

Annual report to tenants 2016/2017



Contents

04	How we communicate
05	Service standards
07	Complaints
08	Delivering Value For Money (VFM)
09	VFM - 2016 Overview
10	VFM - Successes in 2016
12	VFM - Benchmarking results
16	VFM - Benchmark improvements
18	VFM - Our properties
19	VFM - Plans for 2017
20	VFM - Improving lives
22	VFM - How we spend the money that comes in
24	Rights and responsibilities
26	How to get involved
27	Translations



As valued customers of Orwell we have written this report for you. It is an attempt to raise awareness as to how the organisation works, how the money is spent, how we are doing year to year and also how we perform against other housing associations.

It also tells you the various ways you can get in touch with us and where to find the standards of service we always seek to deliver. Indeed, if we fail to deliver we really need to know so that improvements can be made.

If you have any concerns about the service we provide or any comments on what you think of the report, please use one of the options available on page 4.

Stephen Javes
Chief Executive

How we communicate

We try to communicate in whatever way suits you best, eg by providing larger print, pictorial documents, sign language or translations.

Message us

Send us a message using our website www.orwell-housing.co.uk or on social media at:
facebook.com/orwellhousing
twitter.com/orwellhousing

Talk to us

Call us on 0345 60 100 30
8:30am - 5:30pm Mon to
Thurs and 8:30am - 5pm
on Friday and we will aim
to answer all calls within
5 rings

Write to us

Send us a letter to:
Crane Hill Lodge,
325 London Road,
Ipswich, IP2 0BE.

Join us

Why not join us at a tenants' event,
estate walkabout or
resident meetings?

Email us

Email us anytime on
info@orwell-housing.co.uk

Tell us

Complete our surveys
and tell us how we are
doing. You may also
win a prize!

Face to Face

We can visit you
in your home or
you can come to
us, whichever
works for you

Text us

Send an SMS text message to your
housing officer or to our repairs
SMS contact number 0784 332 8160

This is how you think we do against service standards

Customer Satisfaction

	Target %	Satisfaction %
Disabled adaptations	95	96
Repairs	90	96
Programme works	95	90
Gas safety	100	100
Lettings	95	92
Care services	95	88
Housing support	95	94

A great result which we will continue to try and improve.

Where can service standards be found?

Orwell is regulated by the Homes and Communities Agency (HCA) which sets out standards for the services we deliver. These standards relate to:

- Tenant involvement • Your home
- Your tenancy • Your neighbourhood

If you wish to read more about these you will find more information on the HCA website at www.homesandcommunities.co.uk

The Care Quality Commission (CQC) is the government appointed regulator of care and health services. Through a process of unannounced inspections, registered services must demonstrate that they meet essential standards of quality and safety related to the care they provide. Inspected standards are rated and, where appropriate, action plans are used to improve the quality of the service provided.

All reports are publicly available on the CQC website and summaries can be found on the Orwell website. If you would like to learn more about the essential standards they are available at www.cqc.org.uk

Service Standards

Additionally, we have a series of service standards in place, covering the following areas:

- Contacting Orwell
- Dealing with complaints
- Gardening, caretaking and cleaning
- Getting involved
- Housing support and advice
- Providing information
- Rents and rent recovery
- Repairs and maintenance
- Letting
- Gas servicing and maintenance
- Property Improvement Programme

Further details can be found on our website at www.orwell-housing.co.uk/servicestandards

Why Orwell is happy to receive your complaints

It provides you with the opportunity to be heard and express any dissatisfaction or issues you may have experienced with our services.

It allows Orwell to attempt to resolve complaints to your satisfaction at the earliest opportunity.

It allows you the opportunity to escalate your complaint if you remain dissatisfied with our response.

It helps Orwell to learn and make appropriate changes to our services and procedures.

It provides Orwell with the opportunity to apologise when our services have not been delivered to the standard we would expect and consider any appropriate compensation.

It provides reassurance that, if you still remain dissatisfied, having exhausted Orwell's formal complaints procedure, your complaint can be presented to a local Councillor or designated panel for consideration. This may lead to further recommendations being made to Orwell to try and resolve the issue. Alternatively, if no further recommendations are made or agreed, the complaint can be referred to the Housing Ombudsman, to carry out a full investigation.

From 1st April 2015 - 31st March 2016 Orwell received 56 complaints. Of these, 94% were responded to within the 10 day timescale, with an average time of 4.22 days.

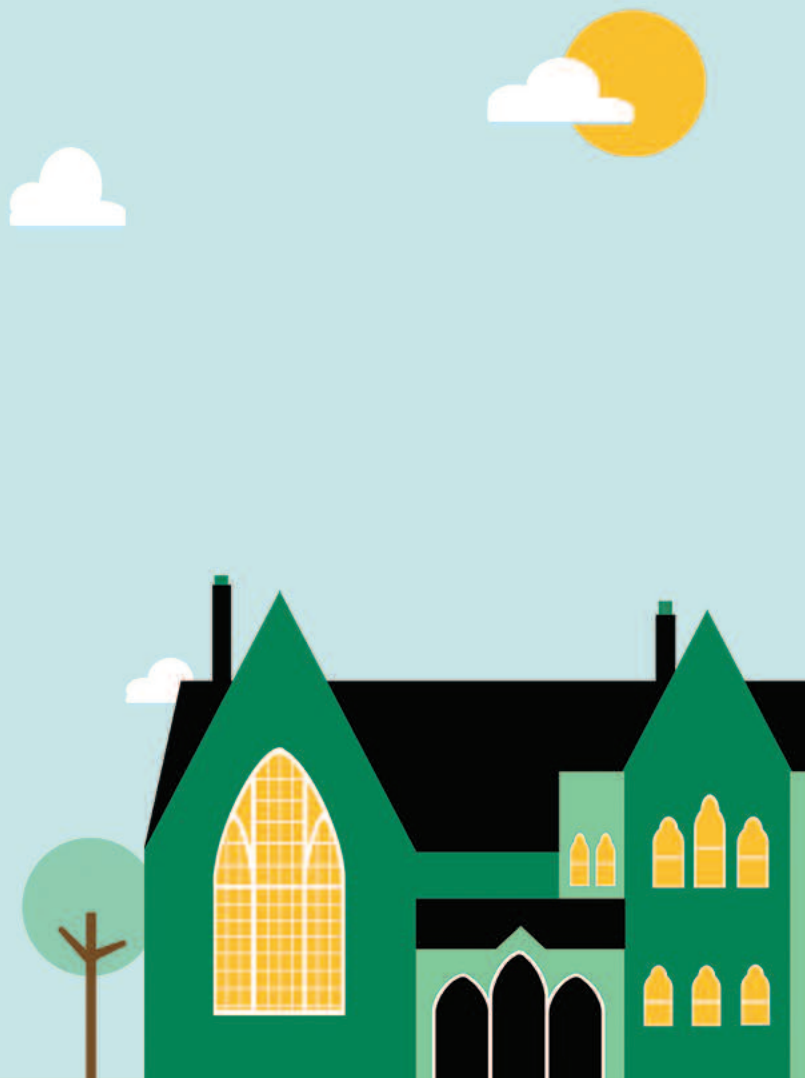
Of the 56 complaints received: 49 were resolved at the first stage of the formal complaints procedure and the remainder were escalated onto a higher stage. 1 of these complaints was presented to the complaints panel. There were no complaints referred to the Housing Ombudsman.

How are we delivering Value for Money?

Delivering Value for Money (VFM) is at the heart of everything that we do. We focus on quality first and then try to achieve the best price possible. Where we save money we will spend it on improving services, upgrading homes and building new homes. We believe that VFM is the job of every employee and not just a select few.

Right from the start our employees are encouraged to question, review and propose changes which could improve our VFM. Orwell has an employee suggestion scheme where VFM suggestions are put forward and acted on wherever possible.

VFM work and achievements are detailed on the following pages.



What we said we would do in 2016

Improve invoicing and getting payments – we will invest in new software and systems to improve how we manage people owing us money

Review efficiencies in at least one of Orwell's portfolio of repairs, estate or other services

Review Sheltered Housing

Take a look at providing more care and dementia support in the community

Provide more development services to other organisations and make a surplus over the 4 years ending 2019

Try to reduce the time that employees are absent from work

Deliver estate service, telephone and other savings totalling £44,000 per annum

What we actually did...

New software investments in housing, finance and support & care are well underway and will be completed in 2017 – delivering improvements and efficiencies once fully in place

Estate services reviewed and achieved £47,000 of savings per annum

Working with local authority funders to improve Sheltered Housing

There was no progress with this as our time was used instead to add four extra care schemes and a Sheltered Housing support service to what we already do

Now chosen to provide services to a local educational charity and a local authority housebuilder. Made a surplus of £178,000 in the year

Absence has increased during 2016 which is very disappointing. More will be done in 2017 to reverse this trend

Achieved savings of £55,000 per annum

Successes in 2016

Buying Goods and Services

We have achieved the following savings while maintaining quality

New kitchens, bathrooms, windows and doors bought through Eastern Procurement Limited (our own buying group) – saved £390,600

Window cleaning and other cleaning – saved £18,000

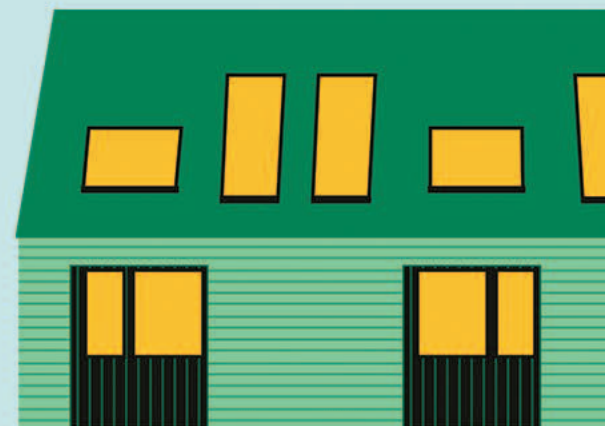
Estate supplies – saved £2,200

Waste disposal – saved £6,800

Estate services achieved £47,000 of savings

Staffing

In 2007 it was recognised that staffing within the Care & Support parts of the business could be more cost effective by reducing spend on higher cost agency workers and recruiting more permanent staff. In 2007, staffing costs were at 71.5% of income. By good management practice and a keen focus on value for money, this percentage has steadily decreased since 2007 and had fallen to 59.8% by the end of 2015. 2016 has seen a further decrease to 59.7%; a saving of £11,000. Compared to 2007 we have saved £932,000.





Our surplus

The specific successes on page 10 contributed to the bottom line surplus of £4,877,000 which, as additional cash, allows us to borrow less and build more new homes.






Development

Orwell is part of a consortium, known as e², with a number of other organisations. We are the lead member and this means that not only do we do our own development, we also provide and sell development services to the other e² members and also to other outside organisations such as local councils and an educational charity. This means that we can afford to employ a much larger and more highly skilled development team than we could otherwise afford. From a VFM perspective, we benefit from both:

- cost – lower development costs and lower build costs
- quality – higher quality buildings using professional employees

Benchmarking results

To assess VFM, the services of a business called HouseMark are used to “standardise” Orwell’s performance data and then to compare it with other similar organisations. Orwell receives an annual report from HouseMark and this, together with further data analysis from the HouseMark website, allows Orwell to identify where it is performing well and where improvements can be made. Key analyses from the 2015 data submitted to HouseMark in 2016 are shown below with relevant narrative. Where this is a common theme across the analyses, commentary is shown after the final set of data.































Key	
	Rating
Best	
Good	
Average	
Below Average	
Poor	

Explanations of abbreviations in the table:

CPP	Cost Per Property
GN	General Needs Housing
HfOP	Housing for Older People
KPI	Key Performance Indicators

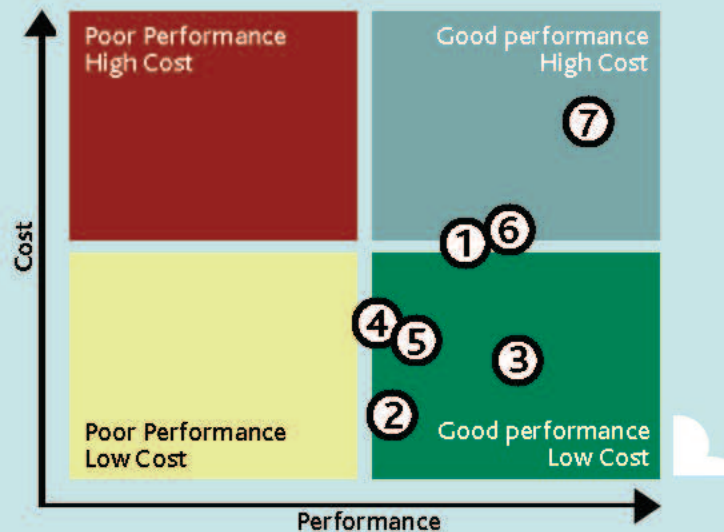
Business Activity	Cost KPI
Overheads	Overhead costs as % of adjusted turnover
Major Works & Cyclical Maintenance	Total CPP of Major Works & Cyclical Maintenance
Responsive Repairs & Void Works	Total CPP of Responsive Repairs & Void Works
Housing Management	Total CPP of Housing Management
Estate Services	Total CPP of Estate Services

Efficiency Summary for Orwell Housing Association

Cost KPI Quartile		Quality KPI	Quality KPI Quartile	
Orwell Housing Association (2015/2016)	Orwell Housing Association (2014/2015)		Orwell Housing Association (2015/2016)	Orwell Housing Association (2014/2015)
		Overhead costs as % of direct revenue costs		
		Percentage of tenants satisfied with the overall quality of their home (GN & HfOP)		
		Percentage of dwellings that are non-decent		
		Percentage of tenants satisfied with repairs and maintenance (GN & HfOP)		
		Average number of calendar days taken to complete repairs		
		Average re-let time in days (standard re-lets)		
		Percentage of tenants satisfied with the service provided (GN & HfOP)		
		Percentage of anti-social behaviour cases resolved successfully		
		Current tenant rent arrears as % of rent due (excluding voids)		
		Percentage of tenants satisfied with their neighbourhood as a place to live (GN & HfOP)		

Dashboard

This shows the relationship between performance and cost for the areas numbered 1 to 7 as shown on the right (or below as applicable). As an example, circle number 7 shown on the dashboard is Estate Services and is good performance with a high cost



1. Responsive repairs and void works

2. Rent arrears and collection

3. Major works and cyclical maintenance

4. Lettings

5. Tenancy management

6. Resident Involvement

7. Estate Services

Cost Per Property (CPP)

	2015 Orwell Cost	2015 Housemark Rating	2015 Housemark Best	2015 Housemark Average	2015 Housemark Poor	2014 Orwell Cost	2013 Orwell Cost
Tenancy management CPP	£107.97	●	£115.19	£150.91	£184.46	£98.08	£87.45
Lettings CPP	£59.11	●	£58.86	£87.76	£102.98	£62.95	£62.99
Anti-social behaviour CPP	£31.30	●	£59.74	£74.24	£86.53	£37.99	£35.44
Resident involvement CPP	£76.54	●	£55.11	£73.46	£100.43	£92.63	£64.50
Rent arrears CPP	£107.17	●	£134.30	£151.20	£192.76	£93.39	£85.50
<i>Housing management CPP</i>	<i>£382.09</i>	●	<i>£423.20</i>	<i>£537.57</i>	<i>£667.16</i>	<i>£385.04</i>	<i>£335.88</i>
Major and planned works CPP	£1,022.13	●	£1,054.46	£1,346.20	£1579.01	£932.83	£833.22
Responsive repairs CPP	£361.65	●	£410.08	£511.14	£587.17	£416.12	£395.14
Average cost of a responsive repair	£86.10	●	£124.21	£138.69	£177.55	£92.05	£101.29
Average cost of a void repair	£1,710.55	●	£1,519.84	£2,126.88	£3,021.23	£1,113.78	£972.47
Estate services CPP	£298.77	●	£161.19	£216.07	£273.09	£299.59	£300.95
Overhead costs as % of direct revenue costs	24.42%	●	24.28%	27.63%	32.83%	22.78%	23.46%

Key

Best



Good



Average



Below Average



Poor



Where our benchmarks show we could do better

Our target is to be best or nearly best in all areas. This means a dark green or a light green circle appearing in the green square on the dashboard. We are pleased to report that we have achieved this in nearly all of the categories. Always wanting to improve, we have taken a good look at the categories where we do not meet our target and this is what we have found.

Total cost per property of estate services

Whilst the cost per property is below average (ie high) the number of you who are satisfied with your neighbourhood is also high. The service is therefore a good performer. Whilst we view this as acceptable, we will continue to review the service in an effort to improve value for money and in 2016 we made annual savings of £47,000.

Resident involvement

We spent less than the previous year but what we spent did include £10,000 to assist tenants training or returning to work.

Overhead costs as a percentage of adjusted turnover

Although managing the e² development partnership increases our overhead costs the figure used in the HouseMark benchmarking process does not include £20m of turnover relating to this activity. If this was included our performance would be in the best category.



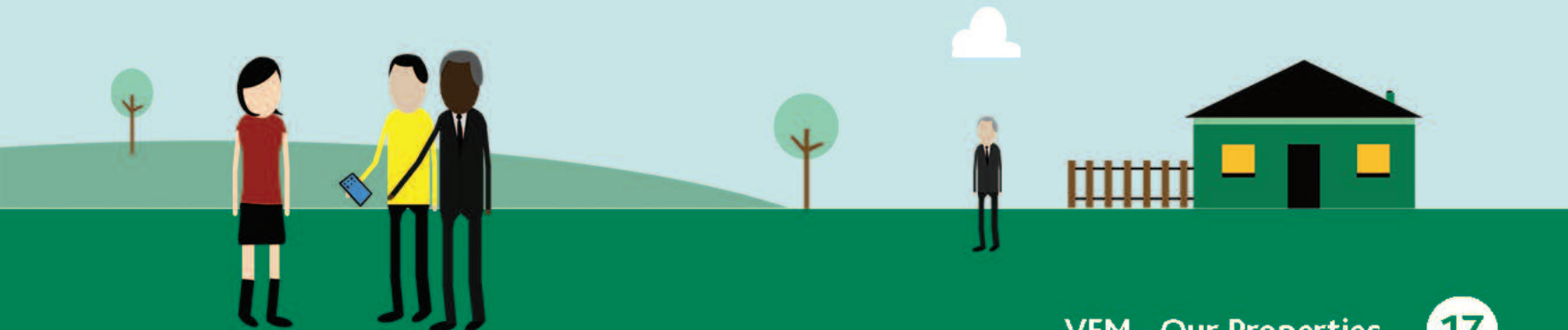
Our properties

Our biggest financial asset is the property we own, which at the end of 2016 cost £221M to build at the time and would cost £376M to rebuild now.

To ensure that each and every property contributes, we look at how much income we receive compared to how much money we have to spend. Where this is not satisfactory, we will look to sell the property and use the money to build new homes.

The financial return on our properties for 2015 was 5.0% and for 2016 it was 5.6%.

All profit is used to either improve services or properties, or build new homes.



What we are planning to do in 2017

Future improvements

We are always looking at ways to improve the VFM that we deliver and during the year we will:

Implement housing, finance and support & care software to improve services to customers, and make our processes better and more efficient

Continue to try to reduce the time that employees are absent from work

Continue to provide more development services through e² to other organisations and make a surplus over the 4 years ending 2019

Review and benchmark at least one service from Orwell's portfolio of repairs, estate or other services with the ongoing ambition to generate savings

To deliver savings of £130,000 in accordance with our VFM plan for the year.

Provide housing and other related services to other organisations and make money in doing so.

Improving lives



In helping people we have:

- supported 1,402 individuals to maximise their income and in particular claim the appropriate benefits
- supported 966 individuals to reduce their level of debt
- helped 656 individuals to find a place to live
- prevented 801 people losing their home
- worked with 390 individuals to improve their health
- helped 46 individuals into training
- assisted 52 individuals into paid work
- provided support and/or care for up to 2,500 people at any one time
- delivered in excess of 173,000 hours of support and care to meet people's personal care needs and to help avoid unnecessary hospital admissions
- supported over 900 older people to remain living independently in sheltered accommodation



In helping people we have:

- supported 13 people with a learning disability to access employment or voluntary work, 35 people to access primary health care for an annual health check and 26 people to live independently in their own home.
- housed 204 single people and 52 families who would otherwise have been homeless.
- supported 11 "Looked After Children" to leave residential care homes.
- housed 64 women and their children who would have otherwise remained in abusive homes, and over 150 women to access local domestic abuse services.

In housing people we have achieved:

- the provision of over 3,616 places to live
- 1,520 tenancies are not in arrears
- 292 tenants have been signposted to home insurance and 163 have taken out contents policies
- 42 tenants are involved in active tenant groups



By just being in business we:

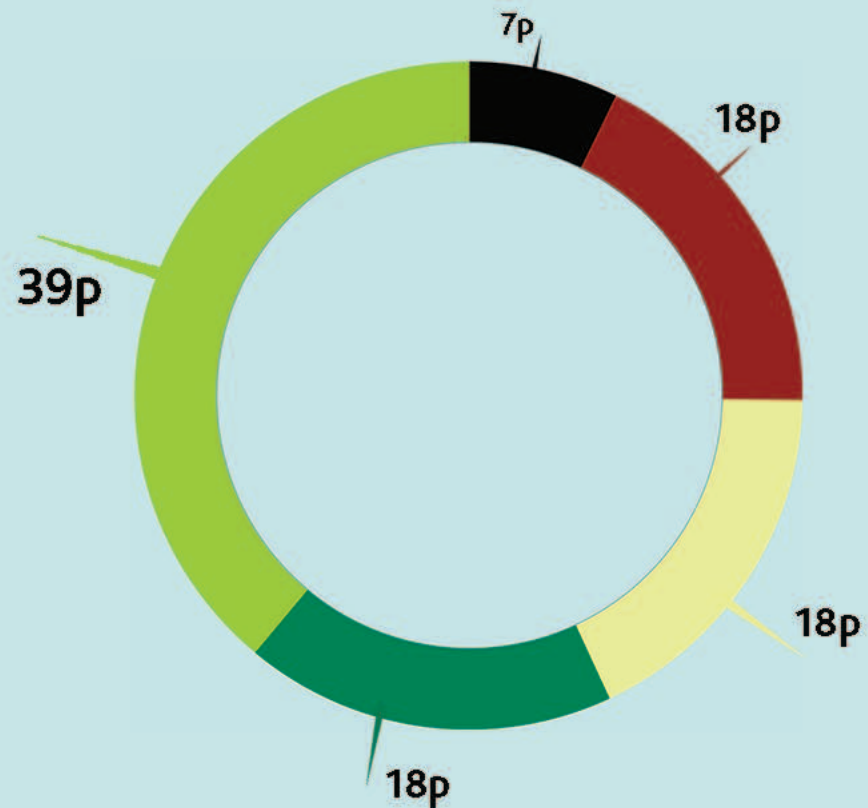
- have provided jobs for almost 700 people paying a total of £9.4M a year
- provide Supported Housing in which other organisations employ in excess of 350 employees
- buy from local suppliers and spend in the region of £5M every year
- employ and train 6 apprentices
- spent £9.6M building new houses during the year which we believe supported 180 jobs

This all adds up to:

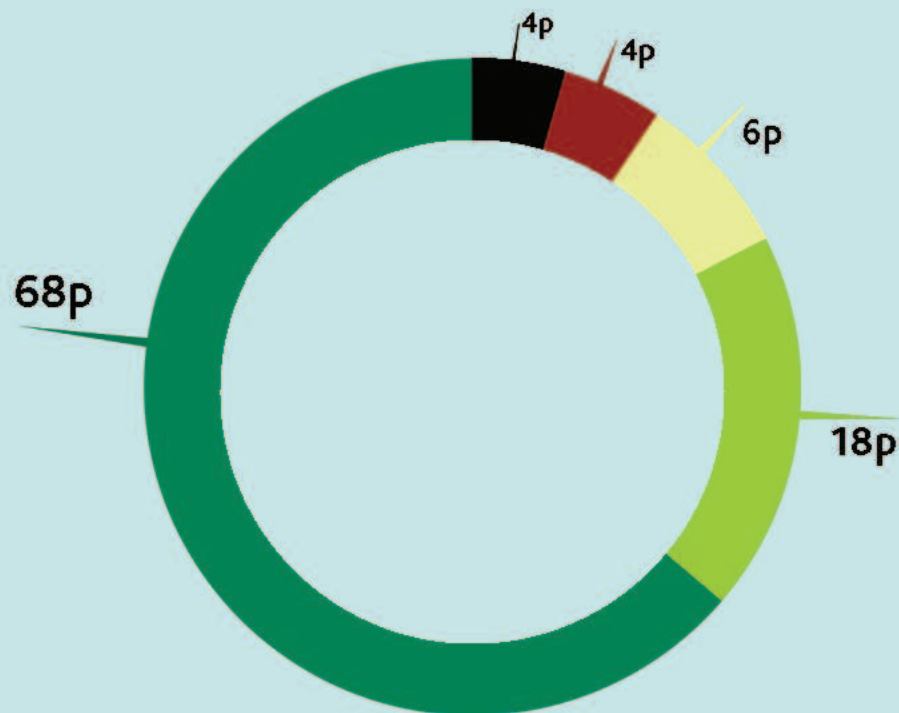
it is difficult to put a monetary value against everything, but using a model which many other people use shows that the value we put back into society is at least £37 million every year

How Orwell has used every £1 of income in 2016

Housing



Supported Housing & Care



Landlord and tenant rights and responsibilities

Every Orwell tenant has a tenancy agreement that sets out the rights and responsibilities of both Orwell and you. These tenancy agreements will vary depending on how long you have been a tenant. It is important to be aware of your tenancy rights and responsibilities.

As a tenant

It is important to be aware of your rights and responsibilities. These are the main ones:

- do not leave your home empty for long periods or sublet any part of it
- keep up to date with payments of rent and service charges
- take responsibility for your household members and your visitors
- take care of your home, keep it clean and regularly decorated
- promptly report any repairs that Orwell is responsible for
- ask permission to make alterations or improvements to your home
- be a good neighbour and respect others
- tell Orwell if you wish to end your tenancy
- give Orwell access to your home when necessary
- insure the contents of your home



Orwell as a landlord

Our main responsibilities are to:

- provide information about our services and how they affect you
- carry out certain types of repairs which are our responsibility
- meet safety standards
- insure the building, communal areas and Orwell equipment

It can sometimes be difficult to understand tenancy agreements. The most frequent misunderstandings are about rent and accessing benefits as well as understanding the responsibilities of landlords and tenants.

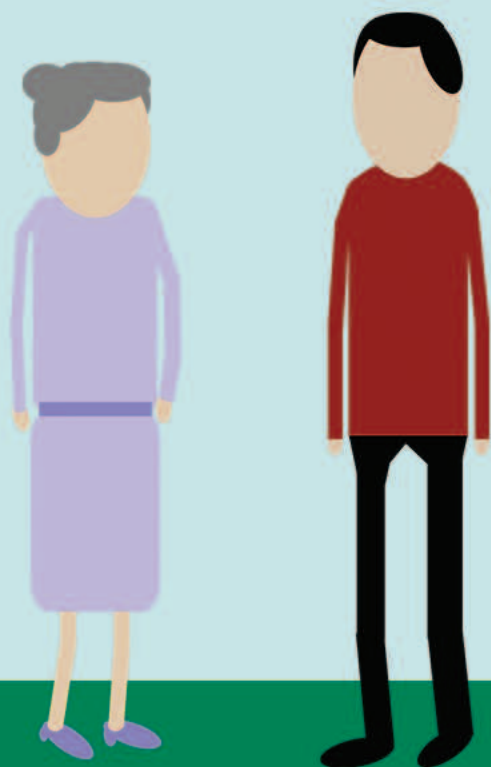
Regarding rent and benefit entitlement your housing officer can provide advice about eligibility but the responsibility for making the claim lies with you. Any claims or queries need to be made by you to the appropriate authority to ensure that your rent is paid.

If you are unsure about your rights and responsibilities please contact Orwell Housing Association, an independent advice agency or seek legal advice.

You could also email us at info@orwell-housing.co.uk call us on 0345 60 100 30 or visit our website at www.orwell-housing.co.uk for further information.



How to get involved



Orwell is keen to get your views and involve you wherever possible. There are a number of tenant groups and opportunities for you to:

- become a Resident Engagement Panel member
- become a Mystery Shopper
- become a Tenant Inspector checking/monitoring our repair work and new developments
- join focus groups, eg looking at issues or service standards
- take part in focus groups to look at issues or proposed changes
- become a communal garden judge
- join or start a residents association to support your neighbourhood

If you are interested please call us on 0345 60 100 30 or email diane.piperno@orwell-housing.co.uk or call Diane on 01473 228606.



Если вам необходим перевод какой-либо информации пожалуйста, пошлите запрос в **Orwell Housing Association**. Если вам необходима помощь переводчика, пожалуйста, пошлите запрос на:



Aby uzyskać przetłumaczenie dokumentów z Orwell Housing albo gdy potrzebna jest pomoc tłumacza na żywo, proszę wysłać następujące dane :



Se precisar de traduzir qualquer informação da Housing Association Orwell ou caso necessite da ajuda de um(a) intérprete envie os seu detalhes para:



如果你需要任何有關Orwell 房屋協會的資訊翻譯版, 或需要傳譯員協助的話, 請把以下資料送回



যদি আপনি ওরগ্যুয়েল হাউসিং অ্যাসোসিয়েশনএর কোন তথ্যের অনুবাদ চান অথবা কোন অনুবাদকের সাহায্য চান নিচের অংশটি লিখে এই ঠিকানায় জনন: কাস্টমার সার্ভিস টিম, গ্রেন লজ, ৩২৫ লান্ডন রোড, ইপ্সইচ। আই পি২ ৮কিউ জে।



نەگەر پېنۆستیت بە ھەر جۆرە یارماتىك ھەيە بۇ تەرجومە كردنى ھەر جۆرە زانىارىك لە لاين (Orwell) مە يان پېنۆستیت بە يارمەتى مۆتەر جىم ھەيە، تەكايە نەم رشتانەي خوار مە بئىرمە بۇ نەم ناو نیشانەي خوار مە:

Customer Services Team - Orwell Housing Association, Crane Hill Lodge, 325 London Road, Ipswich IP2 0BE

How to Contact us

If you need to contact Orwell Housing Association, or if you need help with any of this document you can call us on:

0345 60 100 30

You can also contact us via our website and social media:

www.orwell-housing.co.uk

facebook. & **twitter**

You can also contact the Association by mail or visit us in Ipswich or Lowestoft:

Orwell Housing Association
Crane Hill Lodge
325 London Road
Ipswich IP2 0BE

Orwell Housing Association
22 Gordon Road
Lowestoft NR32 1NL