

Annual report to tenants 2017/2018



Together we make a difference

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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, e.g. by providing larger print, pictorial documents, sign language or translations.

Chat online with us

Visit our website and chat with our customer service team about any enquiries you may have.

www.orwell-housing.co.uk/contact-us

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

Face to Face

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

Tell us

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

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

Write to us

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

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

This is how you think we do against service standards

Customer Satisfaction

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

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

Where can service standards be found?

Orwell is regulated by Homes England, the Regulator for Social Housing, which sets out standards for the services we deliver. These standards relate to:

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

If you wish to read more about these you will find more information on the Homes England website at www.gov.uk/government/organisations/homes-england

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
- Tenancy management
- Letting a property
- Gas servicing and maintenance
- Property Improvement Programme

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

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 2016 - 31st March
2017 Orwell received 63
complaints. Of these, 98%
were responded to within the
10 day timescale, with an
average time of 6.06 days.

Of the 63 complaints received, 61 were resolved by officers and 2 were escalated to the appeal stage. No complaints were escalated to the 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 2017

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

Review and benchmark at least one service from Orwell's portfolio of repairs, estate or other services with the ongoing ambition to generate savings of £250,000 over the 5 years ending 2018

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

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

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

Deliver the VFM plan for the year and achieve savings of £130,000

What we actually did...

A new finance system went live in April 2017 and further improvements will be implemented in the coming year. Work continued throughout the year on the new housing management system, Civica CX and this went live in February 2018. Software implementation within support and care has focussed upon two pilot schemes and further roll-outs will continue in 2018

The in-sourcing of repairs to empty homes was reviewed during the year and annual savings of £130,000 are being achieved

Services continue to be provided to a local educational charity and a Local Authority private housing company and 4 further development projects have been taken on during the year. In addition, we have been appointed by a limited company to provide advice about their land and property portfolio

During the year, Orwell Repairs Service (ORS) has started to provide repairs on behalf of two organisations, to properties where the geographical location makes it more efficient

The Supported Housing & Care parts of the business achieved a reduction from 5.0% to 4.5%, which was offset by an increase in the other parts of the business which increased from 3.0% to 3.5%. Initiatives and action started in 2017 will continue into 2018 with the aim of achieving an overall reduction

We achieved savings of £72,000 with a further £21,000 deferred to 2018. The shortfall was primarily due to recruitment challenges which occurred during the year

Successes in 2017

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 £243,000

Employee conference every other year – saved £9,000

Meetings and surveys - saved £7,000

Changed the redecoration scheme – saved £7,000

Estate skip days – saved £6,000

Leasing estate services equipment – saved £5,000

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 59.7% by the end of 2016. 2017 has been a difficult year with recruitment challenges and vacancies not being filled as quickly as usual. As a result, the level has slipped back to 62.0% and we will be doing our best in 2018 to reduce this figure. In other areas, the following savings have been made during the year

Changes within learning disabilities services – saved £23,000

Changes within Housing Management – saved £5,000

Changes within Human Resources – saved £3,000

Improving repairs right first time – saved £2,000





Our surplus

The specific successes on page 10 contributed to the bottom line surplus of £5,186,000 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. We also provide services as Orwell Project Management (OPM) to other outside organisations such as local Councils, a local school and commercial organisations. 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 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 areas where improvements can be made. Key analyses from the 2016 data submitted to Housemark in 2017 are shown below with relevant narrative. Where there 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

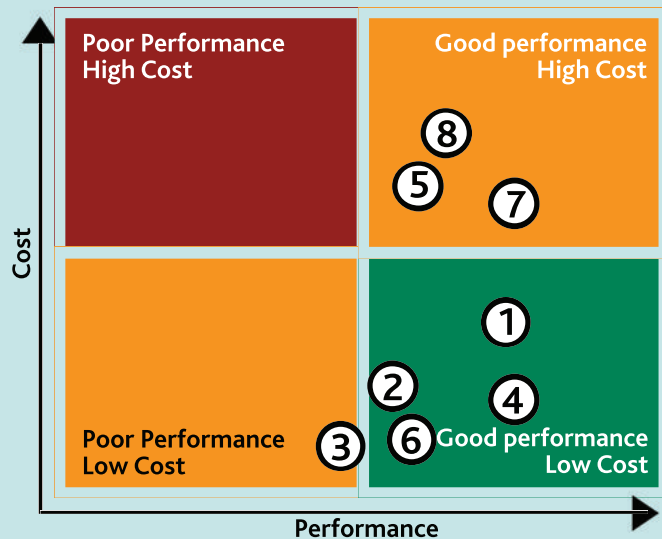
Business Activity	Cost KPI
Overheads	Overhead costs as % of adjusted turnover
Major Works & Cyclical Maintenance	Total CPP of Major Works & Cyclical Maintenance
Responsive Repairs & Void Works	Total CPP of Responsive Repairs & Void Works
Housing Management	Total CPP of Housing Management
Estate Services	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)		
		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 8 as shown on the right (or below as applicable). As an example, circle number 4 shown on the dashboard is major works and cyclical maintenance and is good performance with a low cost.



1. Responsive repairs and void works

2. Rent arrears and collection

3. Anti-social behaviour

4. Major works and cyclical maintenance

5. Lettings

6. Tenancy management

7. Resident Involvement

8. Estate Services

Cost Per Property (CPP)

	2016 Orwell Cost	2016 Housemark Rating	2016 Housemark Best	2016 Housemark Average	2016 Housemark Poor	2015 Orwell Cost	2014 Orwell Cost
Tenancy management CPP	£76.99	●	£124.68	£165.44	£208.57	£107.97	£98.08
Lettings CPP	£76.05	●	£51.91	£66.43	£87.04	£59.11	£62.95
Anti-social behaviour CPP	£24.61	●	£57.77	£66.58	£81.32	£31.30	£37.99
Resident involvement CPP	£59.20	●	£40.24	£51.67	£73.36	£76.54	£92.63
Rent arrears CPP	£117.43	●	£137.23	£152.93	£191.74	£107.17	£93.39
<i>Housing management CPP</i>	<i>£354.28</i>	●	<i>£411.83</i>	<i>£503.05</i>	<i>£642.03</i>	<i>£382.09</i>	<i>£385.04</i>
Major and planned works CPP	£1,078.25	●	£1,216.55	£1,435.42	£1,762.78	£1,022.13	£932.83
Responsive repairs CPP	£303.48	●	£449.47	£493.07	£582.29	£361.65	£416.12
Average cost of a responsive repair	£78.55	●	£120.91	£151.57	£191.01	£86.10	£92.05
Average cost of a void repair	£1,808.07	●	£1,560.03	£1,962.83	£2,809.42	£1,710.55	£1,113.78
Estate services CPP	£351.35	●	£192.08	£277.25	£356.05	£298.77	£299.59
Overhead costs as % of direct revenue costs	24.29%	●	24.37%	25.63%	36.29%	24.42%	22.78%

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. 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

The high cost of estate services is matched by high quality and whilst the cost per property does not meet our target, the corresponding quality measure of "percentage of tenants satisfied with their neighbourhood as a place to live" is middle upper quartile and the service is therefore "good performance/high cost" as shown in the dashboard on page 14. We are keen to ensure that quality remains high and are conducting targeted estate services satisfaction surveys during 2018.

Total cost per property of lettings

Whilst high cost is matched by high quality as shown in the dashboard,

a review of this activity will be carried out in 2018 to establish opportunities for improvement.

Resident involvement

The high cost is matched by high quality as shown in the dashboard and whilst not yet at target, the year on year trend shown above is a reducing cost per property.

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 £15m of turnover relating to this activity. If this was included our performance would be in the best category.

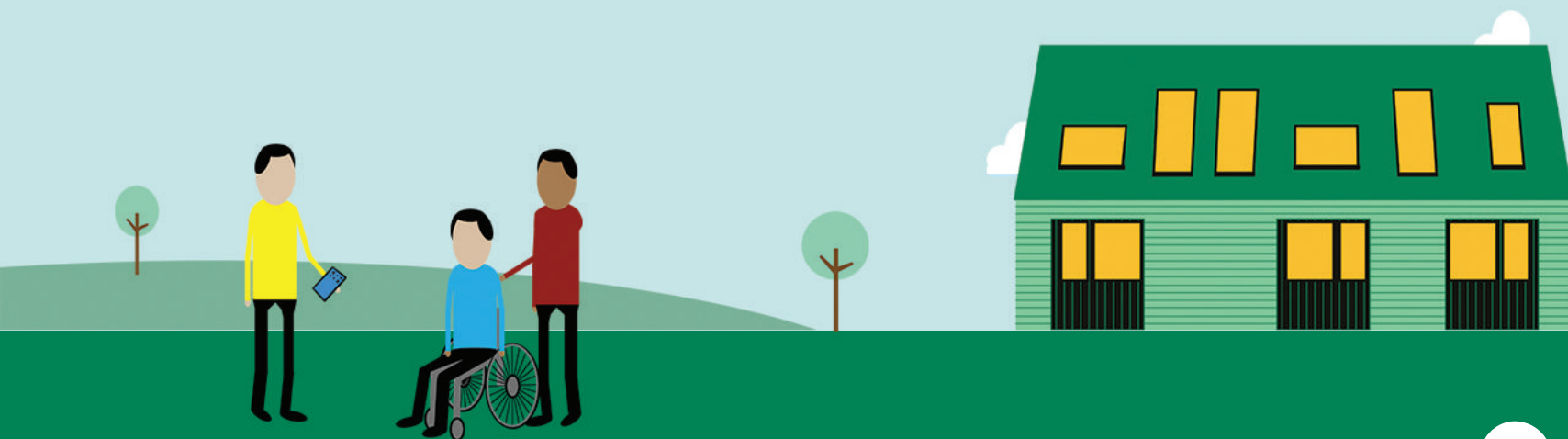


Our properties

Our biggest financial asset is the property we own, which at the end of 2017 cost £226 million to build at the time and would cost £400 million 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 2016 was 3.93%.

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



What we are planning to do in 2018

Future improvements

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

Further develop the new finance software implemented in 2017 and continue to implement housing and support & care software to improve services to customers, and make our processes better and more efficient

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

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

Review and benchmark at least one service from Orwell's portfolio of repairs, estate or other services with the ongoing ambition to generate savings of £250,000 over the 5 years ending 2018.

We have created a VFM plan for the year and aim to deliver savings of £125,000

We want to provide more housing and other related services to other organisations and make money in doing so.

Improving lives



In helping people we have:

- delivered in excess of 256,000 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.
- supported 13 people with a learning disability to access employment or voluntary work.
- supported 35 people with a learning disability to access primary health care for an annual health check.
- supported 26 people with a learning disability to live independently in their own home.
- supported 77 women and their children through our refuge accommodation to flee from domestic abuse and begin to rebuild their lives free from abuse.



In helping people we have:

- supported 241 homeless people in our hostel accommodation to enable better future opportunities.
- supported 139 men and women who are leaving, or continue to live in, an abusive relationship through our South Norfolk domestic abuse outreach service.
- supported 220 people and their families through our specialist early help domestic abuse worker based in South Norfolk Hub.

In housing people we have achieved:

- provided over 3,500 places to live
- 85% of tenants are satisfied with their neighbourhood
- 170 tenants have taken out contents insurance policies
- 34 tenants are involved in tenant groups



By just being in business we:

have provided jobs
for almost 700 people
paying a total of
£10.2m a year

employ and train 6
apprentices

provide Supported
Housing in which other
organisations employ in
excess of 350 employees



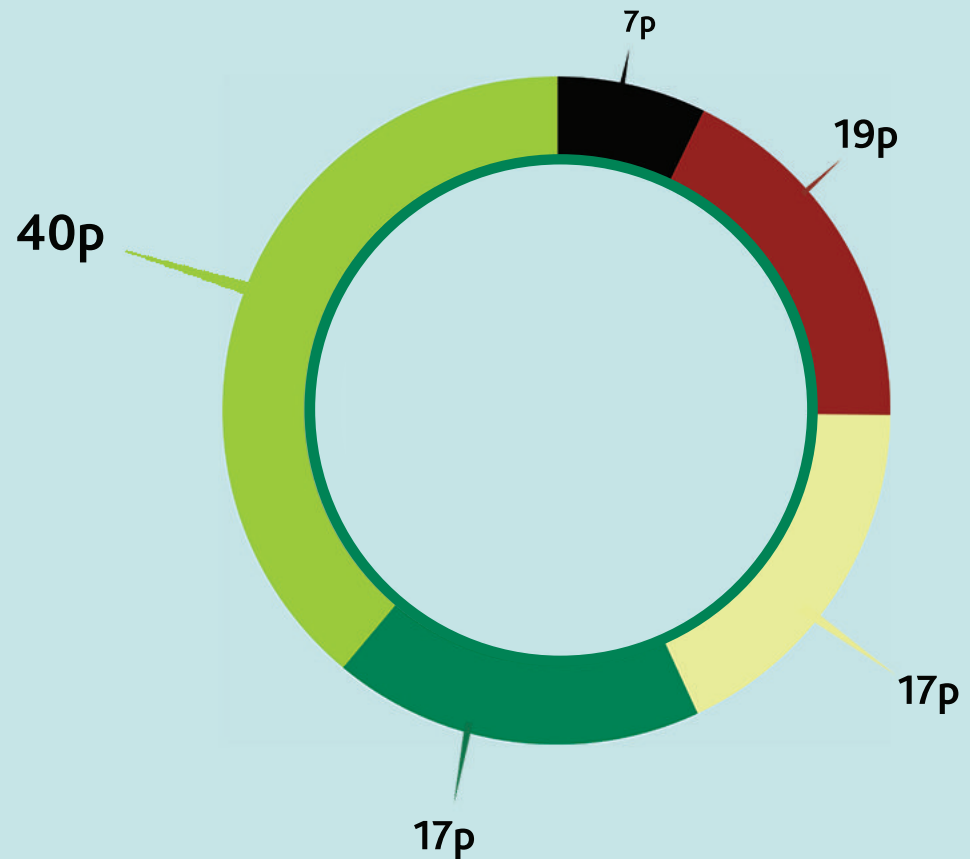
buy from local
suppliers and
spend in the region
of £5m every year

spent £6.5m
building new
houses during the
year which we
believe supported
130 jobs

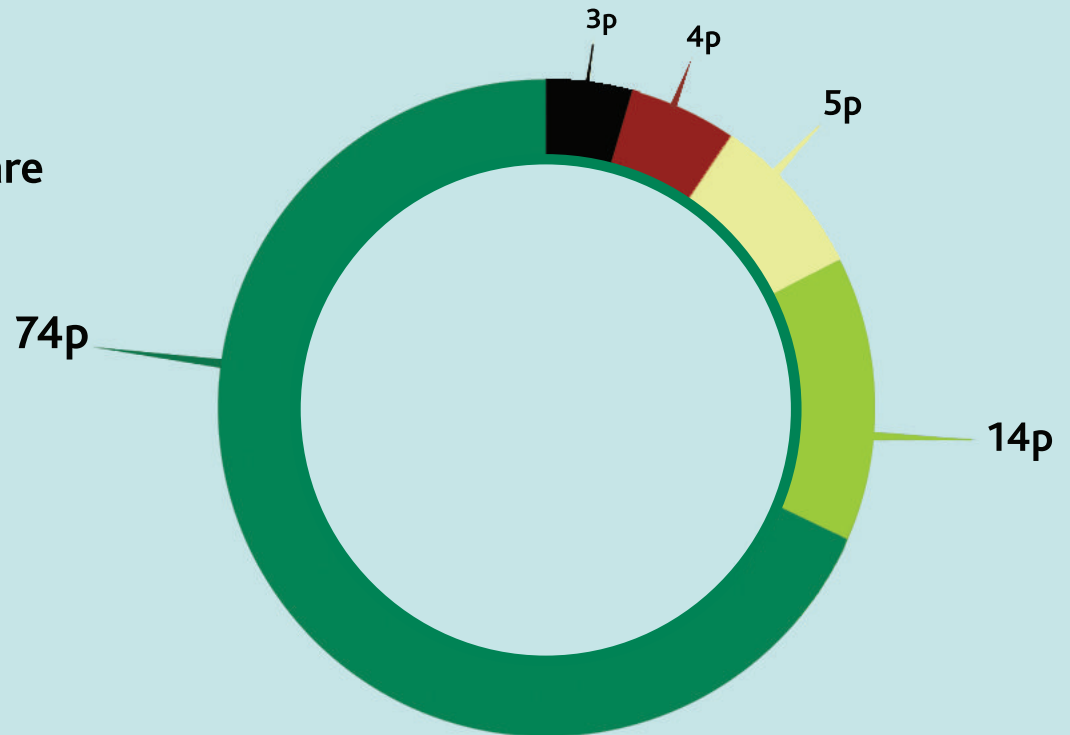


How Orwell has used every £1 of income in 2017

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:

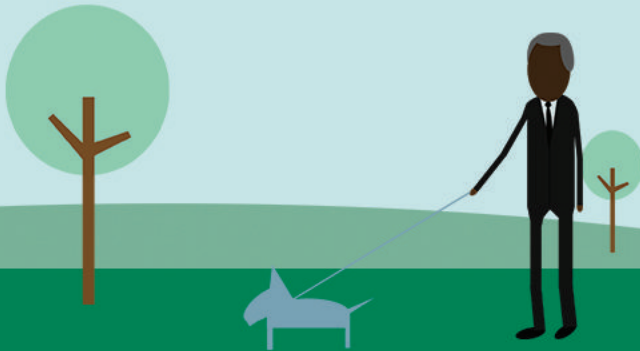
- provide information about our services and how they affect you
- carry out certain types of repairs which are our responsibility
- meet safety standards
- insure the building, communal areas and Orwell equipment

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 you can get involved

Orwell wants to hear your views and involve you wherever possible. There are many opportunities for you to get involved, these are just a few:

- Join, or start a Residents' Group in your area
- Find out about becoming an Orwell Community Representative
- Review Orwell's services as a member of a Task and Finish Group
- Inspect work carried out by Orwell
- Join Orwell's pool of residents interested in providing feedback
- Assess Orwell's customer service as a Mystery Shopper
- Apply to become a member of the Resident Steering Group.

Being involved will help Orwell improve your services.

If you would like to find out more about Involvement contact Diane on 01473 228606 or email diane.piperno@orwell-housing.co.uk





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 ওরওয়েল হাউসিং অ্যাসোসিয়েশনএর কোন তথ্যের অনুবাদ চান অথবা কোন অনুবাদকের সাহায্য চান নিচের অংশটি লিখে এই ঠিকানায় জানান: কাস্টমার সার্ভিস টিম, গ্রেন লজ, ৩২৫ লন্ডন রোড, ইপ্সইচ। আই পি২ চকিউ জে।



ئەگەر پېئوستىت بە ھەر جۆرە يارماتىك ھەيە بۇ تەرجومە كىردى ھەر جۆرە زانىيارىك لە لاين (Orwell) موە يان پېئوستىت بە يارمەتى مو تەرجىم ھەيە، تەكايە ئەم رىشانەى خوار موە بىئىروە بۇ ئەم ناو نىشانەى خوار موە:

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 part 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



You can also contact Orwell 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



The logo for Orwell Housing Association, featuring a stylized white roofline above the word "Orwell" in a white sans-serif font.