Court and one apprentice within the neighbourhood services team.

As a partner in the Evening Standard's Ladder for London campaign, Peabody is leading a consortium of 19 construction companies to create 176 apprenticeships for young people. The apprenticeships are focussed on the wide range of blue collar trades that form part of Peabody's supply chain, covering construction, engineering, maintenance and transport.

Activate wellbeing programme

The Activate wellbeing programme, set up to encourage healthier lifestyles, boost physical activity levels and improve mental wellbeing, received further funding of £1.8m from the Big Lottery in March 2013 to support this work for another two years.

So far this has enabled us to deliver an exciting and diverse range of projects across the capital including:

- Recruiting residents as community activators and providing support to help them deliver wellbeing activities within their communities.
- Delivering a wide range of wellbeing taster sessions across London with our well known 'DigiVan' roadshows.
- Identifying and supporting young people to become youth activators to help other young people improve their wellbeing.
- Developing groups which offer isolated people the opportunity to meet others through creative activities.
- Delivering the 'Strengthening Families, Strengthening Communities' parenting programme.

In 2012/13 we supported **322** people into work.

Older people

We provide a range of practical services to older people. These include:

- **Sheltered housing** We have eight schemes across London providing specialist housing and one-to-one support for older people.
- **A befriending scheme** Volunteers on the scheme offer companionship and support to isolated older people.
- **Floating support service** We offer individual packages of short-term support to all Peabody residents aged over 60 in any type of accommodation who are having difficulties managing their home.
- **Information and advice** We help older people to access appropriate benefits and entitlements.

- **Free computer training** Our Net Worx project runs regular sessions in which volunteers teach older people about computers and the internet.
- **Handyperson service** Residents aged over 65 can access this free service to help with small jobs around the home, such as putting up shelves, assembling furniture and help with decorating.
- **Healthy Living Centres** Darwin Court and the Sundial Centre provide a range of services for older people including daycare, activities and clubs.
- **Men's Sheds** Aimed at men over 50, this project provides an opportunity for men to share knowledge, participate in activities and socialise.

Our Net Worx computer training programme has supported **526** residents to get online for the first time.



Community programmes	2011/12	2012/13	2012/13 target	Met target?
Number of people into employment	301	322	310	✓
Number of people in employment after 6 months	n/a	54%	15%	✓
Training of community activators	n/a	32	10	✓
Total number of volunteers	n/a	350	260	✓

Strengthening Families, Strengthening Communities

Our free parenting programme, Strengthening Families, Strengthening Communities (SFSC), is designed to increase skills and confidence in parenting. In previous years we have delivered the programme in Islington, Hillingdon and Westminster, and this year we delivered it in Hackney and Southwark.

14 parents graduated from the programme in 2012/13. There were some very positive outcomes, with 100% of parents and carers who attended recommending the programme to other parents.

We delivered a specially adapted version of the SFSC programme in Islington that specifically addressed the problems of gun, gang and knife crime, and again, feedback from parents was very positive.

We engaged **350** volunteers in community programmes.



Some recent graduates of the Strengthening Families, Strengthening Communities programme

Our plans for next year

- We will help over 1,400 people in our communities into employment and training in 2013/14, including opportunities for apprenticeships. As part of this, we will facilitate affordable childcare.
- We will raise and support the aspirations of young people through programmes of activities that help them stay safe, get into employment or training, and fully engage in their community life.
- We will provide support for enterprise and entrepreneurs by developing more micro-hubs. We will use our commercial spaces to support entrepreneurial activities and support enterprise for older people.
- We will make a measurable difference to child poverty in our communities by implementing the action plan linked to the findings in our 2012 report *Understanding and tackling child poverty on Peabody estates*.



We helped Josh Kelly find a job with the Barclays Cycle Hire scheme

Our older people's service supported **4,650** residents.

865 young people took part in Peabody programmes and activities.

Building new homes

Peabody is buying and developing land to provide affordable homes for London. We have 4,000 homes in our development pipeline, including:

- **Pembury Circus, Hackney.** We began the construction of 268 new build homes (rather than 300–350 homes as reported in the 2012 report) and a community space at Pembury Circus. This development is due to complete in 2014/15.
- **St John's Hill, Wandsworth.** We are redeveloping this estate to replace the existing 353 homes with 527 modern homes. There will also be a community hub, commercial units and high quality open space including a new public route from the railway station to Wandsworth Common and a new public square. The development will be built in three phases and take eight years.
- **Lavington Mansions, Fitzrovia.** This block of flats in Ogle Street consists of 21 affordable homes, 15 for social rent and six home ownership.
- **The Colt, Tower Hamlets.** This scheme near Bethnal Green has 67 one-, two- and three-bedroom flats (27 affordable rent, 17 shared ownership and 23 private sale).
- **More West, Kensington & Chelsea.** This development in north Kensington has 112 one-, two- and three-bedroom flats (45 affordable rent, 39 shared ownership and 28 private sale).

In 2012/13 we gained planning permission for a further 1,000 new homes in 10 London boroughs. Many of these homes started on site in 2012/13.



Artist's impression of Pembury Circus



Artist's impression of St John's Hill

Influencing and shaping the national agenda

We continue to work with local authorities, the Greater London Assembly (GLA), and central government on policies and issues that affect residents.

Led by Stephen Howlett, our stakeholder engagement programme is geared towards building key relationships with MPs, local councillors and London assembly members. We communicate the breadth of Peabody's activities and position on key issues, and seek to influence policy makers for the benefit of our communities.

We respond to government consultations on a wide range of issues. Recent submissions have touched on the impact of welfare reform, future government investment in affordable housing, how the government measures poverty, and social rent policy after 2015.

Members of Peabody's executive team also provide evidence to GLA and parliamentary committees to provide insight on how their policies impact on housing providers and residents.

We meet regularly with individuals, organise events, and attend party political conferences to ensure our voice is heard. This year our conference activity focused on our employment and apprenticeship work, alongside meetings with key government ministers, shadow ministers and councillors.



Mayor of London Boris Johnson with Peabody Chair Chris Strickland at the Hugh Cubitt Centre

Value for money and finances

Peabody's strong financial position is underpinned by our commitment to provide value for money to residents and stakeholders. We want to deliver high-quality, cost-effective services and give the best return from investments. Our four key aims are to :

- Make sure we get the maximum return on financial and non-financial assets
- Make sure our decision-making and culture is focused on getting value for money
- Use resources in the most effective and efficient way to get best value for customers and stakeholders
- Publish information (for customers and stakeholders) to show we are achieving value for money
- In 2012/13 we implemented a new housing management IT system, which replaced six systems. With customer service a high priority, the implementation planning group involved staff who work directly with residents. We continue to monitor the system to ensure it is efficient and effective.

We use resident feedback and compare our performance with other social housing providers to assess whether we are achieving value for money. Follow the links to read our value for money assessment, annual financial statements and performance information.

Demonstrating value for money

- We have invested surpluses in, for example, helping people into employment and training, improving our repairs service and supporting the development of new affordable housing.
- We have increased the number of residents who use direct debit for rent and service charges, which reduces the cost of collection.
- We have an ongoing programme of stock condition surveys to plan our future spending on improvements to your homes. We evaluate the surveys to ensure that we prioritise and co-ordinate future improvement works in the most effective way possible.
- Each year we review our 10 biggest contracts to ensure they meet our value for money requirements. We have recently procured a new responsive repairs contractor, Axis, and in March 2013 we awarded a new Quality Homes cyclical maintenance contract to Vinci and Lakehouse. We expect to reduce repair and maintenance costs by about £5.5m per year whilst maintaining service quality.

Our plans for next year

- Next year we expect to improve our delivery of value for money through effective procurement, a sharp focus on return on investment, effective performance management, and further embedding value for money into our organisational culture.
- We will develop our use of benchmarking, scrutiny and approach to transparency, including the way we use this information in the expanded Peabody Group.
- We will develop funding partnerships and secure £270,000 to support and enhance community programmes and activities.

In our 2013 survey **77%** of residents said that value for money is being achieved

In 2012/13 our operating surplus was **33%**, an improvement on last year's surplus of **25%**.

Governance and finance

The Board has overall responsibility for the strategic direction of Peabody and for making sure that we comply with our constitution and regulatory requirements.

Our Board consists of 10 governors, two of whom are residents. This ensures a residents' perspective is available for all key decisions.

In 2012/13, the social housing regulator the Homes and Communities Agency (HCA) awarded Peabody the highest rating for financial viability and governance. This means that Peabody is recognised as being financially robust in terms of its day-to-day expenditure as well as having the potential for future growth. Also that the board has good oversight of its decision making and use of resources to achieve its goals.

Our plans for next year

- In early 2013/14 we expect that Gallions Housing Association will join the Peabody Group. This will mean we can work together to deliver the regeneration of Thamesmead for the benefit of residents, and achieve business efficiencies through the combined Group.



Top: Peabody Chair Chris Strickland judging Peabody's architectural competition in 2012.
Bottom: Board member Liz Peace presenting at the employee conference in 2013.

In 2012/13, the social housing regulator the Homes and Communities Agency (HCA) awarded Peabody the highest rating for financial viability and governance.

Your feedback

If you have any feedback on this report and suggestions for next year's report, please telephone **Rebecca Sudworth**, Director, Strategy and Communications, on **020 7021 4817** or email her at rebecca.sudworth@peabody.org.uk



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