



Peabody: Quality Homes

Peabody is one of London'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, Peabody launched its 10-year 'Quality Homes' programme and sought a partner capable of delivering the diverse range of works.

The solution

Peabody awarded the £75m 10-year contract to Building Solutions (the specialist building and refurbishment arm of VINCI Facilities), in recognition of its vast experience in both the social housing and historical building sectors.

Now well established, the successful partnership sees Building Solutions deliver the following scope of works:

- » Complete internal and external refurbishments.
- » Roof replacements and installation of 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.

Ensuring a strong supply chain

The contract sees Building Solutions work closely with firms from both its own approved contractor list and those specified by the client (such as asbestos specialists).

A strict purchasing policy ensures that local firms are used whenever possible. As a result, £28m+ has been invested within the local supply chain to date.

Recent projects

Building Solutions has completed more than 40 projects across the contract to date, with recent examples including:

- » **Vauxhall Bridge Road, Westminster:** £3.7m refurbishment of 11 six-storey blocks, consisting of 136 flats and communal areas.
- » **Rosendale Road, Lambeth:** £4.5m refurbishment of 129 cottages and 115 flats including communal areas, with a strong focus on meeting strict planning and conservation regulations.
- » **Bowmans Buildings, Westminster:** £2m refurbishment of six blocks, consisting of 50 flats and communal areas.
- » **Gore Road, Hackney:** £4m refurbishment and extension of a row of 20 four-storey Victorian void properties.
- » **Whitecross Estate, Islington:** £7.1m internal and external refurbishment of 22 individual blocks of flats and five tower blocks, along with major EWI (External Wall Insulation) works to two of the tower blocks.
- » **Thamesmead, Bexley:** £1.33m project to conduct damp, condensation and mould eradication works to 200+ homes.





Challenging the brief to deliver cost savings

Building Solutions continually ensures a strong focus on challenging the brief and suggesting more suitable alternatives when appropriate, in order to deliver cost efficiencies. This successful approach has delivered savings for the client of 14%.

An example of this in action can be seen at Peabody's Lomond Grove estate in Southwark. Tasked with conducting roof repair works, Building Solutions challenged the need for scaffold, instead suggesting an edge protection solution. The new approach shaved 12 weeks off the programme and delivered savings of £16k, while also reducing disturbance for residents and ensuring external floor spaces remained usable.

In recognition of the continual cost savings achieved across the contract, Building Solutions' site team have been awarded with VINCI Facilities' in-house Value Recognition Award for four consecutive months.

Nurturing a culture of health and safety

Building Solutions ensures a strong focus on H&S from the outset of every new project across the contract. Firstly, by conducting early engagement with H&S professionals to review and eliminate risks, and secondly, by encouraging all site staff, subcontractors and client representatives to report close calls and positive interventions.

H&S performance is regularly reviewed via Building Solutions' own team as well as Peabody's independent H&S consultants. Results have been consistently strong throughout the past 12 months, with Building Solutions achieving 100% against H&S KPI targets, along with a Lost Time Injury rate of zero.

Collaborative working and strong communication

With the contract spanning such a wide range of locations, strong communication and collaboration has been of paramount importance. Therefore, Building Solutions has ensured that all initial and ongoing consultation meetings include representatives from all parties, e.g. Peabody's housing management, M&E and maintenance teams, as well as the relevant property leaseholders.

Communication is further strengthened via monthly meetings with the client to assess performance against KPIs, along with quarterly meetings with senior leaders from both organisations to review the wider contract.

In addition, representatives from both parties attend monthly training workshops themed around best practice learnings on topics such as health and safety, efficient resident liaison techniques, safety in the supply chain, managing risk and finances, and IT skills.

To further aid communication, Building Solutions' team are available 24/7 via a manned site office during working hours and a dedicated phone line for out-of-hours emergencies.

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 in Barnet 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.





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 (RLOs) 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.

In addition, as the properties are located within congested London boroughs where space is limited, Building Solutions works closely with Peabody to re-purpose disused rooms and buildings as site offices, welfare areas and storage facilities, in turn removing the need for on-site portacabins and containers.

Ensuring strong relationships with residents

With thousands of tenants across Peabody's various estates, addressing their queries and concerns is no small feat. Hence Building Solutions employing dedicated Resident Liaison Officers to work closely with residents on a daily basis. Recent successes include:

- » Supporting a family of three, each of whom has mental health issues, to implement a full refurbishment of their apartment, even providing a respite property for them to use should the stress of the works prove too much to bear.
- » Supporting a vulnerable elderly tenant by purchasing soundproofing materials to reduce the noise created by the installation of his replacement windows.
- » Consulting with groups of residents to redesign elements of the works to suit their needs, including window designs, playground equipment and colours and finishes in communal areas.

Building Solutions' commitment to addressing the needs of residents is second-to-none. This is illustrated in the statement below from Vanessa Greenstreet, Support Worker at Peabody:

"I'm writing to highlight the fantastic effort by your staff in working with the resident at Old Farm Road, Strawberry Vale estate. The resident is a severe hoarder, so much so the entire property was inaccessible and none of the rooms were usable. He had refused to engage with both social services and mental health services to address the situation as he found their approach insensitive and unhelpful.

"The VINCI Facilities team, by contrast, were non-judgemental and sensitive to the situation. They arranged and paid for storage of his essential items, arranged skips for what was being disposed of, allowed use of their van for transport, and provided a team to help with the clear out, which itself took several weeks. Although the work was very physically demanding, and in a very dirty environment, they were always positive and helpful, and nothing was ever too much trouble.

"They then conducted a full refurbishment, taking a genuine concern for his welfare by adapting his bathroom to suit his needs. The resulting flat is a now safer, cleaner and healthier environment for the tenant, and your team even took him shopping to ensure that he had all the household consumables that he needed.

"They really went above and beyond. I'm so impressed with how kind and understanding they were, and how they built a real rapport with the tenant and got to know him, as well as their ability to get the job done."





Corporate social responsibility

Demonstrating a sector-leading commitment to CSR, Building Solutions has invested £336k+ in Peabody's community programmes to date. Its efforts to maximise the social value of its work have directly led to the organisation receiving two coveted awards: Overall Winner at the PPC/TPC (Project Partnering Contracts / Term Partnering Contract) Awards and Social Impact of the Year at the BIFM Awards.

Examples of the support provided include:

Reading from the Start

Developed in partnership with Peabody and utilising research commissioned with Manchester University, 'Reading from the Start' is a landmark literacy programme designed to educate children and help bring an end to the high levels of illiteracy and poverty that have blighted Peabody's most deprived estates for decades.

The programme offers free books to under-fives, so parents have the resources to read with them at home. Parents and children can also attend weekly community-based sessions, providing fun, book-based family activities and supporting parents to read to their children confidently.

The activities are held at dedicated reading corners within community centres at locations across each of the boroughs. Building Solutions was instrumental in setting up the reading corners, including conducting full refurbishments and installing additional toilet facilities where necessary.

Families also receive support in areas such as English, adult literacy, and parenting; strengthening their personal development as well as their ability to further develop their child's readings skills in their own home.



Now in its fifth year, Reading from the Start has seen:

- » 17,129 books gifted.
- » 493 families supported.
- » 983 children registered.
- » 137 volunteers.
- » 3 part-time jobs created.

The impact of the scheme can be seen in the results of a recent survey conducted with 82 parents, which showed:

- » 97% of children spend more time reading.
- » 100% of children now enjoy reading; 98% of parents agree it's due to RftS.
- » 90% increase in children's willingness to read.
- » 85% of parents now 'very confident' reading to children.

Positive Steps Thamesmead (PST)

Building Solutions has partnered with Peabody to become the main supporter of 'Positive Steps Thamesmead', a programme designed to ease the pressure on a local GP practice in the deprived area of Thamesmead.

Recognising that c.40% of people were visiting Thamesmead's primary GP practice for non-medical problems (e.g. housing, debt and benefits), PST provides trained volunteers to support residents with socio-economic issues, in turn relieving pressure on medical staff.

PST is making a substantial impact on local residents, as evidenced in a survey of 1,250 residents, which showed:

- » 519 referrals were made for 239 clients (individuals often have multiple issues).
- » 91% said PST has 'helped/made a huge difference'.
- » 69% said 'don't know' when asked what they'd have done without PST.



WWI war memorial refurbishment

Members of Building Solutions' team volunteered to refurbish the WWI memorial located within Peabody's Rosendale Road estate. The works encompassed refurbishing the memorial itself as well as installing a new memorial plaque that pays tribute to the local residents who lost their lives during the war, and installing a new memorial garden to the rear.

As the works coincided with Her Majesty the Queen's birthday, the team also decorated the whole estate with Union Jack Flags and bunting to celebrate the occasion.

Scout centre refurbishment

While working on Peabody's Tottenham estate, Building Solutions volunteered to refurbish the local Scout centre. Due to years of limited funding, the two-storey building required major works in order to avoid closure due to non-compliance.

Building Solutions' team duly assisted, conducting a full refurbishment, including a new kitchen and new WC facilities, resulting in a facility that is modern, aesthetically pleasing and fully compliant to building guidelines.

Community centre refurbishment

Building Solutions also assisted at the community centre at Peabody's Pembury estate in Hackney, which, although large, had a modest capacity due to limited toilet facilities. In order to maximise the centre's potential within the community, Building Solution worked with its supply chain partners to supply the necessary labour and materials to re-purpose a disused store room, enabling the size of the toilet blocks to increase by 50%. The team worked through the Christmas break to minimise the centre's downtime and ensure it could open as usual following the holiday season.



Community day



Community centre refurbishment



Reading from the Start



Scout centre refurbishment

Spotlight on CSR

"Our mission is help people make the most out of their lives and through the work of the Peabody Community Foundation we aim to build communities that are happier, healthier and wealthier. Our partnership with Building Solutions demonstrates how we can work collaboratively to drive positive social change, achieve more and leave a lasting legacy in communities across London."

Veronica Kirwan,
Director of Community Programmes at Peabody.



WWI memorial refurbishment



Community day



Celebrating the Queen's birthday



Resident satisfaction

Residents are continually satisfied with the service provided, as evident from surveys conducted by external surveying firm Voluntas, which contacts a random selection of residents on a monthly basis. Recent results demonstrate that Building Solutions is performing strongly against each of the four key metric areas:

- » **Resident Satisfaction:** 92% (target 84%)
- » **Safety:** 100% (target 100%)
- » **Completion on Time:** 94% (target 94%)
- » **Defects/Quality of Work:** 96% (target 94%)

Customer satisfaction

Building Solutions achieved positive customer satisfaction results across the board in its overall contract review, even scoring 10/10 in areas including Health and Safety, Rectifying Defects and Likelihood to Recommend.

"The service from VINCI Facilities has been exceptionally good. Their team are always professional, helpful and often go the extra mile, delivering 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 at Peabody.



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