

# CASE STUDY – Peabody

Delivering Peabody's 'Quality Homes' maintenance programme across c.26,000 London properties

## Challenge

Peabody is one of the capital's oldest and largest housing associations and manages c.26,000 properties across 26 boroughs. In order to maintain and improve the vast range of buildings, the majority of which are over 100 years old, 2013 saw Peabody launch its 10-year 'Quality Homes' programme and seek partners capable of delivering the works.

## Solution

Utilising its vast experience in both the social housing and historical building sectors, VINCI Facilities' construction arm, 'Building Solutions', secured the contract in 2013. Now in its fourth year, the following elements have proven crucial to its ongoing success:

**Challenging the brief:** Building Solutions actively challenge the brief when appropriate, suggesting more suitable and cost effective alternatives. For example, when roof works were required at Peabody's Lomond Grove estate, Building Solutions challenged the need for scaffold, instead suggesting an edge protection solution that in turn shaved 12 weeks off the programme and delivered savings of £16k.

**Being a considerate contractor:** As the various housing estates remain occupied throughout the works, Building Solutions has ensured a strong focus on minimising disruption. Daily door-to-door visits by resident liaison officers ensure residents remain informed and involved, while just-in-time deliveries reduce congestion on site, and strict delivery time frames ensure site vehicles don't disrupt school runs.

**Flexibility and rapid mobilisation:** With a team of 30 staff permanently working on the contract, Building Solutions is able to rapidly respond to any situation. For instance, after Peabody's Strawberry Vale estate experienced a gas outage, the site team were mobilised within 24 hours and began installing temporary electric cookers for residents, while some staff even donated their time to cook for residents in the community centre.

**Corporate Social Responsibility (CSR):** Building Solutions has heavily invested in CSR activities across Peabody's estates with initiatives including refurbishing a WWI memorial, expanding a community centre's toilet facilities, and refurbishing a Scout Centre. However, its flagship initiative is 'Reading from the Start'. Developed in partnership with Peabody, this landmark literacy programme will see £150k invested over three years to educate children and help to break the high levels of illiteracy and poverty that have blighted Peabody's most deprived estates for decades.

## Impact

**Health, Safety and Environment (HSE):** Building Solutions' strong culture of HSE ensured zero reportable accidents, along with zero environmental incidents.

**Community investment:** c.£28m has been invested within the local supply chain to date.

**Cost savings:** Savings of c.£8m have been achieved for Peabody since the contract began, equating to 14% of the total costs.

**Awards:** Building Solutions' flagship Reading from the Start initiative saw the firm receive the Societal Impact trophy at the BIFM Awards 2016. In addition, the ongoing success of the contract has seen the site team receive VINCI Facilities' in-house Value Recognition Award for four consecutive months.

**Customer satisfaction:** Building Solutions' strong performance has resulted in the firm achieving positive customer satisfaction results across the board, even scoring 10/10 in areas including health and safety, rectifying defects and likelihood to recommend.

## Contract information

- **Client:** Peabody
- **Value:** £75m+ over 10 years
- **Time frame:** 2013 – 2023
- **Contract:** TPC2005 ACA Standard Form of Contract for Term Partnering
- **Scope of works:**
  - » Complete internal and external refurbishment
  - » Installation of rooftop edge protection
  - » Replacement of road surfaces and pavements
  - » Installation of playground equipment and outdoor gyms
  - » Conducting HHSRS (Housing Health and Safety Rating System) assessments and rectifying deficiencies

"The service from VINCI Facilities has been exceptionally good. Their team are always professional, helpful, and often go the extra mile to assist Peabody staff and our residents with a service that exceeds expectations. Every challenge is approached with a 'can do' attitude, and the team never hesitate to do what is needed, even if it's above and beyond their usual duties."

Katarzyna Wroblewska,  
Surveyor, Peabody

