



We live in interesting times. Whilst it may seem that the political debate over Brexit has crowded out almost every other policy area from the Government's agenda, there have still been many significant changes for Orwell in the last 12 months.

The Social Housing Green Paper, published in August 2018, proposes fundamental reform. It seeks to rebalance the relationship between residents and their landlord, ensuring issues are swiftly resolved and

residents' voices are heard. Orwell's new tenant engagement strategy, adopted in December 2017, is designed to deliver exactly those goals. This year we welcomed the tenant Task and Finish Group's first report, with the recommendations from a 'Review of the Orwell Standard for Letting a Property' being accepted in their entirety by the Board. Recruitment of Orwell Community representatives continues apace, with the ambition of giving our many local communities a strong voice in the Association's affairs.



IN SEPTEMBER 2018, THE PRIME MINISTER URGED HOUSING ASSOCIATIONS TO BUILD MORE NEW HOMES. ORWELL HAD ALREADY TAKEN ON THIS CHALLENGE, BY COMMITTING IN MARCH 2018 TO INCREASE SIGNIFICANTLY OUR DEVELOPMENT PROGRAMME AND DELIVER AT LEAST 1000 NEW HOMES ACROSS OUR OPERATIONAL AREA BY 2028.

We also continue to lead the e2 development consortium and entered into a new contract with Homes England for the consortium to develop 264 new homes by 2021. Subsequently, we established and led a unique group of nine regional housing associations and local authorities in a bid to Homes England for strategic partner status, which aims to unlock additional grant support for further much needed housing. Discussions with Home England are on-going. Meanwhile, our development subsidiary, Orwell Homes, completed its first open market scheme at Laxfield and now has a strong pipeline of sites ready to develop. All profits from the Orwell Homes subsidiary are reinvested in enhancing the Association's key services and new housing provision.

Despite the intense pressure on social care budgets, our Care and Support division continues to flourish with all our schemes currently rated 'Good' by the Care Quality Commission. We established the Orwell Care Academy to encourage and support young people into the sector alongside developing existing staff with career progression, qualifications and retention. In July we notably expanded our offer in Learning Disabilities in the Ipswich and Woodbridge area by taking over 6 additional schemes and welcoming 41 new customers. Over the last 4 months, the Board has undertaken a detailed review of all our support and care provision, as we seek both to embed quality and build proactively on our strong reputation as a provider of excellent services across the region.

A progressive IT agenda has been implemented during the year, upgrading both our central housing management system and finance software, whilst moving other services to the cloud. 'People Planner', a comprehensive care management solution, is being introduced across our extra care schemes, allowing us to improve the delivery of care and make more efficient use of our valuable staff resources. We have committed further significant investment over the next three years towards a 'digital first' ambition that will bring a range

of benefits to tenants and service users allowing them to access many key services on a self-serve basis at a time and place convenient to the user.

The Board strives to keep Orwell's values at the heart of all decision making. Good governance and astute risk management ensure Orwell is equipped to meet the challenges of issues such as Brexit, Universal Credit and the continuing crisis in social care funding. Over the last 12 months we have worked hard to enhance and reinforce the many examples of good practice already seen and enacted throughout the organisation. The Board has also brought greater clarity to its long term strategic vision by setting aspirations that span a 10 year horizon and is currently working with the senior management team on a transformation plan to drive the organisation forward.

2018 WAS NOTABLE FOR THE RETIREMENT OF STEPHEN JAVES, OUR LONG STANDING CHIEF EXECUTIVE. DURING STEPHEN'S 27 YEAR TENURE ORWELL GREW FROM JUST 800 HOMES AND 15 STAFF MEMBERS TO OVER 4500 HOMES AND SOME 700 EMPLOYEES. Recruiting Stephen's successor was a key challenge for the Board and we were delighted that Wendy Evans-Hendrick, Orwell's Director of Development and Property Services, was successful in securing the role.

The Board is proud that Orwell is once again recognised as one of the Sunday Times Top 100 companies, a success driven by its many employees. I would like to take this opportunity to pay tribute to every member of staff for their hard work, commitment and professionalism both in delivering high quality homes and support and care services and for making Orwell a very special community in which to live and work.

So, although we live in interesting times, I am fully confident that by working together, tenants, service users, staff and the Board will ensure that Orwell is robustly equipped to meet the challenges ahead and will continue to thrive in the coming years.

IAN BEAUMONT



# **FROM THE CHIEF EXECUTIVE** WENDY EVANS-HENDRICK

# New Year, New Look, New Orwell

2019 is the beginning of realising our vision of a modern Orwell positioned to really "make a difference" in the communities in which we work.

The need for our services, be they, housing, care, supporting people with chaotic lifestyles or those experiencing domestic abuse has never been greater and we are determined to ensure that our organisation is in the best position to help meet these needs.

2018 was the start of great change at Orwell with the retirement of Stephen Javes and I was honoured and excited to be given the opportunity, by the Board, to lead the organisation.

I have great plans for the future and am working hard to grow Orwell and make it more dynamic, adaptable and innovative so that we can do more to make a difference to peoples' lives with the excellent Orwell team beside me.





Today we are using our new brand identity for the first time which looks to acknowledge the success of the past whilst very clearly setting a new image for the future.









At this AGM our Chair, Ian Beaumont, will step down from the organisation after serving his 9 years on the Board with 3 of these years as Chair. We send him our thanks for his commitment and dedication throughout his time.

Kim Newman will move into the role of Chair after serving two years as Vice-Chair of the Association and Chair of the Governance Committee. Kim will bring her extensive knowledge of the sector, as well as, her knowledge of Orwell to the role and I look forward to working with her and the Board to deliver our vision.

WENDY EVANS-HENDRICK CHIEF EXECUTIVE



# Group Financial results for the year ended 31 December 2018

WE ARE DELIGHTED TO REPORT ANOTHER GOOD FINANCIAL YEAR WITH STRONG UNDERLYING PERFORMANCE SHOWN IN THE FIGURES BELOW. Whilst 2018 includes the impact of the second year of the four year 1% rent reduction per annum programme, the year also reflects an accounting adjustment of £1,023,000 in respect of pension fund deficit contribution which will be actually payable in the coming years up to 2026. These two items explain the £1,133,000 reduction in operating surplus shown in the financial results below.

Ongoing investment and delivery of the asset maintenance plan continues with £5,376,000 spent on existing housing stock during the year, an increase of £33,000.

At the end of the year, cash plus undrawn borrowing facilities total £20.5m and provide security for the foreseeable future.

This strong performance, together with the strength of the Statement of Balance Position, enables the Group to move forward with confidence into the coming years.

CHRIS WYER
DIRECTOR OF RESOURCES



# STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR

	2018	2017	
	£'000	£'000	
Turnover (excluding development)	30,671	27,893	
Costs (excluding development)	(22,506)	(19,925)	
Development – net (cost)/income	(228)	79	
Pension – remeasurement of deficit contribution	(1,023)		
Operating Surplus	6,914	8,047	
Surplus on sale of houses	267	294	
Net interest payable	(3,176)	(3,123)	
Surplus	4,005	5,218	
Actuarial loss in respect of pension scheme	(71)		
Corporation Tax	(49)	(32)	
Retained Surplus	3,885	5,186	

## STATEMENT OF FINANCIAL POSITION

	2018	2017
	£'000	£'000
Properties at cost less depreciation	219,815	209,283
Other fixed assets	3,063	3,120
Investments	382	382
Total fixed assets	223,260	212,785
Cash at bank	3,036	9,035
Other current assets	6,448	9,681
Current Liabilities	(9,725)	(10,637)
Net current (liabilities)/assets	(241)	8,079
Grants	(72,244)	(72,121)
Borrowings	(85,136)	(87,911)
Pension and other provisions	(3,371)	(2,449)
Total	62,268	58,383
Reserves	62,268	58,383



### ORWELL PROJECT MANAGEMENT

Orwell Project Management now provides development and property expertise to an expanding number of external clients.

#### **ORWELL REPAIRS SERVICES**

We have continued to provide repairs services for 2 other social landlords as well as some out of hours repairs for Ipswich Borough Council.We also continue to cover **80** % of our painting with internal resources.

#### DEVELOPMENT

71 new homes have been provided in 2018 with a further 137 new homes planned.

#### **ORWELL HOMES**

Orwell Homes has continued to expand in 2018 with its first scheme completed and successfully sold. It is about to start on a further scheme which will be built in 2019 and has recently acquired land and achieved planning consent for a further 3 sites across Suffolk.

#### HOUSING MANAGEMENT

We now have **501** of our tenants claiming Universal Credit, the number of tenants who are experiencing rent arrears due to the transfer on to Universal Credit are now being proactively and independently reduced with budgeting support/advice with a small number of applications for alternative payment arrangements. In spite of this, we are still managing to achieve mid-upper quartile performance with regard to our % arrears to annual gross rental.



#### CARE ACADEMY

We have successfully launched our own Care Academy to encourage young people via apprenticeships into a career in support and care and we are investing in our highly talented staff by supporting developmental pathways, qualifications and career progression.

#### **LEADERSHIP TRAINING**

Orwell has partnered with local training provider WS Training to deliver the Institute of Leadership and Management level 3 to our first line managers and level 5 to our department managers to ensure that all our leaders have the skill, knowledge and more importantly, the confidence to be outstanding leaders driving our hard-working teams to achieve success.

#### **APPRENTICESHIPS**

Orwell continues to be passionate about ensuring apprenticeship opportunities are available to younger people. In addition to the Care Academy complement, Orwell currently employs three apprentices who are training to achieve qualifications in business administration, plumbing and carpentry, and is proud to employ a further three former apprentices who continue to develop their Orwell careers.





# TEMPORARY SUPPORTED HOUSING

Our contracts to deliver Domestic Abuse Service have been extended until 2021 and we have won a small contract with Kesgrave Town Council to run with our first Youth Club which is going to be overseen by our Young Persons' Service in Ipswich.

We are pleased to be part of the Early Hub which is jointly funded by Norfolk PCC and South Norfolk and aims to provide early intervention with domestic abuse. We are also named partners in the Anchor Project in Norfolk.

#### **LEARNING DISABILITIES**

We successfully tendered for 6 new LD services which we took over in July 2018. We are still in the process of dealing with TUPE issues and the sad deaths of 3 tenants in the first 6 months. We are working in partnership with Suffolk County Council to consider the future model of some of the services.

#### **EXTRA CARE**

We achieved 92% GOOD with CQC during the year and we have commenced the new medication pilot across a number of services and this is proving to be a huge success not only for our customers but for our staff teams.



£12.5M
SPENT ON
BUILDING
NEW HOMES

3,936
HOMES IN
MANAGEMENT

360,000
HOURS OF CARE AND
SUPPORT GIVEN TO
MEET PEOPLE'S CARE
NEEDS

WE EMPLOYEE ALMOST 600 PEOPLE



93%
OVERALL SATISFACTION
WITH OUR SERVICE BY
TENANTS

£5.288M
INVESTED IN IMPROVING
OUR EXISTING HOUSING
STOCK

WE HAVE SAVED £361,251













REGISTERED OFFICE CRANE HILL LODGE 325 LONDON ROAD IPSWICH IP2 0BE TELEPHONE: 01473 218818

FAX: 01473 286818 EMAIL: INFO@ORWELL-HOUSING.CO.UK WWW.ORWELL-HOUSING.CO.UK