

Environmental, Social
and Governance Report
2024



Together we make a difference

About us

Orwell continues to be an organisation that believes 'together we make a difference.' Providing homes for over 8200 residents and customers, and managing around 4300 homes across East Anglia. We are committed to providing housing, and, care and support services with our customers and communities at the forefront.

This means that, even against the backdrop of very challenging financial circumstances, and a really tough external operating environment, we go further than just being a social landlord. For #teamorwell, fulfilling our mission and delivering on our vision means that we choose to do things that go beyond our duties and responsibilities as a social housing provider.

Providing these additional services and going the extra mile for our customers means that we make conscious decisions to invest in our communities. It is the right thing to do and we know that there is more to being a housing association than simply providing housing.

Our development company, Orwell Homes, supports the work of Orwell Housing by building homes for the private market as well as providing development services to Orwell Housing. Any surpluses generated by Orwell Homes are reinvested into our affordable housing provision and services to our diverse customers, some of whom have significant vulnerabilities.

We are rated G1 (Governance) and V2 (Viability) by the Regulator for Social Housing. We have a strong and well-established governance structure that includes independent Board members with a wide range of skills from the public, private and voluntary sector. Two of our Board member posts are reserved for Orwell customers to ensure the customer voice is heard right at the heart of the governance of our organisation. The Board devolves some of its work to its committees that cover audit and risk, customer insight and remuneration and nominations. Orwell Residents' Group and other customer groups provide a level of scrutiny over our services and we are working to diversify membership of these key groups, so that they are fully reflective of our customer base.

Our Vision

That everyone has a safe place to call home with the care and support they need to live their best life.

Our Mission

That together we make a difference by providing housing, care and support services with the customers at our heart.

Our values



People-focused

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



About Environmental, Social and Governance reporting

Environmental, Social and Governance (ESG) reporting refers to the disclosure of data relating to organisational performance in three areas: environmental, social and corporate governance. It is also known as sustainability reporting.

Orwell adopted the Sustainability Reporting Standard (SRS) for Social Housing in 2022 and this report is structured to comply with that standard. We recognise that adopting a uniform approach will contribute to our progress in these areas and as a sector.

The SRS was created by an independent body consisting of members from across the housing and financial sectors. The reporting themes and criteria were developed as a result of extensive consultation and engagement with a wide range of stakeholders, including customers.

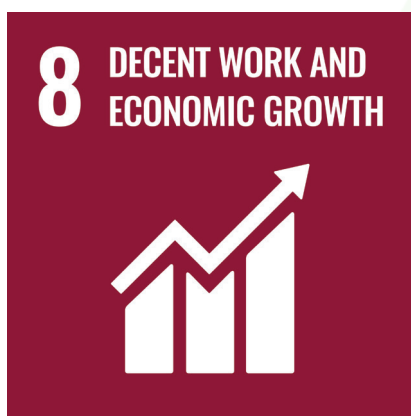
To remain transparent and accountable to our stakeholders, we will report annually on our environmental, social and governance performance. Within each theme we will report against individual criteria.



ESG area	Criteria (C)	Theme	Description
Environmental	C1 – C6	Climate Change	Prevents and mitigates the risk of climate change
	C7 – C8	Ecology	Promotes ecological sustainability
	C9 – C11	Resource Management	Sustainable management of natural resources
Social	C12 – C16	Affordability and security	Provides affordable and secure housing
	C17 – C19	Building safety and quality	Resident safety and building quality are well managed
	C20 – C22	Resident voice	Listens to residents' voices
	C23	Resident support	Supports residents and the local community
	C24	Placemaking	Supports residents and the wider local community through placemaking
Governance	C25 – C30	Structure and governance	Legal structure of the organisation and its approach to governance
	C31 – C38	Board and trustees	High quality Board of trustees
	C39 – C44	Staff wellbeing	Supports employees
	C45 – C46	Supply chain management	Procures responsibly

United Nations Sustainable Development Goals

The Sustainable Development Goals are a call for action by all countries to promote prosperity while protecting the planet. The UN recognise that ending poverty must go hand-in-hand with strategies that build economic growth and address a range of social needs including education, health, social protection, and job opportunities, while tackling climate change and environmental protection.





SUSTAINABLE DEVELOPMENT GOALS

10 REDUCED INEQUALITIES



11 SUSTAINABLE CITIES AND COMMUNITIES



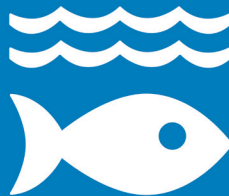
12 RESPONSIBLE CONSUMPTION AND PRODUCTION



13 CLIMATE ACTION



14 LIFE BELOW WATER



15 LIFE ON LAND



16 PEACE, JUSTICE AND STRONG INSTITUTIONS



17 PARTNERSHIPS FOR THE GOALS





Environmental

Climate Change

C1. Distribution of EPC ratings of our existing homes (those completed before 2024)

Rating	Percentage
EPC rating A	0%
EPC rating B	5.4%
EPC rating C	66.5%
EPC rating D	25.6%
EPC rating E or worse	2.2%
No EPC rating (unknown)	0.3%

C2. Distribution of EPC ratings of new homes (completed Jan to Dec 2024)

Rating	Percentage
EPC rating A	0.0%
EPC rating B	94.0%
EPC rating C	6.0%
EPC rating D	0.0%
EPC rating E or below	0.0%
No EPC rating (unknown)	0.0%

The addition of homes at EPC rating C relates to properties acquired for refurbishment.

C3. Our Net Zero Strategy

Orwell is committed to achieving net zero by 2050 and have set a target for all properties to achieve an EPC “C” rating by 2030. This strategy encompasses a comprehensive approach, including energy efficiency upgrades, renewable energy installations, and sustainable building practices. We are actively engaging our residents in energy reduction initiatives, aiming to foster a community-wide culture of sustainability. In 2023 Orwell became a member of the Carbon Charter and was awarded bronze accreditation.

We have a clear carbon reduction action plan and achieved a 6.5% reduction in business carbon emissions in 2024 and an ambition to achieve silver accreditation that will involve Orwell demonstrating measurable progress on carbon reduction.

As lighting reaches end of life we replace with low energy solutions. We commissioned a consultant to review our new home design guide that sets out how we can achieve net carbon zero in the delivery of our new homes. The first stage of this journey is to continue with a fabric-first approach, making homes as energy efficient as possible. Where we are the developer, we have also committed to no longer using gas as the default energy source for new homes. New homes will have efficient air source heat pumps and car charging points, or the infrastructure to install them at a later date.

C4. Retrofit activities undertaken in the last 12 months and in alignment with our Net Zero strategy and target

Over the past 12 months, we have undertaken significant retrofitting activities, including the installation of energy-efficient windows, enhanced insulation, and storage heating systems with PV across a percentage of our housing stock following success in securing some social housing decarbonisation funding. These upgrades are directly aligned with our net zero strategy by reducing energy consumption and lowering carbon emissions, thereby contributing to our overarching goal of sustainability. This work continues into 2025, and we have submitted a bid for additional funding under Wave 3 of the warm homes social housing fund.

C5. Scope 1, Scope 2 and Scope 3 Green House Gas emissions

Greenhouse Gas Emission	
Scope 1: Kg CO2 equivalent	1,646,861
Scope 2: Kg CO2 equivalent	360,790
Scope 3: Kg CO2 equivalent	7,458,399
Total Scope 1, 2 & 3: Kg CO2 equivalent	9,466,050
Scope 1: Kg CO2 equivalent/home	395.03
Scope 2: Kg CO2 equivalent/home	86.54
Scope 3: Kg CO2 equivalent/home	1789.01
Total Scope 1, 2 & 3: CO2 equivalent/home	2270.58

C6. Assessing and mitigating climate risks

We mitigate flood risk by creating emergency action plans, building protection and fully assessing flood risk at the point of site identification for new homes.

We have identified vulnerable areas within our housing stock. Our proactive approach ensures that we can implement adaptive measures to enhance resilience against these threats. These include flood defence, energy monitoring and upgrades that consider any requirements for withstanding excessive cold and heat.

Ecology

C7. Increasing green space and promoting biodiversity in our communities

We do not currently have a specific strategy to enhance green space and promote biodiversity but are planning to establish one in 2025. This will formulate an approach to consolidate and enhance biodiversity activities that are already underway.

Some examples of these activities include a successful rewilding project in the communal garden of an extra care scheme, that is intended to be extended to other suitable locations. A '2 for 1' tree policy where should we need to remove trees in our maintained communal green spaces we replace the tree with two new ones.

90% of the green waste that we generate is reused, and we intend to pilot 'No Mow May' in our maintained communal green spaces.

We are working with a local beekeeper to establish 3 bee hives on land that forms part of a wilderness buffer zone between a small development and adjacent heathland. The heathland is a Special Area of Conservation and Site of Special Scientific Interest.

We have a target to achieve Biodiversity Net Gain for all our new homes in accordance with the specific Local Planning Authority and National Planning Framework. All necessary ecological assessments and surveys are undertaken to establish the base ecological value of development sites and to identify any invasive or protected species, or protected habitats. Ecological impact assessments are then commissioned to show how the required Biodiversity Net Gain can be achieved on new home sites.

C8. Actively managing and reducing pollutants from our operations.

In relation to development of new homes our current Development Design Guide includes a commitment to only use materials in construction that are not harmful to the environment. Contractors are required to have a site waste management plan and to report the discovery of any contaminating materials or substances. Our commitment to only using materials that are not harmful to the environment is extended to our repairs and planned works improvements and our service delivery areas such as cleaning and gardening.

Resource Management

C9. A commitment to developing the use of responsibly sourced materials in our building and repairs works

Our Development Design Guide includes a commitment to only use materials in our new home construction that are not harmful to the environment. This means that, in specifying materials, designers should follow the Green Guide to Housing Specification, aiming to specify materials with an 'A' rating only. This commitment extends to our repairs work and will continue to be reviewed and developed.

C10. A commitment to putting robust waste management processes at the heart of our operations and building works

Our Development Design Guide sets out that developments should make the best use of reused and recycled parts and materials. For example, using reclaimed bricks in place of new bricks, using demolition material instead of new materials to build up road or footpath bases or under ground floor slabs, or instead of aggregate for ground slabs, foundations or concrete pavements. Contractors must produce waste management plans for each construction site detailing proposals for minimising waste, recycling and processes for licenced disposal.

When designing our new homes architects and designers are expected to ensure that customers can manage their household waste efficiently and effectively and to detail how they have considered the disposal of waste from both a practical and aesthetic point of view. Facilities for storage, recycling and collection of waste should be convenient, accessible and inconspicuous.

We are currently reviewing our responsive repairs waste management activities and anticipate rolling out a consistent approach across all areas of Property Services. At both of our repairs depots, we have removed the general waste skips and replaced them with individual skips to enable us to sort waste into general waste, dry mixed recyclables, paint, plasterboard, hardcore, metal and wood. As a result of this, we are able to reduce our carbon footprint and quantify how much the repairs division of our organisation is able to recycle.

Our Estate Services Team recycle a high percentage of their green waste and recycle 100% of their leaf waste. Any damaged wooden outdoor furniture is replaced with recycled plastic furniture that will last longer and require less maintenance.

C11. Working to reduce water waste and ensure efficient water management

Our Design Guide for new homes asks designers to consider ways that water consumption can be reduced in every aspect of the schemes design through the provision of low water use fixtures and fittings. We are also open to suggestions on water recycling, including grey water systems.

Our water management focuses on reducing consumption, preventing leaks and aligning our efforts with our broader sustainability goals. Our environmental and sustainability approach will also be reviewed and updated to extend into our planned works operations.



**Orwell is
committed to
developing
strategies to
minimise impact
on the environment**



Social

Affordability and Security

C12. Our rents compared to Private Rental Sector and the relevant Local Housing Allowance

Rent	Percentage
% of Private Rental Sector (PRS) rent	53.3%
% of Local Housing Allowance (LHA) rent	69.5%

C13. Number, and share, of existing homes (owned and/or managed) completed before 2024

Property Type	Units	Percentage
General Needs	1860	45.4%
Intermediate Rent	18	0.4%
Affordable Rent	1029	25.1%
Supported Housing	377	9.2%
Housing for Older People	428	10.5%
Low-cost Home Ownership	175	4.3%
Care Home	24	0.6%
Private Rented Sector	0	0.0%
Other*	185	4.5%

*Other relates to Market Rented and Market Rented Extra Care.

C14. Number, and share, of new homes (owned and/or managed) completed in 2024

Property Type	Units	Percentage
General Needs	8	11.0%
Intermediate Rent	0	0.0%
Affordable Rent	51	69.8%
Supported Housing	4	5.5%
Housing for Older People	0	0.0%
Low-cost Home Ownership	10	13.7%
Care Home	0	0.0%
Private Rented Sector	0	0.0%
Other	0	0.0%

C15. Helping to reduce the effect of high energy costs on our residents

To alleviate the impact of high energy costs on our residents, we have launched several initiatives, including energy efficiency audits on zero carbon measures in accordance with our carbon reduction action plan. As part of our retrofit agenda, we have started the installation of photovoltaic systems and are considering resident access to feed in tariffs. We also provide resources and education on energy-saving practices to empower residents to manage their energy consumption effectively.

A fabric first approach in the design of our new homes seeks to enable residents to heat their highly insulated homes as effectively as possible with efficient space heating solutions.

C16. Providing security of tenure for our residents

We provide a range of tenures including assured, assured shorthold and in some cases, within shared supported accommodation, licences are provided. We are phasing out the use of Fixed Term Tenancies.

C17. The condition of our homes

Safety Check Type	Percentage
Homes with required gas safety checks	100.0%
Homes with required fire risk assessments	100.0%
Homes with required electrical safety checks	99.1%
Homes with required asbestos management surveys or re-inspections	94.7%
Homes with required legionella risk assessments	100%
Homes with required communal passenger lift safety checks	100%

C18. Percentage of our homes that meet the Decent Homes Standard

	Percentage
Homes that meet the standard	100.0%

C19. Our response to damp and mould

We have a Damp and Mould Policy in place, and we prioritise the health and wellbeing of our residents by implementing a proactive approach to the management of damp and mould. This includes regular inspections, prompt maintenance responses, and education on ventilation and moisture control. Our goal is to ensure a safe and healthy living environment for residents.

Resident Voice

C20. Results from our most recent tenant satisfaction survey

76.2% positive

We review the results every quarter and ensure all comments that require action are dealt with in a timely way and customers are contacted if necessary. We use these results in conjunction with the feedback from our transactional surveys and from our customer complaints process to ensure we learn lessons and apply these to future customer interactions and also when shaping future services.

C21. Residents holding management to account

Our monthly KPI's are published online and reviewed each month by our Orwell Residents Group (ORG). We hold three scrutinies per year, the topics are chosen by ORG. We also have a Complaints Handling Assessment Team (CHAT) made up of residents who review our complaint responses each quarter.

C22. Acting on complaints upheld by the Housing Ombudsman

In 2024, four complaints upheld.

A learning report and action plan is produced following any Housing Ombudsman Maladministration case. As a result of the findings in 2024, a new complaints checklist has been created to ensure we tailor each complaint handling to the individual needs of the customer. We have also produced a new decant policy and procedure and updated our damp and mould policy and procedure as a direct result of the learning from these complaints.



Resident Support

C23. Offering support and advice that leads to better outcomes for our customers

Orwell provides a Tenancy Sustainment Service to its customers, offering additional support with budgeting, wellbeing, and maintaining the condition of their home. Customers can be referred to the Tenancy Sustainment team by any Orwell member of staff and are also able to self-refer.

The Tenancy Sustainment team are able to seek both internal and external funding for customers, on low incomes, to help obtain essential household items for their homes.

Housing officers working with the Tenancy Sustainment team signpost customers to external agencies when any other needs are identified. Should a customer also require support with re-housing, due to their current home not meeting their needs, we can support, signpost and even help customers submit new applications for housing, to ensure they are able to live in accommodation that best suits their needs.

Orwell offers Customer Welcome Workshops to all new customers or existing customers who may benefit from attending, and not just those who have been referred. The workshops can be carried out face to face or digitally. The workshops cover, budgeting and benefits, wellbeing and affordable ways to help maintain homes and gardens.

Should new or existing customers be in receipt of any benefits that support the payment of rent, Orwell can support with benefit applications and help with verifying Universal Credit claims. As Orwell has generic housing officers, they can provide overall tenancy support to customers. This can relate to re-housing, moving homes via mutual exchange, supporting with Anti-Social Behaviour and give direction relating to changes in family households and any permissions a customer may request.

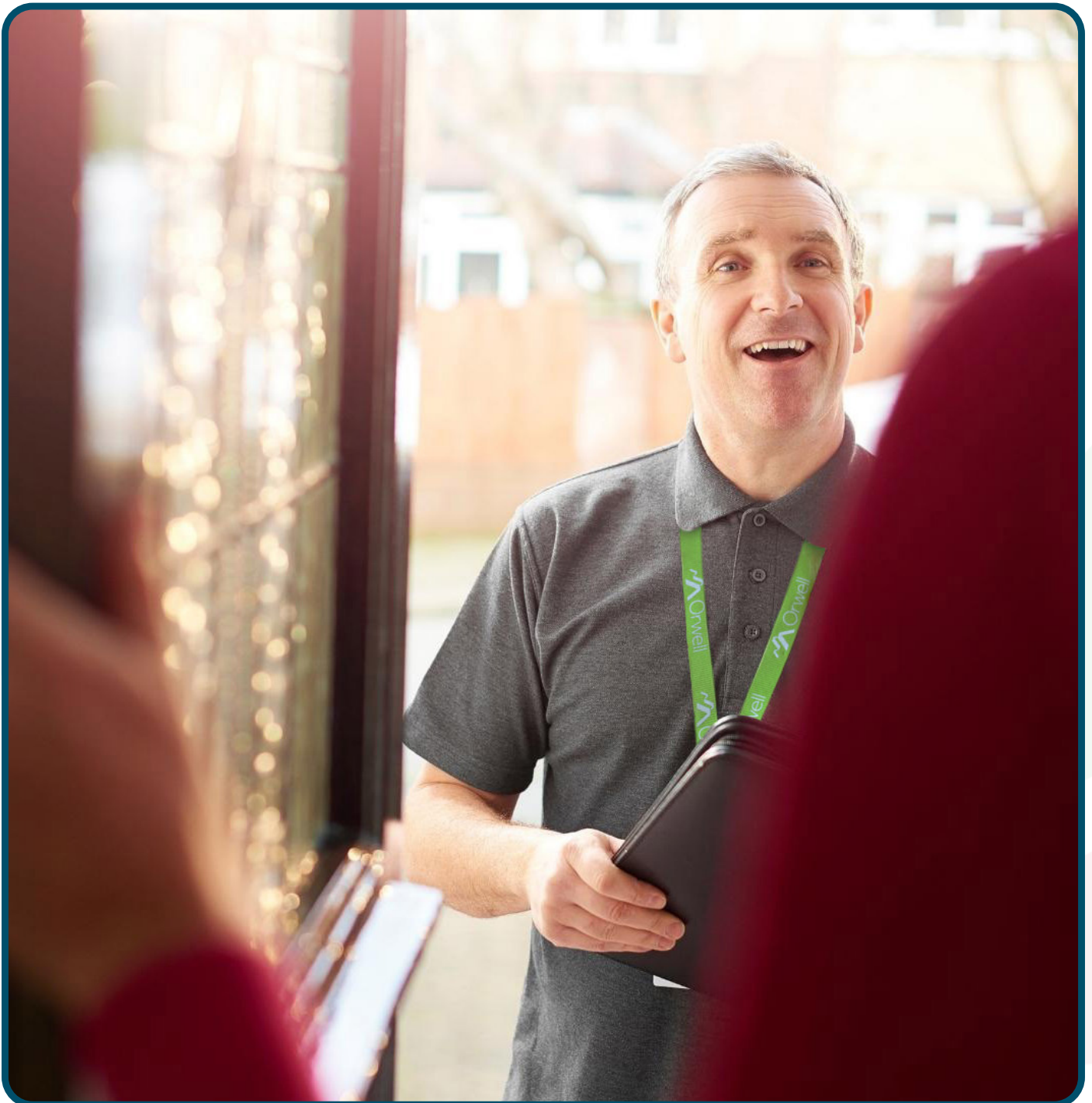
The support services that Orwell provides helps customers to maintain their homes and their tenancies and make a home where they can feel safe and secure. Orwell helps to ensure our most vulnerable customers are aware of services that are available to them from Orwell and other external agencies and ensure they are in receipt of all the income they are entitled to receive.

Orwell receives positive engagement from the majority of customers who are referred to our Tenancy Sustainment team. With the internal and external funding obtained, this is a clear indication of the difference Orwell are making by supporting customers. Supporting customers in maintaining their homes, results in homes where customers want to live, and reduces costs to Orwell when tenancies end as homes are returned in a good condition.

Placemaking

C24. Community investment activities, and transforming places to build better communities

We are currently in the midst of setting out our Social Value statement for 2025 with a view to producing a Social Value Strategy. Orwell is launching a new initiative in 2025, our community champion programme, where residents come forward to help us understand what is important in their communities to help shape future placemaking and community investments. In 2024 we held digital workshops to help understand what was important to our customers in terms of our digital offer. We are looking to expand on this area in 2025 and will be consulting with our residents to discover the areas they would like us to focus on.





Governance

Structure and Governance

C25. Registration with the regulator

We are registered with the Regulator of Social Housing and some of our care services are regulated by the Care Quality Commission.

C26. Our most recent regulatory grading

Following Orwell's annual stability check from the Regulator of Social Housing published on 27 November 2024, we have maintained our governance and viability grading of G1/V2.

C27. Our Code of Governance

In 2021, we adopted the National Housing Federation Code of Governance 2020.

C28. Our not for profit status

We are a not for profit organisation.

C29. How our Board manages ESG risks

ESG risks are incorporated into Orwell's Strategic and Operational risk registers. Strategic risks are reviewed by Executive team and Board no less than once per year and considered in light of the Strategic plan and Sector Risk Profile.

The effectiveness of risk management and assurance systems is kept under review and is principally delegated to the Audit & Risk Committee. Orwell also has in place an Assurance Map to monitor and confirm assurance activities across the business. The Assurance Map is regularly reviewed at Board as part of the Performance report and by Audit & Risk Committee. The Board recognises it has overall responsibility for establishing and maintaining the whole system of internal control and for reviewing its effectiveness.

C30. Our recent regulatory findings

We haven't had any adverse regulatory findings in the past 12 months.

Board and Trustees

C31. Incorporating Equality, Diversity and Inclusion (EDI) and the customer voice in our governance processes

Orwell has two customer Board members to ensure that the resident voice is heard and represented at Board. All Board recruitment has an integral focus on Equality, Diversity and Inclusion as part of the process and within the recruitment materials along with seeking lived experience within the Board and clear alignment to Orwell's values.

Orwell has signed up to the National Housing Federation (NHF) Chair's Challenge. This is a public commitment to take the Board on a journey to understand how diverse and inclusive we are and to develop this further.

Measure	Data
% of Board that are women	50.0%
% of Board that are BAME	8.0%
% of Board that are residents	17.0%
% of Board that have a disability	8.0%
Average age of Board members (years)	55
Average Board tenure (years)	3.8

C32. Board and Executive Team turnover in the last two years

	Percentage
% of Board	42%
% of management team	50%

Four members of the Board retired following end of term, and one Board member resigned. The management team consists of our Chief Executive and Directors and during the last two years, two Directors have left, one of them retiring after 17 years of service.

C33. Number of Board members on our Audit Committee with recent and relevant financial experience

We currently have three Board members with recent and relevant experience.

1) Qualified accountant (FCCA) working at Senior Management and Executive Director roles in the Social Housing and Care sector. Has also background in establishing and running a multi award-winning business.

2) Senior positions in a variety of sectors including Banking, Mobile Communications and the Financial Ombudsman Service, prior to joining a large Housing Provider as interim COO and shortly thereafter CEO for 4 years, now along with Board position at Orwell current Chair of another HA.

3) Chartered Accountant and a Certified Information Systems Auditor with a background in auditing and accounting. Starting career with Deloitte in external audit covering entities in the banking, financial services and manufacturing sectors before moving into internal audit covering payments operations at a major bank. Currently a Director in Internal Audit covering Technology at a major bank.

C34. Percentage of our Board that are non-executive directors

100% of our Board are non-executive.

C35. Our Board Succession plan

A Board succession plan has been presented to Board in the last 12 months. Board recruitment and succession planning is part of the delegated authority of the Remuneration and Nominations Committee.

C36. How long have we worked with our current external audit partner

Our external audit partner, Crowe have been our external auditors for 5 years.

C37. Our most recent independent Board-effectiveness review

The external Board effectiveness review was carried out in 2024 and conclusions reported to Board in December 2024.

C38. How we handle conflicts of interest at the Board

Declarations of interest are requested from Board members in writing annually and reported to Board on an annual basis. Each Board and Committee meeting has a formal agenda item for declarations of interest to be noted. Board member agreement for services stipulates the requirement to declare interests actual or potential as required by Orwell's rules, and policies including Probity policy, Subsidiary Governance Policy and Board Disputes, Complaints and Grievances Policy. Where a conflict is identified, that particular Board member would not take part in discussion or vote on the matter.



Staff Wellbeing

C39. Paying the the Real Living Wage

Whilst Orwell is not currently a Real Living Wage employer, we have a commitment to benchmark pay on an ongoing cycle. This ensures that, for all roles, pay keeps pace with the market.

C40. Our median gender pay gap

Our 2023/2024 mean gender pay gap was 4.4% and we remain committed to improving this in the future.

C41. Our CEO: median-worker pay ratio

The CEO to median-worker pay ratio is currently 6.57:1

C42. Promoting equality, diversity and inclusion (EDI) across our team

Orwell has an EDI strategy published on the website, that details the aims and objectives regarding inclusivity for the next 5 years. There is also an EDI policy in place. Equality Impact Assessments are in place for all policies and procedures.

EDI training is mandatory for all colleagues. Induction is also mandatory for all colleagues and this induction includes an EDI section where inclusivity, diversity, equity and belonging are discussed. EDI is also an element of our internally designed Building Leaders Programme.

There is also an Executive EDI lead and an allocated organisational EDI lead (Head of Communications). The Chair, CEO, Director of People and Culture and Head of Communications attend National Housing Federation, Housing Diversity Network, CIOB and other relevant EDI meetings to ensure they keep up to date with current EDI practice and to learn from others. There is an internal EDI group with members from across the organisation. These members share information with the rest of the organisation through posts on the internal communications platform. They also support events, special interest days/weeks/months and spread awareness of these.

There is a programme of EDI events, including bi-monthly 'Knowledge Cafes' that raise awareness of particular subjects around inclusivity and diversity.

EDI is on the agenda of the Employee Voice group (employee representative group) with updates given at each meeting.

C43. Supporting the physical and mental health of our team

We support our team by implementing the following initiatives:

- ▲ Health, Safety and Wellbeing strategy.
- ▲ Health and Safety Policy.
- ▲ Wellbeing Policy with guidance and support notes.
- ▲ Role with wellbeing focus.
- ▲ Employee Assistance Programme. Health Cash Plan for all.
- ▲ Financial wellbeing support.
- ▲ 20+ Wellbeing Champions throughout the organisation.
- ▲ 20+ Mental Health First Aiders throughout the organisation.
- ▲ Wellbeing programme in place offering awareness raising and learning.
- ▲ Health Checks offered.
- ▲ Men's Monday Group.
- ▲ Wednesday Wellbeing support group (focus on Menopause).
- ▲ Special, Urgent, Compassionate, Dependency Leave policies.
- ▲ Occupational Sick Pay.
- ▲ Leave above statutory, increasing with service.
- ▲ Flexible and agile working.
- ▲ Occupational Health referrals available.
- ▲ Allocated People Partner.
- ▲ EDI group and EDI programme.
- ▲ Leaders programme to support leadership development and understanding.
- ▲ Values-led and person centred with this being shared from advert throughout employee lifecycle.
- ▲ Disability Confident Leader.
- ▲ Housing Diversity Network accredited.
- ▲ Gold Healthy Workplace Award/Gold Better Health at Work Award.
- ▲ Undertake engagement surveys with free text to ensure feedback can be given:
- ▲ Platinum Best Employer Eastern Region Award.

C44. Supporting the professional development of our team

We have a strong development ethos; subtly via My 121 and more formally through My Contribution tools and our Orwell Academy. We support all career development from apprentices to post graduate role-related qualifications.

We aim to maximise apprenticeship standard opportunities via the Apprenticeship Levy. Vocational, technical and professional qualifications not offered via levy arrangement may achieve financial support through our annual budget request round and are subject to a Pay Back Agreement with the learning colleague.

We are committed to supporting learning and will grant half a day paid study leave for each exam or vocational assessment. Attendance at an exam or assessment on working days are paid.

If colleagues wish to validate their knowledge and expertise without completing a qualification, they can do so by completing a competency-based training plan aligned to the most relevant qualification content.

We encourage our colleagues to be the best they can be in their role via the following development opportunities:

- ▲ **Building Leaders Programme**
- ▲ **Mandatory Training completion**
- ▲ **Access e-learning library**
- ▲ **Be a buddy (for new colleagues)**
- ▲ **Complete a special interest project**
- ▲ **Champion a topic of interest**
- ▲ **Secondment**
- ▲ **360° assessment**
- ▲ **Teach others**
- ▲ **Become a coach/mentor**

For colleagues who want to develop their roles and careers, we have illustrated career pathways, learning pathways and a successful behaviour framework. Colleagues can also consider the following opportunities:

- ▲ **Attend two Leader Away Days annually and several Leader group discussions**
- ▲ **Work shadow**
- ▲ **Act up**
- ▲ **Building Leaders (Including aspiring leaders) Programme**
- ▲ **Be allocated a coach/mentor**

Colleagues can drive their own development; each has an e-learning account that can be accessed at any time from any device. Colleagues are encouraged to continuously learn and are responsible for their own Continuous Professional Development (CPD) with organisational support provided whenever required.

Supply Chain

C45. How we create social value through our procurement process

Social value creation is a cornerstone of our procurement strategy. We prioritise local suppliers and businesses that demonstrate a commitment to social responsibility. By doing so, we not only support the local economy but also contribute to community wellbeing and job creation.

Our Development procurement activities consider the wider social economic benefits in procuring contractors and consultants. For example, we mainly include local small-to-medium sized enterprises (SMEs) for small and medium sized building contracts and, where appropriate, require contractors to commit to employing apprentices on higher value contracts.

C46. Consideration of sustainability in our procurement process

Sustainability is integral to our procurement processes. We evaluate suppliers based on their environmental impact and commitment to sustainable practices. This includes sourcing materials that are responsibly produced and prioritising suppliers who align with our sustainability goals.





**If you would like this leaflet in another
language or format please email
comms@orwell-housing.co.uk
or call 0345 60 100 30**

Version March 2025