



Orwell

Review of the year

2020

Chairs Report

As I reflect on the last year, we are nearly 11 months into the Covid-19 pandemic. No one could have predicted the impact of the pandemic or the changes we would have to make, but I'm very proud of the quick and decisive response we made to protect our residents, staff and most vulnerable customers in our care settings. The investment made over the last few years in IT and other systems meant that we were able to switch seamlessly to remote working whilst still providing essential services and of course, we have all adapted to new communication channels as a result.

I am acutely aware of the challenges that lie ahead for our residents and am very proud of the commitment and hard work of all colleagues at Orwell who have had to adopt new ways of working at very short notice. Orwell has 'Customers' and 'Team Orwell' at the heart of our core values and these have really shone through in these challenging times.

When lockdown began, we had to make a number of very quick changes to our business: our teams switched to home working but continued to provide a seamless service. With resident support we refocused our services. Inevitably, our repairs service switched to emergency repairs only and re-lets faced delays.

Our staff were able to build more flexibility around working patterns to help manage other challenges such as home schooling. Despite those other challenges, our staff volunteered additional hours at our care settings to ensure that our care staff were supported, and our most vulnerable residents remained safe. Truly an example of going above and beyond.

We put in place appropriate governance and risk arrangements and, supported by regular reporting of performance and Covid-19 impacts to provide early warning triggers, we have been effectively managing through the crisis and retained our G1:V1 status.

Despite the impact of the pandemic, we continue to deliver against our strategic plan and transformation plan and 2020 has been another strong year for Orwell. As a key part of this we have concluded the recruitment of our remaining Executive Directors during 2020 and we have continued to restructure teams within the organisation.

Working with our subsidiary company Orwell Homes Limited, which has had its best year since formation, we are determined to be one of the best social landlords and

providers of new, high quality, affordable homes and market sale homes within the eastern region. We'll do all we can to play our part in rebuilding the economy and tackling the housing crisis in an effective, efficient and values driven way.

We are continuing to embed our new resident governance structure with further Resident Scrutiny reviews being completed and we are in the process of recruiting two Resident Board Members. We have embedded 'making a difference' at the heart of everything we do – our care focus is what distinguishes us and sets us apart within the sector.

We are also continuing our involvement in partnership working with other housing associations and commercial organisations in the region to progress joint working, housing management and development opportunities.

Turning to the future, we launched our new strategic plan in 2019, but since we developed our new plan, clearly the world has drastically changed. Whilst our strategic focus will remain the same, we are aware that its achievement will inevitably be impacted, and the Board has therefore reviewed and updated our plan accordingly. We have also developed the underlying strategies that will support delivery of the strategic plan.

As we emerge from the pandemic we will work as one team with residents and staff to embed new ways of working. With the recruitment of our new Director of Customers and Communities, Tenant Involvement and Sustainment Team and Resident Board Members we will be re-shaping our resident involvement approach to engage residents in re-designing our services.

We're proud to be a not-for-profit housing association. And we're committed to working in ways that are fair and ethical, inclusive, co-creative and transparent and which reduce our climate impact. To deliver our ambitions, we'll rely on our great staff, involved residents and committed partners who share our values.

With 2020 now behind us, the impact of Covid-19 is still being felt across the country but with the rollout of vaccines within our care settings and across the broader population, we enter 2021 with optimism and confidence in the continuing financial strength of Orwell.

Kim Newman, Chair



“ Thank you for taking the time to speak to me today regarding some property maintenance issues. I spoke with Natasha, who was very helpful and professional. ”

“ Everyone is so helpful at Orwell ”



Transforming to Succeed

Our Transformation Plan, developed in 2019, clearly identified that we needed to change and evolve as an organisation if we were to be the customer centric housing, care and support provider which put the ethos of making a difference at the centre of all we do.

Our five key ambitions were to:

- 1 Provide exceptional customer service.
- 2 Support our customers to have control over their future.
- 3 Make a positive impact on our communities.
- 4 To be a great employer, invest in our people, and to be a company people are proud to work for.
- 5 Make a social impact by growing the number of new homes and increases and improves the support and cares services we provide.

The first step in our Transformation was to modernise how we were structured. Key to that was to put customers at the centre of Orwell by bringing them onto the Board and investing in our Tenant involvement and Sustainment service.

I am delighted that we have achieved both of those things, despite of the pandemic, and now have a dedicated Tenant Involvement and Sustainment Team in place and two resident Board members joining the Board at the AGM in March 2021.

We also took the decision to increase the Leadership of Orwell and create new Directorates which would put people at the heart of the organisation and align the structure with the People-Focused, Ambitious, Collaborative, Effective values of Orwell.

People-focused

People are at the heart of our business. By recognising people's diverse needs and strengths and by treating everyone fairly; we can both serve our customers better and support our teams to run a brilliant business and improve services.

Ambitious

We are ambitious to grow the organisation so that it can do more and realise the full potential of Orwell, our employees, and those we support and house.

Collaborative

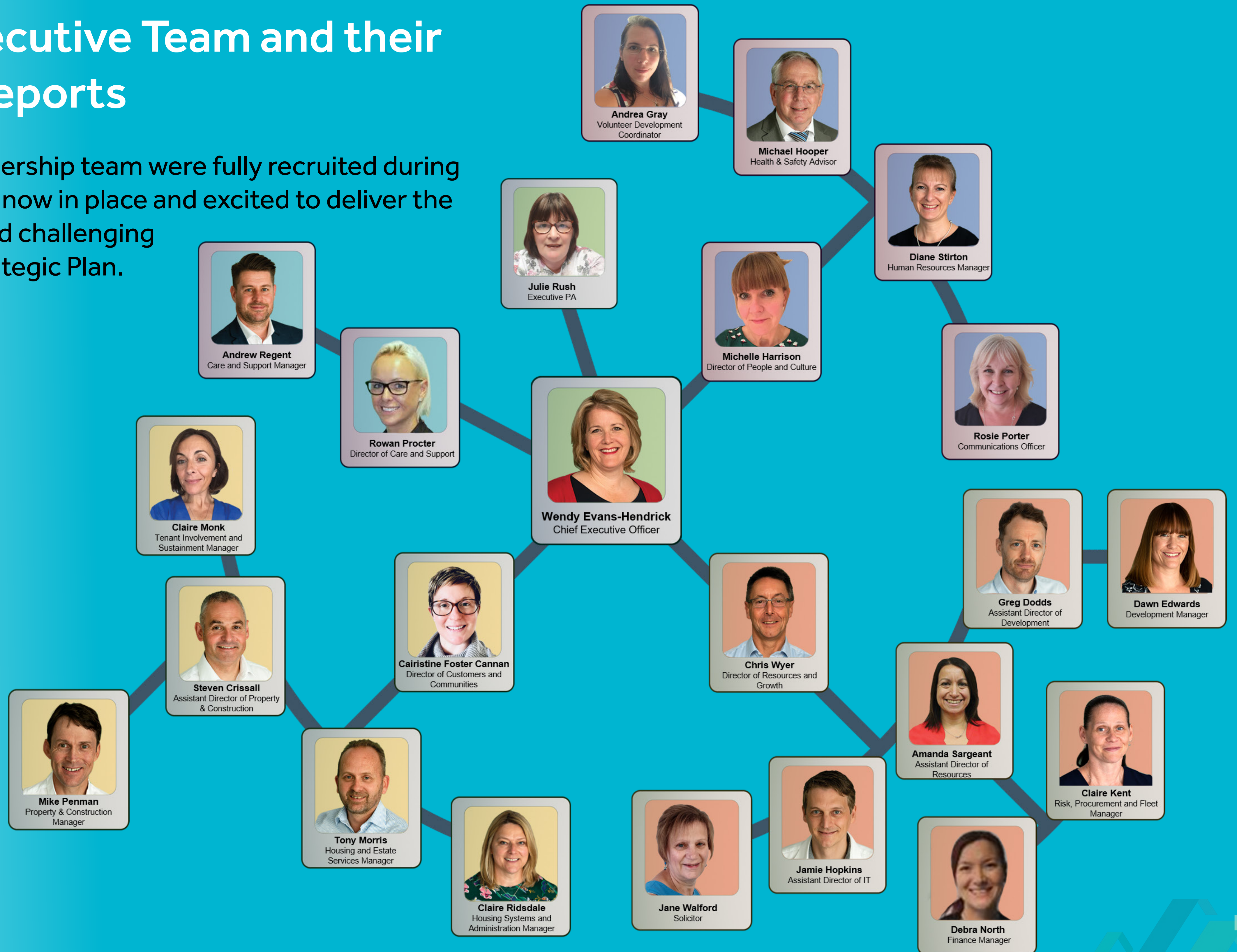
We will work in partnership and search out best practice. We will collaborate with tenants, customers, colleagues and like-minded organisations to develop solutions together.

Effective

We will be economic and embed efficiency across our services ensuring we lead the way with our knowledge and expertise. We will ensure that our teams are committed and competent to be the best at what they do in order that they can provide the highest possible standards of service.

Our Executive Team and their direct reports

The new leadership team were fully recruited during 2020 and are now in place and excited to deliver the ambitious and challenging 2021-24 Strategic Plan.



Review of **the Year**

Whilst the influence of the pandemic cannot be ignored, we are extremely proud of the difference Team Orwell made in 2020.

Care & Support

We are incredibly proud of our Care & Support work and feel that it defines the type of organisation we are, putting people at the heart of our business. Clearly 2020 has been a hugely challenging year for the whole country but it is in our care services that we have felt the impact of the pandemic the greatest.

Over the last year there have been some amazing stories of examples of not just great care but great working relationships with our stakeholders, from the District Councils, Borough Councils, Social Care and Health Services. The pandemic has been a time when Team Orwell has come to the fore and colleagues across the organisation joined forces with the Care and Support teams to lend a hand, especially during lockdown 1.0 providing a whole range of services to their colleagues and our customers from making cups of tea, preparing food for customers, shopping and just taking some time to chat and provide company to people who were unable to see their family and friends due to lock down.

Over 2000 support calls were made to sheltered and isolated tenants by Team Orwell to check in and offer support where needed along with food deliveries and some much-needed Computers and televisions to some of our younger customers who were struggling with home schooling or just having something to do during lockdown.

Our Care & Support workers have been the heroes of the pandemic continuing to go to work and care and support people, even when Covid was present in the service and people were falling ill. There have been some wonderful stories of the fantastic work they have done we have tried to capture just a flavour of them here.

“ In the midst of chaos, there is always opportunity. As a 21 year old; when I volunteered myself to lend a hand at Deben, I questioned why I let myself get thrown in the deep end. I thought what experience can I bring to the unknown? How am I going to help? Will I even be able to cope? Now when I think about what I've seen, what I've done and the small impact I may have had on some lives, I come to realise it's turned out to be one of my greatest achievements. Seeing tenants struggle and losing their battle to Covid, seeing tenants return home after fighting the good fight, holding the hand of someone's mother whilst in her last days. All moments that we expect to see in our line of work but still never gets easier. With the support of others, we get through. For that very reason, I couldn't be more proud to work for such a great team. I take my hat off to each and every member of Orwell and I couldn't be more thankful to everyone who has dipped in to help out in times of need. A massive thanks goes to Adele, for being by my side and putting up with me for 13 days straight.. Ultimately, the greatest lesson that COVID-19 can teach humanity is that we are all in this together. In a blink of an eye everything can change..but please, the moment we are able to, hug your loved ones a little tighter. Tell them you love them. Do this because you love them but also do this for all of those who no longer get to.

”

Messages from our Tenants

To all of you lovely wonderful beautiful people who cared for my amazing fighter Mother Bird.

She had a good half an hour plus of peaceful sleep, no agitation, coughs or that awful chest rattle. Just a calm peaceful sleep. She woke to say goodbye and passed with Paul and I holding either hand.

I am truly grateful for everyone's support, love and hugs.

... of my heart, thank you.

I adored you all and often about the Oranges as!!

Love Lynda, Paul & Uncle Peter xxx

To All at Deben view.

We are thinking of you all.

Stay Strong, you can beat

Please let us know if there is anything we can do to help.

Thinking of you.

Look after each other.

All our love from

The team at

Emily Bay House.

x x

Not all superheroes wear capes...



Thank You

Thank you
Lovely
Orwell
Carers
and all
Staff

..thank you for your care

Growing Our Care & Support Services

Despite the pandemic we are pleased that we have continued to be able to support a growing number of people across the community. We are part of the County Council's "staying close" programme, which supports young people leaving care and transitioning to independent living. Our first young people moved into their Orwell property during the year with the help of wraparound support provided from our young person scheme at Christchurch House. We hope this is the first of many.

Our Learning Disability Services have also grown this year with us being asked to take on a small, supported living scheme in Woodbridge following the retirement of the support provider. The project links well with our other services in Woodbridge and will enable us to provide a wider diversity opportunity for customers and colleagues.


The High Sheriff of Suffolk

18th May 2020.

Dear All,

I wanted to write personally to thank you for all you are doing supporting the residents at William Wood House during this pandemic.

To see the selfless work of all who have been within the care system is wonderful. The pandemic has created a huge amount of extra work protecting both colleagues & residents.

Thank you, you are very appreciated
With best wishes

Bridget

“ Just to pass on the gratitude of all the tenants at Drift View – I actually had cries of joy when I was doing my telephone round and the gardeners arrived! It was the hot topic of conversation, everyone was so pleased to have their gardens all nice to look at again, so a huge THANK YOU to all. ”



People and Culture

The People and Culture team was formed mid-2020 to recognise the importance and impact that our people have in Orwell. The team has now increased from Human Resources and Health and Safety to include Communications, Volunteering and Equality, Diversity and Inclusion and an expanded Learning and Development team.

Our People and Culture Strategy focuses on providing a great service, embedding Orwell's **PACE** values and culture, raising our profile, reimagining the Orwell Academy, gaining meaningful accreditations, focusing on championing Equality and Diversity, employee wellbeing and expanding volunteering opportunities.

We welcomed over **170** new colleagues into the business during 2020 which supported the need across Care and Support as well as progressing transformation plans including a transformation process within the Resources and Growth team.

We have undertaken significant work within Health and Safety and Human Resources following three Internal Audits including an analysis of training and policy compliance across the business and greater monitoring of lone working.

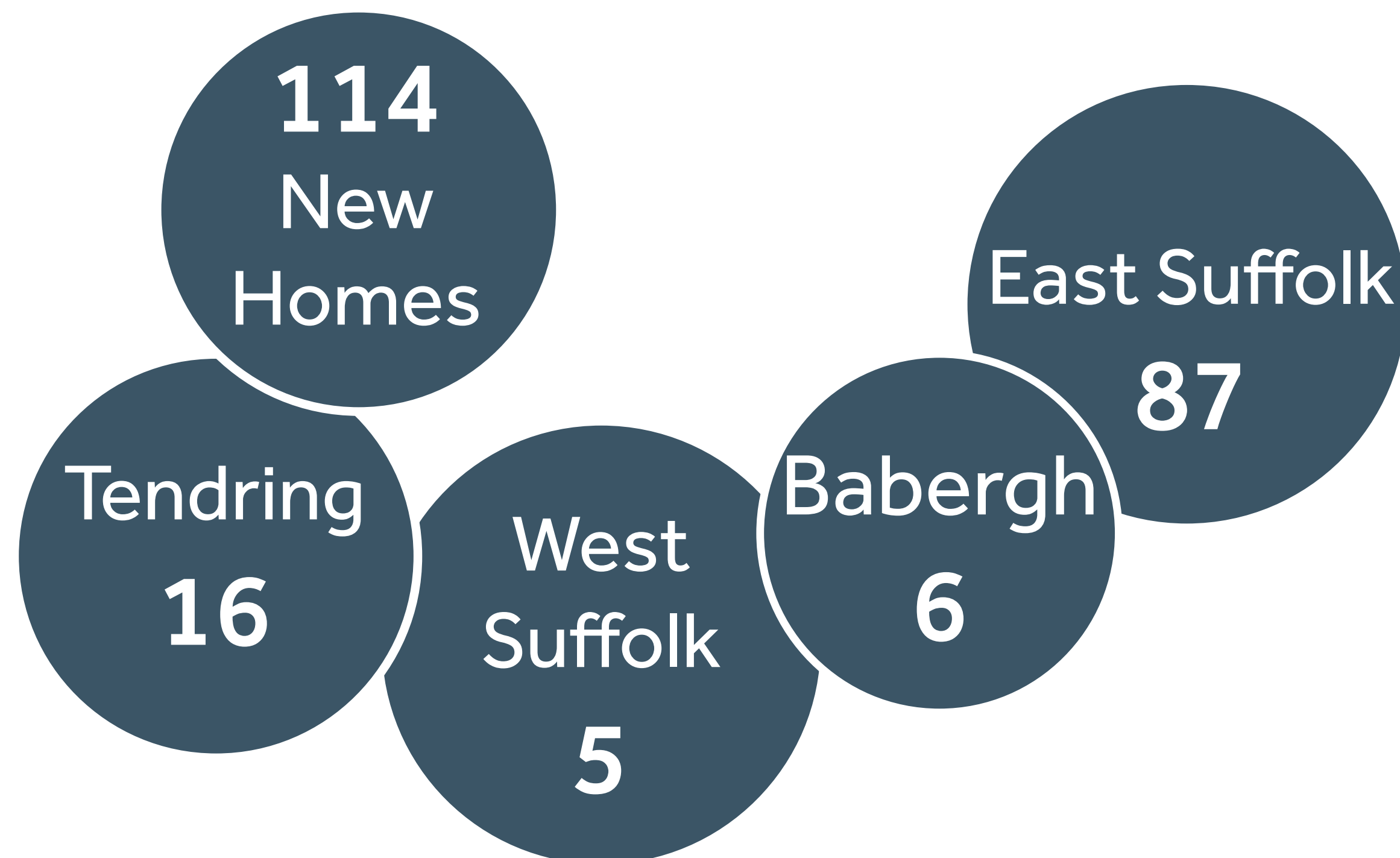
In August a new communications team was established, one of the first things they looked at was to revive our social media channels – for the last quarter of the year Orwell's Facebook audience grew by **13%**, Twitter grew by **5%** and our LinkedIn audience grew by an impressive **19%**.

We have started work setting up a volunteering function. Alongside this, Equality Diversity and Inclusion work continues with ED&I training booked and an ED&I calendar drawing attention to initiatives of interest, raising awareness and demonstrating our values.

Orwell became members of the Housing Diversity Network to enable us to move towards accreditation, as well as joining the charter for gender quality and agreeing to be a pilot organisation for the Autism and ADHD bronze award.

Development

During the year we added 114 new homes into management and currently have a further 150 homes on site or with sites acquired that will complete in 2021-22. Our private development company Orwell Homes successfully sold 4 homes at Great Bromley with a further 4 sales which are all exchanged and due to complete in April 2021. Work has also started on the largest Orwell Homes site to date at Cockfield where, working in partnership with Suffolk County Council, we will deliver 24 homes for outright sale by Orwell Homes and a further 18 homes for social rent and shared ownership.



ICT

Over the past year, we have undertaken a number of significant changes to our IT solutions, including the upgrade of infrastructure and connectivity to facilitate the move to Office 365 for all care and support services. To align with the overarching ambition of putting customers at the centre of what we do, we have implemented a new Orwell website, tenant portal and chat bot service, as well as a new property repairs solutions to improve the service offered to our customers.

The challenges associated with Covid increased the speed and implementation of our agile working ambitions, with 120+ people enabled to work from home seamlessly and without delay in a structured, secure and planned manner. As part of our commitment to continually improving our cyber security provision, we have also made a number of improvements to our cyber security solutions to reduce the risk of cyber-attack.

“ To align with the overarching ambition of putting customers at the centre of what we do, we have implemented a new Orwell website, tenant portal and chat bot as well as a new property repairs solutions ”



Repairs and Planned Maintenance

Our repairs and maintenance teams have done a fantastic job in spite of the challenges presented by the pandemic. Throughout 2020 we achieved:

Number of repairs completed

Emergency
3,100
(100% on time)

Routine
10,650
(93% on time)

Number of Property Improvements completed

110 boiler replacements

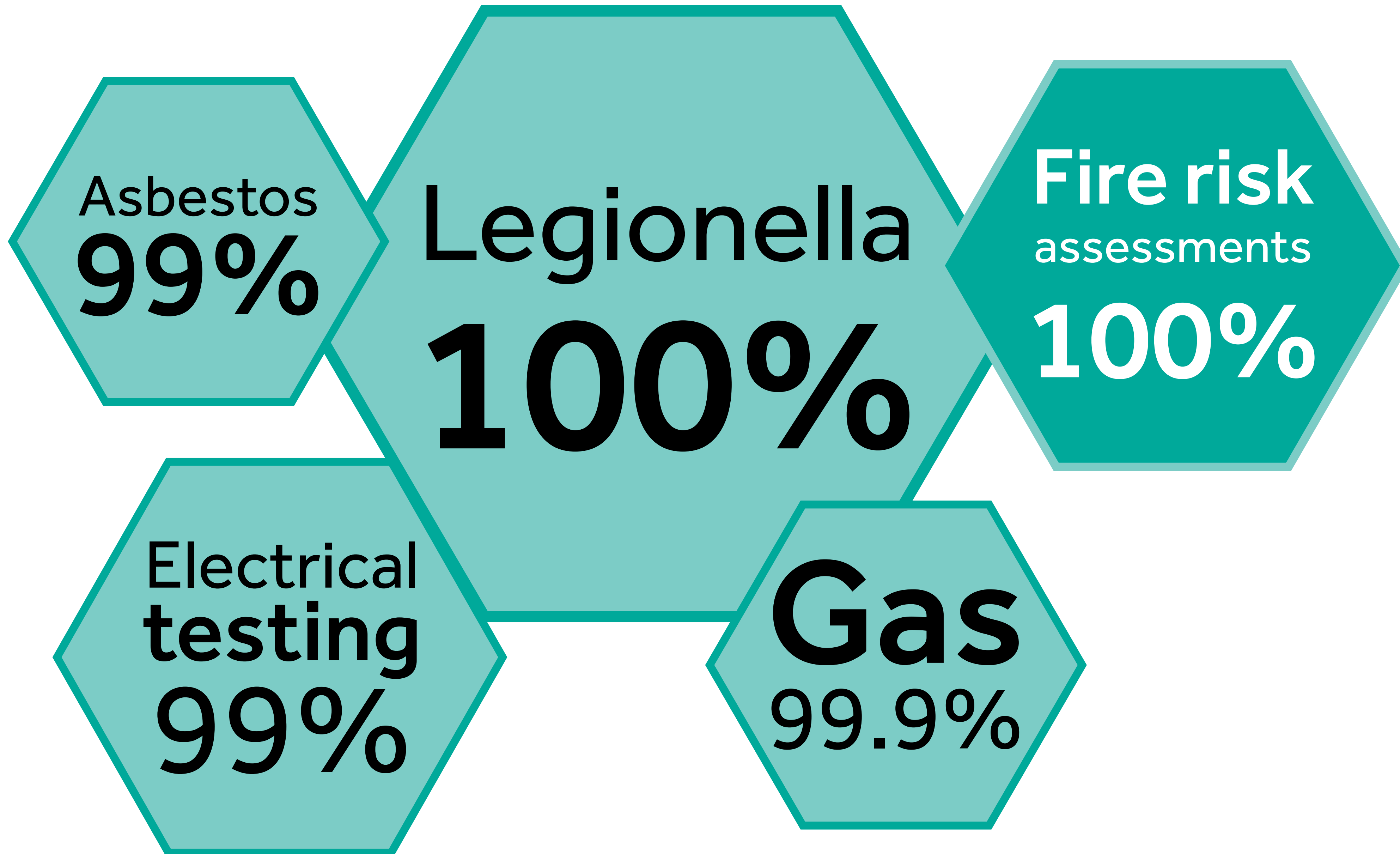
190 window and door replacements

50 storage heater upgrades

270 kitchen and bathroom upgrades

Repairs satisfaction
92%

Compliance



“

I am so pleased with the repair he carried out and wanted to compliment him on his workmanship, he was polite and friendly and would have him in my home at any time.

”

Housing

2020 has been very difficult for both our residents and our staff. Our residents have faced huge financial challenges and uncertainty, and this is evidenced by the fact that **423** of our tenants became new Universal Credit claimants during that time. Our staff, equally, have had to adapt to new ways of working at pace, and their own sometimes challenging circumstances with home and work life merging in a previously unimaginable way. In spite of this, our performance around rent arrears has been incredible and has improved overall, with our arrears standing at just **2.13%** of our Annual Gross Rental income (AGR) in January 2021 against a target of **3%** and compared to 2.35% in January 2020.

Looking at our general needs stock specifically, the performance is even better, with arrears standing at just **1.8%** of our AGR in January 2021 compared to **2.28%** in January 2020.

One of the reasons behind this amazing achievement is the personal attention that every single new UC claimant was given, as part of the raft of support available to our tenants who are struggling financially. Each of these new claimants received a personal contact to ensure they understood the claim process and what their responsibilities were. These contacts also enable our staff to support tenants with any issues they may have had in making their claim for the first time, especially to those who had been furloughed and self-employed people.

We have also continued to let homes to new tenants. Although the allocation of property has required a different approach to ensure the safety of applicants and staff, and in spite of the fact that the housing market closed completely for around 2 months during 2020, Orwell was still able to let **418** general needs homes providing much-needed affordable housing for those households, and achieved a **98%** overall customer satisfaction rate with the lettings process.



Our customers said:

So happy with Orwell, we were homeless and now been given opportunity to be settled.

The clean team assisted with providing a co-ordinated approach to the purchase and distribution of essential Personal Protective Equipment across the business.

I'd never been through anything like this before and staff made everything understandable and were really helpful.

Dealing with the Covid-19 pandemic throughout 2020 the clean team worked tirelessly to clean the general needs, Extra Care and Sheltered Schemes on a more regular basis to help reduce the spread of the virus. Regular cleaning was also supplemented by requests for deeper cleans in our Extra Care Schemes, Sheltered and Temporary Supported Housing when the need arose.

Our estates services teams have been very busy and have been making a vital contribution as keyworkers.

'Very happy now I have my life back with help & support.'

'In the present circumstances of Covid 19 and given the age of my mother we were very satisfied with the arrangements that the lettings officer made to make sure that my mother was kept safe.'

In 2020 our involved residents ventured into the world of online meetings and providing feedback digitally when RSG, Focus Groups and Scrutiny went online. An impressive 165 hours of Resident Involvement were accrued despite the physical distance between us.

'We would be very grateful if our thanks were passed to the gentlemen who did such a good job of tidying up the communal areas of grass, trees, and shrubs.'

The gardening and caretaking team have continued to maintain the estate grounds to an extremely high standard, as well completing some minor winter projects. The team have also developed our very own green waste processing plant, where the team compost leaves and chip green waste. The team have kept on top of fly tipping, litter, Health & Safety issues such as trees, hedges and trip hazards/minor repairs.

The handypersons at the extra care schemes have also continued to work throughout the pandemic, not only just carrying out their normal duties but assisting with shopping, welfare checks and general wellbeing of our elderly tenants.

Please can I share with you the gratitude we feel for the respectfulness, courtesy & consideration shown to us by Nigel & his colleague as they decorated our property yesterday & this morning! They have done a fantastic job too! Please pass on our praise & high regard for their hard & brilliant work."

Involving our Customers

We were delighted that one of our tenants, Jade Tominlinson, won Inspirational Young Tenant of the Year at the TPAS National Awards in September for her campaign to save funding for Whitworth House in Cambridge, and equally delighted to be shortlisted in the category of Excellence in Tenant Communication for our tenancy sign-up film. This was the result of a consultation process with residents who attended focus groups to help shape the film.

In December we successfully appointed our first Tenancy Sustainment Officer. Viv Dubois brings a wealth of experience and energy to the role and is excited to be with us from the very start of this important service to our customers and communities.

The year ended with a virtual Christmas Party to give thanks – everyone received a party pack in the post to bring us together while apart.

“

I'm proud to be a member of the RSG and have found this and the scrutiny projects very interesting. I'm glad to know that my contributions are appreciated. Everyone I have met has been most helpful. It is a delight to be more than just another tenant at Orwell Housing Association. Mary Ager (RSG)

”

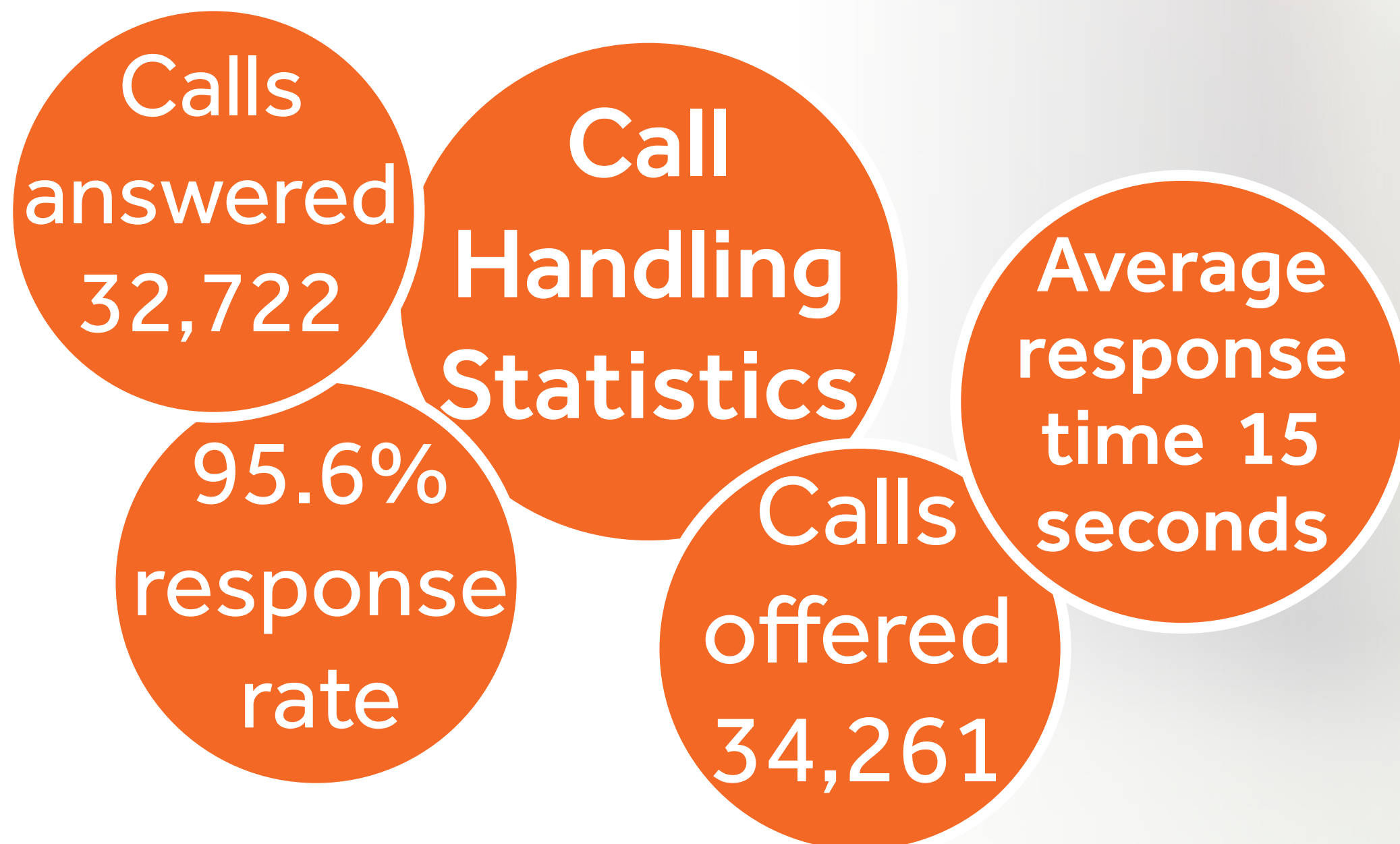
“

Your kind words and actually taking the time to listen really meant a lot today. It was a horrible start to the morning, but your encouragement and offer of support has proved to be very reassuring. Rather than telling me what needs to be done, you've actually helped me to start formulating a plan. Knowing that people are there to help is refreshing and something I'm not used to.

”

Customer Services & Complaints

Despite the effects of the pandemic on our customers and communities and the difficulties faced in terms of home working, the Customer Service Team have risen to the challenge of continuing to provide excellent customer service with very little impact on service delivery. The team were mobilised and working from home within a couple of days of the first lock down being announced with very few technical hitches. They have also fully embraced new repairs reporting and payment systems, and telephone satisfaction surveys for some services, which were all introduced during this period to improve the experience for our customers. We have seen an increased survey response rate, and we hope to develop this approach further to enable feedback across other areas of the business going forwards.



In terms of complaints handling, with effect from 1st September 2020 social landlords are expected to deal with complaints in line with the Housing Ombudsman's Complaint Handling Code. Orwell's policies and procedures have been revised to ensure we follow good practice, respond to complaints effectively, fairly and are fully compliant with the code. The code sets out good practice, provides a universal definition of a complaint, ensures fair customer focused complaint handling, makes certain that we take positive effective action and demonstrate learning.

“ As it is new year I wanted to drop you a line just to say thanks to the CS team, 2020 was a tough year for us all, with new ways of working and not being in the Office. I have seen more of Abz than anyone else face to face as he has been at the office, I have to say he is a credit to the team and has fitted in so well, always polite and really willing to help with anything that I have asked. The whole team have been more than great in sometimes difficult circumstances. I just wanted to pass on my thanks to you all, quite often we only get negative comments when we do something wrong, so wanted to say a BIG THANK YOU to the whole CS team, you are all doing a great job and keep up the good work. ”

Group Financial results for the year ended 31 December 2020

2020 has been a year like no other, with Orwell facing the challenges presented by a global pandemic, Covid-19. Despite the disruptions caused by the lockdowns, the ongoing struggle to keep Care and Support Schemes infection free and the need to become fully agile almost overnight, we are delighted to report another very successful year for Orwell with the accounts reflecting the finances of a strong and stable organisation.

At the Surplus level, the 2020 performance of **£2,657,000** compares with that last year of **£4,694,000**. Whilst this is a year-on-year reduction, 2020 includes additional depreciation of **£1.4m**, reflecting a revision of accounting estimate, together with the final year of the four-year **1%** rent reduction per annum programme. In addition, 2020 also includes increased costs from the continuing implementation of a transformation programme, which will improve the business and deliver the new Strategic Plan 2021-24.

A further **110 units** of housing in management have been added during 2020 and ongoing investment in existing housing stock continues with **£6,535,000** spent during the year, an increase of **£872,000**.

At the end of the year, cash plus undrawn borrowing facilities totalled **£17.0m** which is sufficient funding to cover requirements beyond the end of June 2022.

“ Many thanks to the young lady who rang me on Monday regarding my email I sent. Had a fitter from Needham electrical ring me straight away and came same day to fix the problem all sorted and working fine. Credit to Orwell and the young lady who i spoke to many thanks and kind regards. ”

Statement of Comprehensive Income for the year

	2020 £'000	2019 £'000
Turnover (excluding development)	33,635	32,658
Costs (excluding development)	(27,890)	(25,027)
Development – net (cost)/income	(52)	(174)
Operating Surplus	5,693	7,457
Surplus on sale of houses	49	184
Net interest payable	(3,085)	(2,947)
Surplus	2,657	4,694
Actuarial loss in respect of pension scheme	(2,426)	(573)
Initial recognition of SHPS liability	-	(638)
Corporation Tax	-	82
Retained Surplus	231	3,565

Statement of Financial Position

	2020 £'000	2019 £'000
Properties at cost less depreciation	236,812	225,055
Other fixed assets	3,168	3,095
Investments	397	394
Total fixed assets	240,377	228,544
Cash at bank	3,739	2,988
Other current assets	7,200	6,053
Current Liabilities	(11,412)	(10,007)
Net current (liabilities)	(473)	(966)
Grants	(73,870)	(73,152)
Borrowings	(93,334)	(84,183)
Pension and other provisions	(6,636)	(4,410)
Total net assets	66,064	65,833
Reserves	66,064	65,833

Our Board



Ms Kim Newman

BSc (Hons), FCIPS,
MBIFM, FCMI, MInstLM,
MIAM, MIOD
Chair

Kim joined the Board of Orwell in March 2015, now holding the position of Chair of the Board, Chair of the Governance Committee and the Audit and Remuneration Committees.

With a background in commercial management, business strategy and experience with collaboration/partnership working, Kim is the founder and Managing Director of PML, a specialist Performance Improvement Consultancy within the housing, property and professional services sectors. Prior to setting up PML in 1995, Kim spent a number of years at Capita, Turner and Townsend in various leadership roles.



Alastair Thomas

BSc (Hons), FRICS
Board Member

Alastair joined the Board of Orwell Housing Association in March 2012. He is Chair of Orwell Homes Limited and also sits on the Remuneration Committee.

Alastair is a Chartered Surveyor and the founder of the Equity Estates Group in 1990 that undertakes commercial and residential property development, investment and asset management, principally in East Anglia and the South East. Uniquely the Group also undertakes the delivery of park and ride schemes and to date has designed, planned and delivered over 3,000 spaces for both Essex and Suffolk County Councils, including Ipswich's first park and ride at Copdock.



Jeanette Alfano

MBA BTech (Hons)
Board Member

Jeanette joined the Board of Orwell in March 2015. She retired in 2019 from her role as the Director of Technology and Transformation for Optivo. Her responsibilities included the integration of all the core systems and the plans to transform Optivo into a Digital Enterprise.

Jeanette has spent her career in technology roles, starting in computing in 1978. She is passionate about the use of technology as an enabler for corporate success and has worked in both the private and public sectors.



Dan Gaul
Board Member

Dan was previously head of service for Suffolk County Council and was responsible for the council's 16 residential care homes for older people. He was lead manager for the department's capital programme and coordinating the development of specialist housing services with district and borough councils. He has also had management roles within procurement and corporate services.



Cynthia Alers
MBA MA MISSoc
Board Member

Cynthia Alers joined the board of Orwell Housing in March 2017 and also sits on the Audit and Assurance Committees. She is a consultant specialising in stakeholder engagement, capital markets intelligence and corporate governance.

Cynthia has worked in finance for most of her career, holding senior positions in investor relations, corporate strategy and corporate communications for companies including JP Morgan, Sage Group, Laird plc and Cambridge Silicon Radio (CSR), where she worked on a wide range of strategic reviews, capital-raising, IPOs, corporate restructurings, and acquisitions.



Helen Driver
Board Member

Helen joined the Board of Orwell Housing Association in March 2019. Helen currently is the owner and founder of Money Ready an online financial education site for young people. Formerly the Head of Investor Relations at Aviva plc, responsible for the group's financial communications with shareholders and the investment community.

Helen was formerly Head of Global Equities at Aviva Investors, and prior to that Investment Director at Standard Life Investments in Edinburgh, where she was responsible for investment analysis of UK-listed companies and managing UK Equity pension funds and portfolios.



Barbara Thorndick
OBE FCIH BA
(Hons)
Board Member

Barbara joined the Board in March 2016 and is Chair of the Remunerations and Nominations Committee.

She is the former Chief Executive of West Kent Housing Association, which under her leadership was the first housing association in the country to be awarded top marks by government inspectors for delivering excellent services to residents. In 2007/8 she set up the Placeshapers Group of housing associations to help represent the interests of community-based housing associations who further their work through locally based partnerships. In 2008 she was awarded the OBE for services to social housing.



Dayle Bayliss
Board Member

As a Chartered Surveyor, eight years ago Dayle's desire to deliver construction services from a different perspective led her to found Dayle Bayliss Ltd, a Surveying, Design and Project Management Consultancy. This gave Dayle the freedom to exercise her collaborative approach to construction projects, as well as tackle the challenges of skills and diversity in construction. Dayle has already won national and local business awards, including East Anglian Daily Times Young Business Person of the Year 2012, Project '@ TheRec' Winner of the 2015 East of England RICS Regeneration Award and highly commended accolades for her work.



Ian Pinches
Board Member

Ian is a qualified accountant (FCCA) with a background in senior management and Senior Executive Director within the Social Housing and Care industry.) Coupled with a decade of Non-Executive experience gained across a variety of public sector organisations, Ian also has a decade of experience establishing and running a multi award-winning business operating in the Hospitality sector. Ian has been a Fellow of The Royal Society of Arts for over a decade.



Robyn Llewellyn
Board Member

Having joined the Board of Orwell Housing Association in 2012, Robyn is Chair of the Audit Committee and sits on the Governance and Remuneration Committees. Robyn is currently Head of Heritage Lottery Fund (HLF) East of England, based in Cambridge, where she leads the team delivering grants, development, outreach and advocacy. HLF is the largest dedicated funder of the UK's heritage and a leading advocate for the value of heritage to modern life. It has awarded over £530m to more than 4,000 projects in the East of England since 1994. Robyn is currently a member of the East of England Historic Environment Forum and Women Cultural Leaders East.



Brett Rennolds
Board Member

Brett has a proven track record in Business Development, Care & Support, Governance and Audit & Risk. As a voluntary and public-sector specialist, he works with organisations, groups and individuals to enable development, change and growth, enjoying the challenges associated with change management, co production and stakeholder engagement, primarily it's the 'winning of hearts and minds' that drives him. Brett identifies solutions to challenges collaboratively, inclusively and transparently.

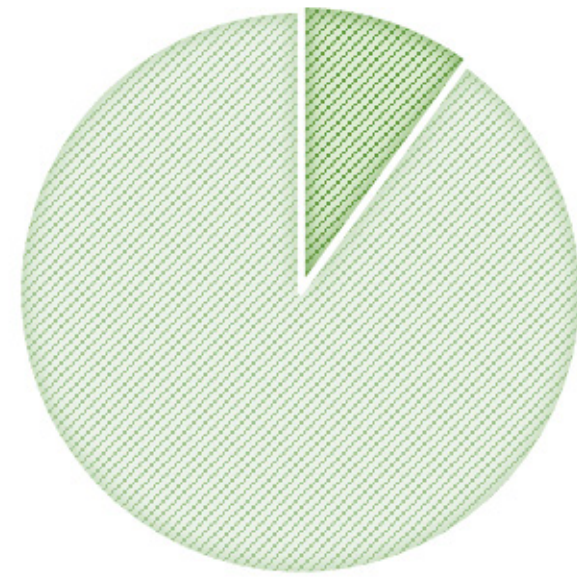
Transparency

Non Executive Directors

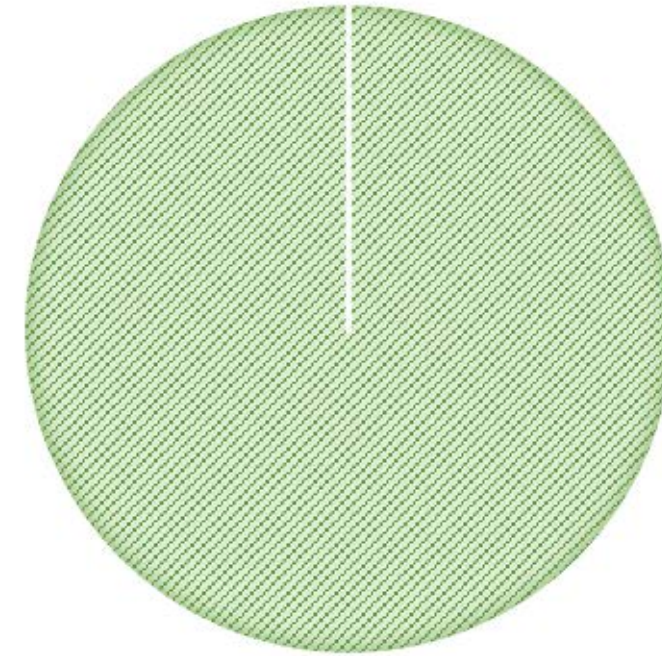
	OHA Board	Audit & Risk	Governnance	Remuneration & Nominations	Orwell Homes Board	Remuneration
Kim Newman	Chair		✓	✓		£10,272
Robyn Llewellyn	✓	Chair	✓	✓		£7,190
Jeanette Alfano	✓	✓	Chair	✓		£6,554
Brett Reynolds (App March 20)	✓		✓			£3,224
Dan Gaul	✓		✓			£4,299
Cynthia Alers	✓	✓	✓		✓	£4,229
Dayle Bayliss (App March 20)	✓	✓				£3,224
Helen Driver	✓	✓			✓	£4,299
Ian Pinches (App March 20)	✓	✓				£3,224
Alastair Thomas	✓			✓	Chair	£6,554
Barbara Thorndick	✓	✓	✓	Chair		£6,554
Peter Jones (Retired Mar 20)	✓				✓	£1,074

Board Attendance

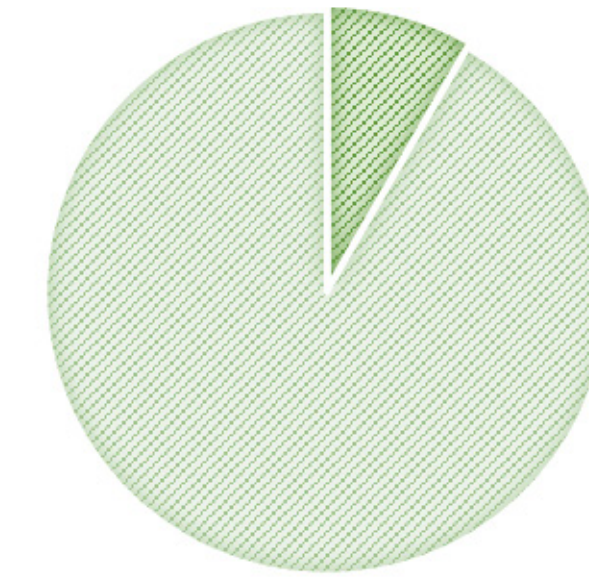
12 FEBRUARY - 89%
ATTENDANCE



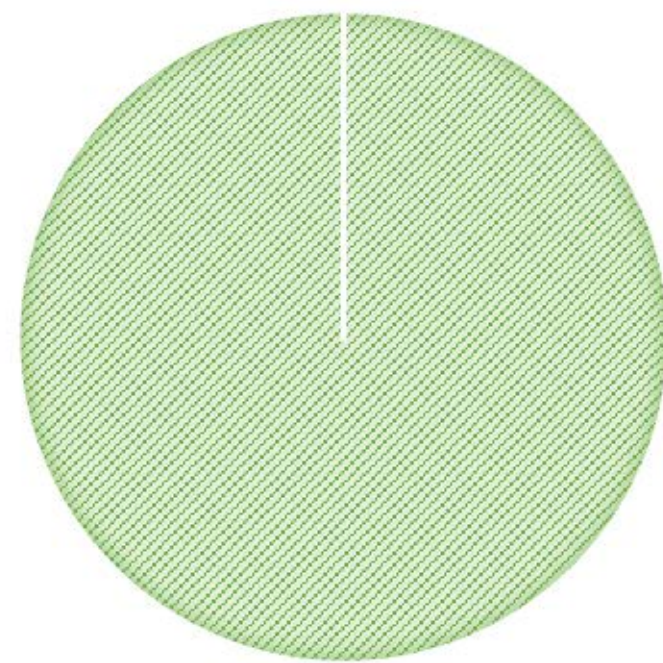
3 JUNE - 100% ATTENDANCE



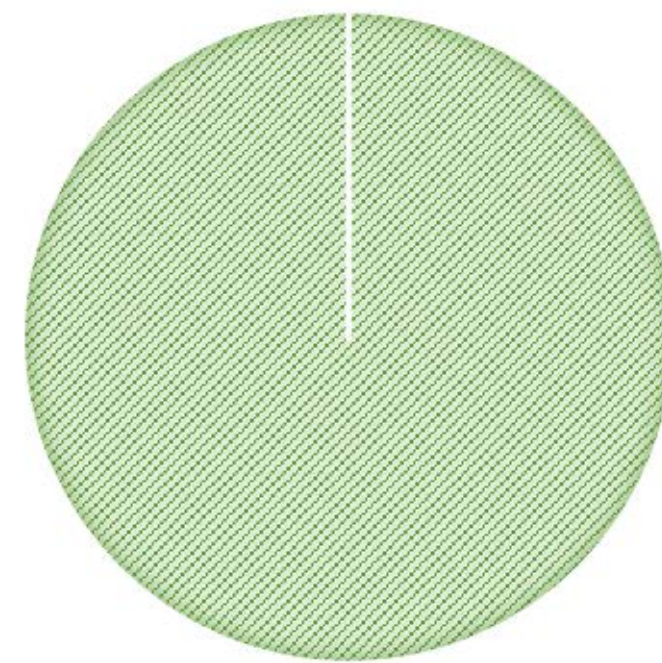
18 SEPTEMBER - 91%
ATTENDANCE



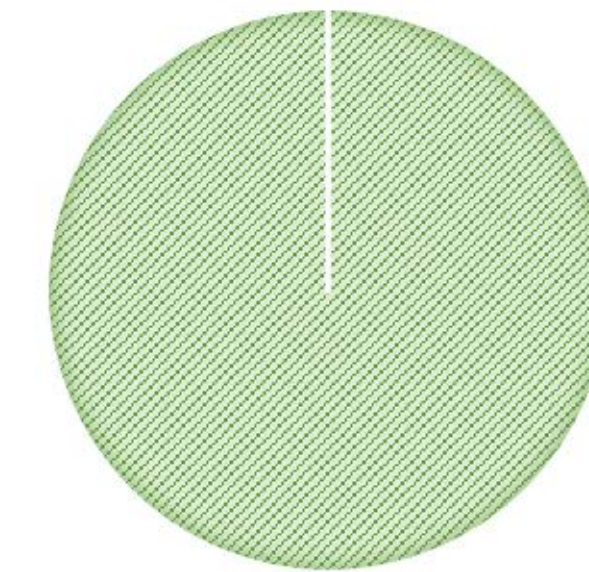
25 MARCH - 100% ATTENDANCE



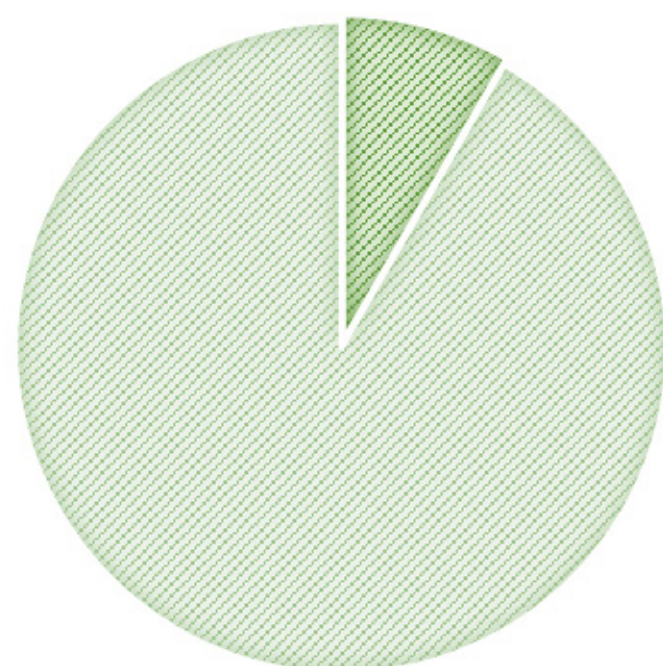
29 JULY - 100% ATTENDANCE



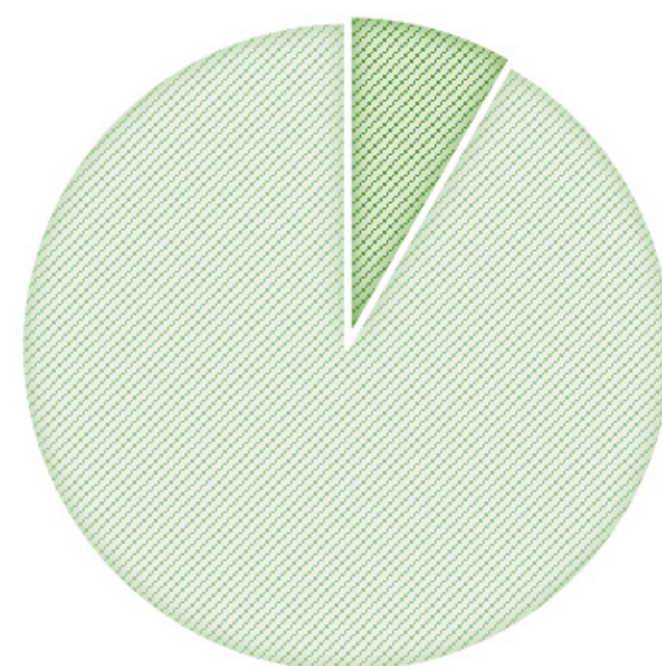
4 NOVEMBER - 100%
ATTENDANCE



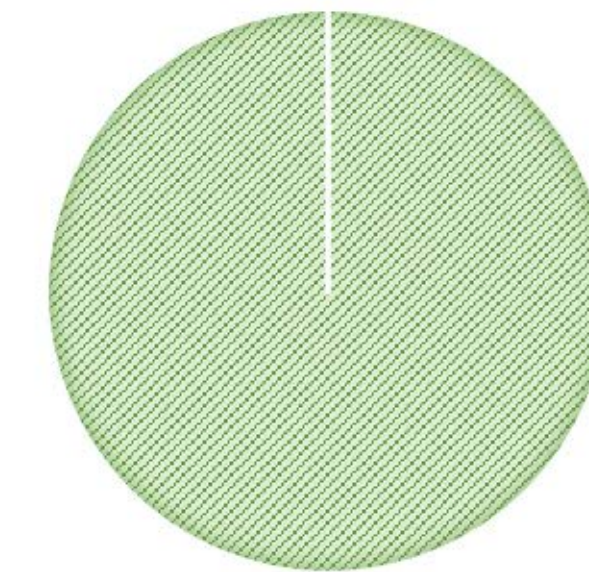
22 APRIL - 91% ATTENDANCE



12 AUGUST - 91% ATTENDANCE



16 DECEMBER - 100%
ATTENDANCE



Board Declarations

Kim Newman

PML Group Holdings Limited
 PML (Programme Management) Limited
 Fellowes Plain Estate Management Company Limited
 Fellowes Plain Homes (No.4) Management Company Limited
 PML Business Holdings Ltd

Robyn Llewellyn

Daughter works for OHA at Deben View as relief.

Jeanette Alfano

Brett Reynolds (App March 20)

Dreamkey

Dan Gaul

Cynthia Alers

Suffolk Rural Housing Limited
 Buckden Recreation Ground and Village Hall Trust
 (Chair and Trustee)
 Masswill Ltd

Dayle Bayliss (App March 20)

Dayle Bayliss Ltd
 Dayle Bayliss Associates
 Brace and Hook Ltd.
 Trustee Royal Institution of Chartered Surveyors
 Benevolent Fund Lionheart

Appointment to the Institute for Apprenticeships and Technical Education Board. This is a remunerated role. The Institute is an off shoot of the Department of Education and an appointment from the Secretary of State for Education.

Sister Lauren Bayliss-Fuller and Brother Gareth Bayliss tenants of Orwell.

Helen Driver

Moneyready Ltd
BMO UK High Income Investment Trust plc
(Non-Executive Director)

Ian Pinches (App March 20)

Freebridge Community Housing
Stormharbour Limited

Board member & Shareholder at Freebridge Community Housing, Kings Lynn, Norfolk Independent Member of Audit & Risk Committee at Saffron Housing Trust, Long Stratton, Norfolk Independent Member of the Joint Audit Committee at The Office of the Police & Crime Commissioner for Cambridgeshire & Peterborough.

Alastair Thomas

Director of Orwell Homes Limited
Director of Equity Estates Limited
Lords Terrace Limited
Prisma Park Management Company Limited
Equity Estates Investments Limited
Equity Estates GB Limited
Equity Estates Homes Limited
Barrow Investments Limited
Shareholder Notting Hill Genesis

Barbara Thorndick

St Pancras Housing Limited
WKT Associates Limited

Peter Jones (Retired Mar 20)

Investment advisor to Warwickshire County Council Pension Scheme - funds under management of some £2,000 million and to Lincolnshire County Council Pension Scheme (£2,200 million).
Board member, former chairman of Foundation East, a micro finance organisation previously funded largely by the East of England Development Agency.



Orwell Housing Association
325 London Road
Ipswich, Suffolk
IP2 0BE