

2020-21

Orbit Group

ESG Report



building
communities

For the year ended 31 March 2021

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Foreword by Mark Hoyland

The year 2020 has intensified the focus of organisations' Environmental Social Governance (ESG) performance like no other. The huge impact of Covid-19 on health and wellbeing and financial resilience has been clearly evident across the world, and the way in which governments are looking to stimulate and guide their economies out of the crisis is with a clear focus on the planet.

Against the backdrop of increasing climate change pressures, there has naturally been a growing focus on ESG reporting. Originally driven by investors considering ESG criteria as part of investment decisions, demand from customers and stakeholders to better understand the ethics of a business is growing and this will only increase in the run up to the UN Climate Change Conference of the Parties (COP26) later this year.

This provides a great opportunity for social housing providers. As a sector, we are focused on delivering social value, with our impact on society and the importance of robust governance intrinsic in all we do. But it is not enough to have these considerations woven into our DNA. How we build and maintain our homes, how we run our offices, and the partners we work with, all have environmental implications, and we need to make firm commitments and take clearly determined actions that will help address the climate crisis.

The UK government has set out a clear legal framework for tackling climate change and meeting the housing sector's net zero carbon targets is a challenge to which we are fully committed. However, as a sector we have limited resources to play with and multiple - yet also crucially important - levers pulling on our finite finances, with the impact of the Building Safety Bill, the Social Housing White Paper and the great need for new housing supply.

The reality is that we must ensure that the actions we take to support society and the environment are well considered, relevant and will have real impact. And for this to work, it is critical for organisations and businesses to work together; no single individual, company or industry can address this issue alone.

Orbit has been fully committed to playing its role in tackling climate change for many years and we have taken a number of positive actions through our sustainability programme, Orbit Earth. But we recognise that there is more we can do to leave a lasting legacy for future generations, which is why we were an early adopter of the social housing sector's ESG approach, the Sustainability Reporting Standard, and I am pleased to launch our first report, which adheres to this.

This document outlines our strategy and our performance against our goals. It provides a clear roadmap of how we can minimise our impact on the environment, deliver social value and support society. It is a key strategic goal to ensure our actions fulfil our social purpose and our vision: that we lead in building thriving communities.



Mark Hoyland
Group Chief Executive



Our ESG Strategy

We believe everyone is entitled to a good quality home that they can afford, in a place where they are proud to live. To achieve this, we are working to create a better society, building affordable homes and communities, and doing so in more socially responsible and sustainable ways, lessening the impact we have on our environment and collaborating with others to deliver these outcomes.

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Tackling climate change is probably the biggest challenge the world faces. UK social landlords have a fundamental role to play in reducing the environmental impact that arises from building and maintaining homes. To do this takes strong partnerships with government, the supply chain, residents and funders.

Mark Hoyland,
Group Chief Executive

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Our Environmental, Social and Governance (ESG) strategy provides the business with a formal and measurable structure to deliver its commitment to create a better society, enabling Orbit to deliver improved performance that is consistent with our mission and vision.

ESG concerns are embedded into our decision-making at all levels and our actions are measured, benchmarked, monitored and their performance reported to the management teams and Orbit’s Board. Orbit’s ESG strategy is a core aspect of the Group’s Orbit 2025 Strategy and its delivery is organised into the four themes: Customers and Community, People, Partners and the Environment.

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Customers and Community

We support our customers and communities to thrive

We are committed to building and maintaining thriving communities. By delivering much-needed affordable homes, investing in local communities and supporting our customers to develop the skills to get back into work or to manage personal finances, we strive to make a difference. We aim to improve the communities in which we work by building safe and sustainable living environments that make a positive contribution to the health, happiness and wellbeing of our customers.



Our People

We enable our people to maximise their potential

We believe everyone should be able to maximise their potential, to make a real difference and to do so in a safe, supporting, and respectful environment. We aim to provide all our people with the support and training necessary for personal and professional development. We actively encourage greater diversity and inclusion across the organisation and provide opportunities for all employees to give time to supporting our customers and communities.



Our Partners

We create partnerships for good

We believe in good business, in supporting social enterprise partnerships, working with likeminded organisations, and supporting our supply partners in the pursuit of their ESG goals. We believe that through partnerships with all our stakeholders we can support society and the environment.

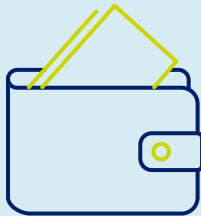


Our Environment

We have a responsibility to protect our planet

We will adapt to a changing climate, whilst actively enhancing our environment creating and improving places and spaces for communities to thrive. Our objectives are to achieve net zero carbon emissions, enhance our green spaces to improve their quality and biodiversity, and to develop responsible partnerships to develop and manage a sustainable supply chain.

Affordability



Orbit rent compared to PRS (Private Rental Sector) average of 62% saving of
£323.72 per month

Orbit rent compared to LHA (Local Housing Authority) average of 46% saving of
£241.85 per month

Tenancy of stock



35.6%
of rental homes with a 3 year or longer fixed tenancy agreement

Customers and Communities

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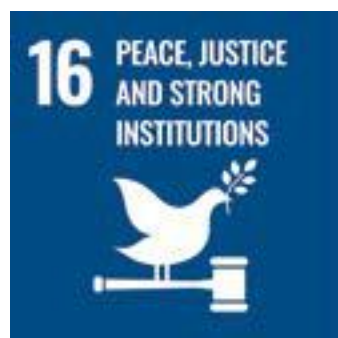
By utilising all our assets and resources to deliver the greatest social impact we can as an organisation and in partnership with others, we intend to:

- Provide quality housing and support, which enables our customers to have more money in their pocket through ensuring the affordability of our core offer, reducing the costs of a customer's first year tenancy and providing services to support employment and tackle debt.
- Support our customers to stay with us through the delivery of services that support living independently for longer, tenancy coaching and access to quality employment opportunities.
- Create the environment for individuals and families to thrive in their communities, through providing quality green and blue places to relax and play, ensuring our work is placemaking-led and supports our customers wellbeing.
- Use our influence and assets to ensure our customers benefit in more vibrant local economies, through working with our partners to facilitate the building of great places to live and leading the sector in supporting the development of the social economy.



Malt Mill Lane in Alcester received an overall gardening excellence award at the Britain in Bloom Awards

UN Sustainable Development Goals



Supporting our Customers to Thrive

Our Better Days programme is a free service to help our customers have a Better Day, every day. This support encompasses our Tenancy Sustainment team who work to support customers by making their tenancies as sustainable as possible, and specialist programmes, which enable our customers to improve their finances, skills and wellbeing.

Our Tenancy Sustainment service and Tenancy Coaches provide help with access to benefits and grants, alongside employment and wellbeing support. During this challenging year, 4,555 customers were referred to our Tenancy Sustainment service, a 35% increase from last year.

Of these, 61% were supported at first point of contact by our triage team, and provided with support ranging from financial and grants, to employment and wellbeing. Customers who required further support were referred to our Tenancy Coaches, who work with customers to ensure they can sustain their homes wherever possible by providing coaching, benefit support, information and advice. The work of our Tenancy Coaches has made a real difference to the lives of the customers they have helped, and arrears are at their lowest levels for 6 years.



2,121
customers supported by our
Tenancy Sustainment service

Our specialist support provides services across four principal areas – money, employment, wellbeing and digital, and helped over 5,000 people over the year with free information, advice and guidance offered by our expert team and independent partners. With partnerships with sector leading partners such as PayPlan, Mind and Citizens Advice, we are able to provide the best services on the phone, online and face-to-face, with 83% of customers seeing a positive outcome from accessing the programme, achieving 98% customer satisfaction.

Our Independent Living schemes provide 746 units of supported accommodation. This accommodation provides housing and support for disabled people, homeless people, people who have experienced domestic abuse, people with learning disabilities and many others. It plays a crucial role in providing a safe and secure home with support for people to live independently.

The support delivered through our Independent Living schemes includes:

- Providing emergency refuge and support for victims of domestic abuse, helping to stabilise their family life and engage with other services
- Working with homeless people, some with complex and multiple needs, to secure longer term accommodation
- Supporting people with mental health needs when it is needed, to stabilise, recover and live more independently
- Supporting people with learning disabilities in the longer term to maximise their independence and exercise choice and control over their lives



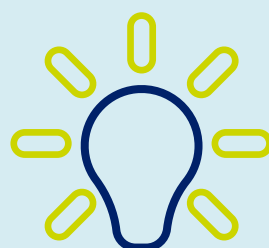
Customers supported to manage nearly
£1 million
of their debt



914
customers supported into jobs and
employment related training or volunteering



2,365
customer coaching sessions
delivered across the service



559
Orbit customers evidenced positive
progression in their mental wellbeing
with Breathing Space



2,159
customers improved their digital
skills and confidence



840
customers financially better off
annually by £2,978 through
Orbit's support services



Our Tenancy Coaches work with customers to ensure they can sustain their homes wherever possible



Supported housing helps ease
the pressure on the NHS and
care services and saves the
public purse around £940 per
resident per year

Customer Safety

Ensuring the safety of our customers is paramount and we are very proud to be the only affordable housing provider to have achieved BS9997, British Standards in Fire Risk Management Systems.

We are also the first registered provider of affordable housing to achieve the 'Leaders in Safeguarding' accreditation, acknowledging our work in ensuring the safety and welfare of children and vulnerable adults in our communities, and accreditation from the Domestic Abuse Housing Alliance (DAHA).

We are determined to be at the forefront of building safety, with all our new homes being amongst the safest on the market. Supporting this, we have adopted the Royal Society for the Prevention of Accidents (RoSPA) Safer by Design framework for all our new-build homes - making Orbit Homes only the second housebuilder and first builder of affordable homes to do so.

There are more than 6,000 accidental deaths and many more serious injuries that occur in the nation's homes every year. RoSPA's Safer by Design initiative is a framework aimed at reducing these tragic figures and the safety standards they set go above and beyond the UK's Building Regulations. By adopting and embedding the RoSPA framework within our own Design Standards and housetypes, in future all our homes will be built to the Safer by Design Gold Standard.



One of our homes at our development in Dereham



97.6%
Electrical Installation
Condition Report Compliance



100%
of homes with an accredited
gas safety check



100%
of homes with a fire risk assessment



**Domestic Abuse
Housing Alliance
(DAHA) accreditation**



**BS9997 fire risk
management systems
accreditation**



**Leaders in
Safeguarding**



**2 RoSPA
gold awards**



**RoSPA
Safer by design**

Accountable to our Customer

We want our customers to play a bigger role in helping shape our services and in the decisions that affect their communities.

As an early adopter of Together with Tenants, we were already making changes to how we engage and communicate with our customers, but this year, against the backdrop of the pandemic, we have accelerated our plans and implemented a number of new initiatives to improve our support and services for our customers.

We launched our digital engagement platform, Your Voice, to ensure that our customers have a truly representative voice in the running of their neighbourhoods. Since the launch, we've increased customer engagement opportunities by over 150% and increased the number of customers who regularly engage with us by 84%. We've seen major improvements in the way issues and ideas are communicated and responded to, and have been able to increase customer involvement in defining our strategy and policies, from jointly completing the Housing Ombudsman's Self-Assessment Form, to working with customers to develop our new Customer Promise.

This collaborative approach has shaped our new complaints handling procedures, which were launched at the end of the 2020/2021 financial year. Designed to better meet our customer's needs whilst also ensuring alignment with the Ombudsman's Complaint Handling Code, our new complaint policy was developed through customer workshops, focus groups and research, and is supported by an action plan that will enable us to make improvements and implement change.

Some of the key changes being introduced include:

- Increased training and e-learning for Orbit colleagues across the business to support understanding of the role we all play in delivering our customers an excellent service
- Additional training in complaint handling
- The re-introduction of complaint resolution timescale targets (these were previously removed in response to our customers request that complaints remain open until all works are completed)
- Recording of reasons for refusal of complaints and the number of complaints refused

Over the next 12-months we will be reporting our progress monthly to our Tenant Working Group, alongside six-monthly and annual performance reviews. This is in addition to our existing Group Customer Board performance updates and our annual customer report.

Alongside the development of our new complaints process, we completed our Housing Ombudsman Self-assessment form in consultation with our customers, ensuring the self-assessment supports their views and that they, in turn, support the actions proposed.

This approach has established Orbit as a sector leader in customer engagement, with our Customer Engagement team and customers presenting our best practise approach at TPAS events and National Housing Federation webinars on our approach to Together with Tenants, and our approach to the new Complaint Handling Code alongside the Housing Ombudsman.

We are also in the process of launching our Place and Home Quality Standards, which set out our ambition for the quality of our homes and communities moving forward. These standards will allow us to work with our customers to benchmark our existing homes and communities and determine future investment priorities.



Case Study

Nancy* is a survivor of domestic abuse, struggling with depression and recently diagnosed with a personality disorder. At 32-weeks pregnant and in almost £4,000 of rent arrears, the customer contacted the Citizens Advice Bureau and Stratford District Council, and was referred to our Tenancy Support team.

Our Tenancy Team took time to listen to Nancy's concerns. We then helped Nancy to reduce her debt by supporting her in applying for Universal Credit and to the HELP Fund, securing a discretionary housing payment to support her Under Occupying status, and liaising with Stratford District Council over her arrears.

Nancy needed to take responsibility for not paying her rent, but we needed to be mindful of why this had happened. It was agreed that the customer would be responsible for half of the arrears incurred and Stratford District Council would pay the other half.

A regular payment and standing order was then set up and we encouraged Nancy to make additional payments into her account to accrue a further month's credit so that, if there are any unforeseen changes in the future, she will have the security of knowing that this money is there to protect her tenancy.

Nancy's account is no longer in arrears and she will receive tenancy support for a further six months. Her mental health struggles continue, but the customer is in a much better place and has been referred to our Better Days programme for additional support. Finally, Nancy had a healthy baby and she can now look to the future knowing that she has secured a stable home for her child.

*Customer wished to remain anonymous

**BETTER
DAYS**

have a good day, every day

Our Tenancy Sustainment service and Tenancy Coaches help customers with access to benefits and grants, alongside employment and wellbeing support

Supporting our Communities to Thrive

Through our Placemaking Strategy, we invest in our communities, delivering social value, championing them, and raising awareness of key issues on their behalf.

In the year we invested £6.4 million into our communities, consisting of £3.2 million through our Community Investment Fund, £1.6 million of inward investment, £1.6 million through wider activities within the organisation which support our customers and communities, with the remainder being made up of in-kind investment and resourcing costs.

In response to COVID-19, our Placemaking programme had to be radically adjusted this year to enable us to link in with local authority HUBS and deliver direct support to communities where it was needed. Alongside this, the team continued to build our regional presence and tackle critical issues raised by our communities to improve our community assets. We also continued our sector leading work supporting and facilitating social enterprise growth.

Examples of our placemaking work include:

- Entering into a five-year lease with The Fred Winter Centre in Stratford-upon-Avon to operate a Better Days Hub. The Hub will provide a face-to-face experience for customers to learn about and be referred onto our universal offers and local projects, as well as enabling increased integration with other key agencies.
- Completion of a new skatepark in Newmarket. This work started when we engaged a group of primary school children, a number whose parents were Orbit customers, as part of our placemaking work in the town. With our lead and investment, the children designed and procured a company to build a new skatepark for the town, with wider funding being secured.
- The launch of the New Anglia Social Investment Partnership, a partnership between Orbit, Suffolk and Norfolk County Councils and voluntary community sector to ensure social investment is available and taken up by community groups and social enterprises across East Anglia. It will ensure voluntary and community organisations and social enterprises can grow and thrive by having access to appropriate social finance to increase the social impact for the area.



Our Erith Park community area in Bexley



Case Study: Placemaking at Erith

Work at Erith Park saw us undertake a large-scale transformation of 1970s high-rise tower blocks, previously suffering from low demand and a poor local reputation, turning them into a modern, thriving community. Erith Park now offers a large number of high-quality mixed tenure homes to rent or buy. Property values have increased and there has been a high demand for rental homes with around 400 applications for every home advertised.

Our work at Erith has also focused on placemaking. With a HUB in the town centre, we pride ourselves on being within the community and able to support charities and enterprises directly in responding to social and business need.

In building Erith Park Community Centre in the first phase of our placemaking, we created another space to use for a myriad of activities, be it keeping fit, coffee mornings, or hosting a bake sale. Sitting opposite is a large play park, which makes it the ideal location for families. Right next to the play area is the Dell, a natural protected mini-glade (forest) that allows our customers to engage with nature in safety and comfort.

The award-winning Little Day Dreams nursery at Erith was set up by an Orbit tenant. Take up with residents has been so high that we have committed to another facility for a second day care centre, so customers have an additional place for their children to be cared for within the community.

The Erith Exchange has also been a great success story. Housed in the Old Carnegie library, it now hosts a café and a community space which supports a range of social enterprises and organisations focused completely on building a community. From art clubs, to woodworking and textiles, there is something for everyone to be done at the Exchange, and the setting up of a Sunday market is now being explored.

Coronavirus Response

Following an initial £40,000 invested into our COVID-19 response and in recognition of the impact the pandemic has had on our communities, we created a recovery fund of £150,000. This fund was aimed at supporting community groups and charitable organisations who were at risk of closing, so they could continue to provide much needed support for society.

The fund received a 60% match funding rate from partners and a diverse range of projects were supported. These included:

- Funding for Newmarket Day Centre to support the provision of food /meal services to the community. Our funding allowed the Day Centre to continue to operate during lockdown and secured its ongoing viability as a key community resource post COVID.
- Funding for a social supermarket in Thanet to move into a new facility and open a community kitchen, supporting increased community need borne out of the pandemic. In the last week in February, the new kitchen produced 850 meals, which were sold at a subsidised cost. This contributed to a 150% increase in membership of the project and allowed them to recruit four new volunteers and an executive chef, who has also used the kitchen to produce online cooking skills lessons. At the end of the second week in March, the project reported a weekly income of £3,000 which will ensure the project's sustainability after Orbit funding ceases.

- Support for primary and secondary school aged young people in East Anglia, including a mental health project in Suffolk. This project aims to support children to deal with the effects of COVID-19 on their mental health through a digital upskilling course and counselling, and provides a mental health ambassador programme within our customer's schools.

Coventry City of Culture

Orbit's home city of Coventry is the UK's City of Culture for 2021 and we are proud to be one of the major partners of this historic event. Due to the pandemic, the normal celebrations and work associated with this event have been delayed until May 2021, but we are working with all its partners on an exciting programme of events. We intend to make the most of this opportunity to bring benefits to the region no matter what the circumstances may be. All major public events and festivals like this depend on the support of the community and volunteers. Our graduates and apprentices have developed a volunteering programme to ensure all the planned events are sufficiently resourced.

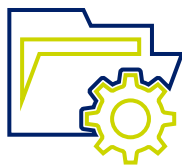
Community Investment



£6.4 million
total investment



£49.6 million
of additional social value delivered in our communities (calculated through HACT)



5,561
customers engaged in projects, an increase of 89% on previous year

For more information about our work with our customers and our communities, please see our 2020-2021 Annual Report

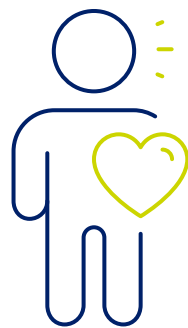


Residents of Shortwood Court participating in the Coventry City of Culture event

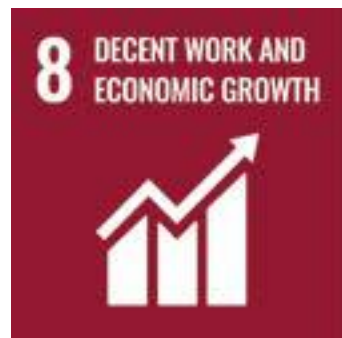
Our People

We enable our people to maximise their potential

We believe everyone should be able to maximise their potential, to make a real difference and to do so in safe, supporting and respectful environment. We aim to provide all our people with the support and training necessary for personal and professional development. We actively encourage greater diversity and inclusion across the organisation and provide opportunities for all employees to give time to supporting our customers and communities.



UN Sustainable Development Goals



Responding to the Pandemic

We are proud that throughout the pandemic, we were able to implement homeworking arrangements where possible and appropriate without impacting our operational performance or service levels. The agility of our approach ensured the continuation of the vital services we provide our customers, from our customer call centre and tenancy support services, to emergency repairs and home maintenance.

The strength and resilience of the business also meant we were able to protect people's roles and as a result, we did not have to use the Government's furlough scheme for any of our employees.

Training and Development

We have always believed that a well-trained workforce is essential to the success of any organisation and we have continued to provide all our employees with the opportunity to improve and develop their careers.

Since the start of the Graduate and Apprenticeship schemes in 2017, we have recruited 26 graduates and 25 apprentices, and the success of these programmes has been underlined by the positive impact they have all had within Orbit.

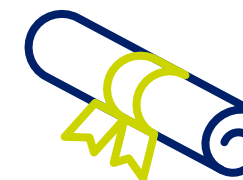
Our Future Talent team ensure the next generation of talent is nurtured and supported through our Graduate and Apprenticeship programmes. Our Training and Development team deliver group wide training programmes to support and promote professional development for all our employees. This year over 2,055 training sessions have been undertaken across a total of 222 courses.



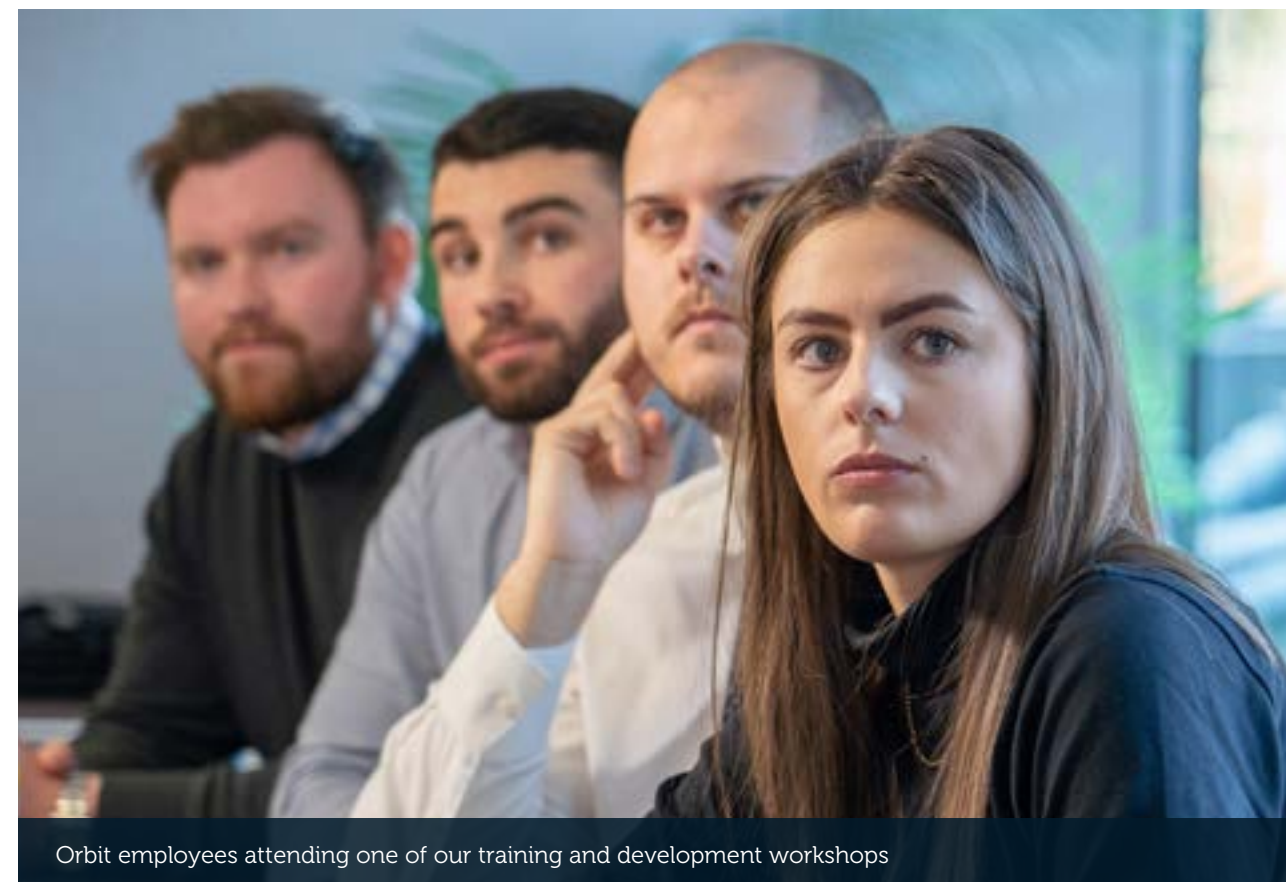
Number of graduates and apprentices moved into permanent roles within Orbit in 2020/21
12



Number of graduates recruited
26



Number of apprentices recruited
25



Creating an Inclusive Workplace

Our commitment to Equality, Diversity and Inclusion (EDI) means we work with all our employees, partners and customers to ensure that we provide all our employees with equal opportunity to fulfil their potential and achieve their career ambitions.

We have a Group-wide EDI action plan, which is monitored through a governance structure that involves employees from customer facing roles through to the main Board, to ensure that we are being held to the highest standards in everything we do.

Through our #ThisIsMe programme we hold webinars and talks for people to discuss and share their experiences around any aspect relating to EDI, as well as mental health issues. These include guest speaker sessions and this year we've covered topics such as mental health with the Black Country Blokes and the charity, Silence of Suicide, sexuality with Warwickshire Pride and gender with transgender consultant and speaker, Julie Miller. We hold regular EDI training sessions for all employees and have established our EDI Allies Group to ensure we continue to develop Orbit as an inclusive place to work. The Group's objective is to provide an environment within Orbit that is easily approachable and safe, where people can be themselves, are free to speak and be listened to without prejudice.

We have also continued our work around gender balance and are committed to paying for performance equally and fairly. Since starting to publicly report our gender pay data, we have launched a number of initiatives to increase the equality of opportunity for women and other underrepresented groups, from offering improved maternity and paternity provision, to taking major steps to improve our employer brand to attract a breadth of high quality, diverse talent. We are extremely proud to say that 66.2% of the promotions made in the last 12 months were for our female colleagues, and we are committed to continue work to increase the proportions of underrepresented groups across our entire employee population.

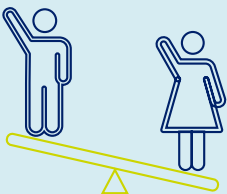
As a provider of affordable housing it is doubly important that the principals and benefits underpinning our EDI action plan also extend beyond the organisation to our customers and our communities. In February 2021 we signed the Houseproud Pledge as a demonstration of the commitment of housing associations to delivering high-quality services and support to LGBTQ+ people, and provide a safe working environment for LGBTQ+ colleagues. As a signatory to the Pledge we want to send a strong signal to all members of the LBGTQ+ community that they are valued and respected. The pledge is a framework for landlords and residents to work together to take action against discrimination and demonstrate their commitment to LBGTQ+ equality.



Orbit's Employee Ambassadors represent all parts of the business and play a key role in shaping our culture



Voluntary Real Living Wage employer



Gender pay gap: 19.3% Median



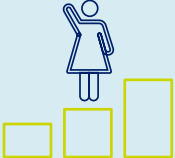
£312,500 investment into 171 employees professional qualifications/training and memberships



52 employees participating in Apprenticeship Levy funded qualifications



46 promotions via internal routes



66.2% of promotions made in the last 12 months were for our female colleagues



21.6% ethnic employees



2,055 virtual training sessions attended



We're adapting our office space to innovate and collaborate

WorkSmart

Having introduced agile and flexible working in 2018, Orbit was already on this track, but the pandemic caused us to accelerate our journey. We realised that this world-wide change in office life created an opening for permanent change, so we took the opportunity to ask our employees their views on how they want to work in the future.

In response to their feedback, we introduced our WorkSmart programme, an ongoing commitment for office-based employees to be able to choose to work from home for three-days a week or more, as their role allows.

Through the scheme, we enabled our employees to recycle surplus office equipment such as chairs, monitors and keyboards for their homeworking environments. Over 1,500 items of equipment have been recycled, supporting the environmental aims of our Orbit Earth programme.

There are many benefits to this approach for our employees, giving them the freedom and flexibility to work as they need, but there are benefits for the organisation too. It removes geographical recruitment restrictions, so we have the best talent pool to draw from, and enables us to consider smaller, collaborative team spaces over large capacity offices, resulting in a reduction in overheads and our carbon footprint. Consequently, we've now opened a new office hub in Maidstone, where colleagues will be encouraged to meet and collaborate, but not work full-time.

#ThisIsMe

We also launched #ThisIsMe in October 2020. Our new wellbeing programme, developed to support colleagues through the pandemic and beyond, provides access to Healthy Mind First Aiders, our Employee Assistance Programme, and a range of support tools, videos, podcasts, factsheets, talks and resources to support mental and physical health. The value and success of this programme was recognised by being shortlisted as a finalist in the Legal & General 'Not a Red Card Awards 2020'. These awards are based on their 'Not a Red Card' campaign which aims to help raise awareness, remove stigma and take real action around mental health in the workplace, through providing employers with the support they need to protect their most valuable asset, their people.

For more information about our people policies and approach, please see our 2020-2021 Annual Report.



Our Partners



We create partnerships for good

We believe in good business, in supporting social enterprise partnerships, working with likeminded organisations and supporting our supply partners in the pursuit of their ESG goals. We believe that through partnerships with all our stakeholders we can support society and the environment.

UN Sustainable Development Goals



We are committed to building a supply chain of responsible partners who embrace transparency and fairness in all dealings.

When tendering for partners and suppliers, our procurement team includes a social value requirement to ensure that we work with like-minded businesses who share our vision and values.

Working with Supply Change we have expanded our use and support of social enterprises through supply chain partnerships and investment. We now work with over 10 social enterprises, spending in excess of £2.8 million per annum and are actively looking to increase the percentage of spend with social enterprise partners.

We also support social enterprises through our involvement in partnerships such as South East Local Enterprise Partnership (SELEP), a partnership of organisations to support the social economy in South East LEP region, and the New Anglia Social Investment Partnership (NASIP), a partnership of organisations in Norfolk and Suffolk. Our work in leading the Community Impact Partnership, a unique joint venture within the housing sector, has resulted in the investment of over £1 million into social enterprises within our communities and delivering a £300,000 support programme to build the necessary infrastructure for the sector.

We are working with waste management organisation, Recycling Lives, who are recognised as a UK leader for offender rehabilitation, residential support and food redistribution.

Working with Ethstat, in the last 12 months alone we have supported 203 suppliers and 44 social enterprises, who have, in turn, supported 198 communities.

Ethstat, the ethical stationary company, directly employs homeless people at the enhanced London Living Wage to fulfil our orders and redirects the profit from our orders to fund homeless causes.

Much of our signage is supplied by Nuneaton Signs, a 'not for profit' organisation, which provides meaningful employment to the disabled with skilled supervisors providing support, development and mentoring to help individuals sustain mainstream employment.

As part of our commitment to zero waste to landfill and a more sustainable future, we are partnering with Social Enterprise, Community Wood Recycling, to reuse waste wood from our development in Hellingly. Wood waste is sorted and reused or recycled in the most environmentally beneficial way. This prevents waste, saves precious resources and reduces CO2, helping to mitigate climate change. This important and labour-intensive work creates employment and training opportunities for local disadvantaged people.

As well as delivering key services to our customers, our supply chain also plays an important role in supporting our communities to thrive through the delivery of their social value. In the face of a challenging environment with employees being furloughed, our supply chain delivered over £187,000 of social value in the last 12 months through a range of projects.



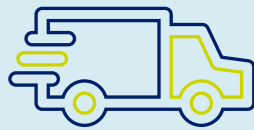
Over 10

social enterprises worked with



£2.8 million

spent with social enterprises



£187,000

of social value delivered through
our supply chain

For more information about our work with our supply partners, please see our 2020-2021 Annual Report

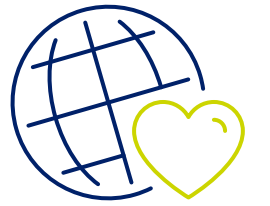
The refurbishment of Brownsover Youth Hut by Fortem under their social value commitment.

The project has enabled the Youth Hut to continue to strengthen their activities in the local area.

Receiving recognition not only from the local authority, the project won an award for the graduate team at Fortem for their involvement in the project.



Our Environment



We have a responsibility to protect our planet

We have committed to reducing our impact on the environment and have established a programme to achieve this called Orbit Earth. Under this programme, Orbit will actively enhance our environment, creating and improving places and spaces for communities to thrive. Our objectives are to achieve net zero carbon emissions, enhance our green spaces to improve their quality and biodiversity and generate responsible partnerships to develop and manage a sustainable supply chain.

UN Sustainable Development Goals



21% carbon footprint reduction
against our baseline year
of 2018-19



Investment in Homes

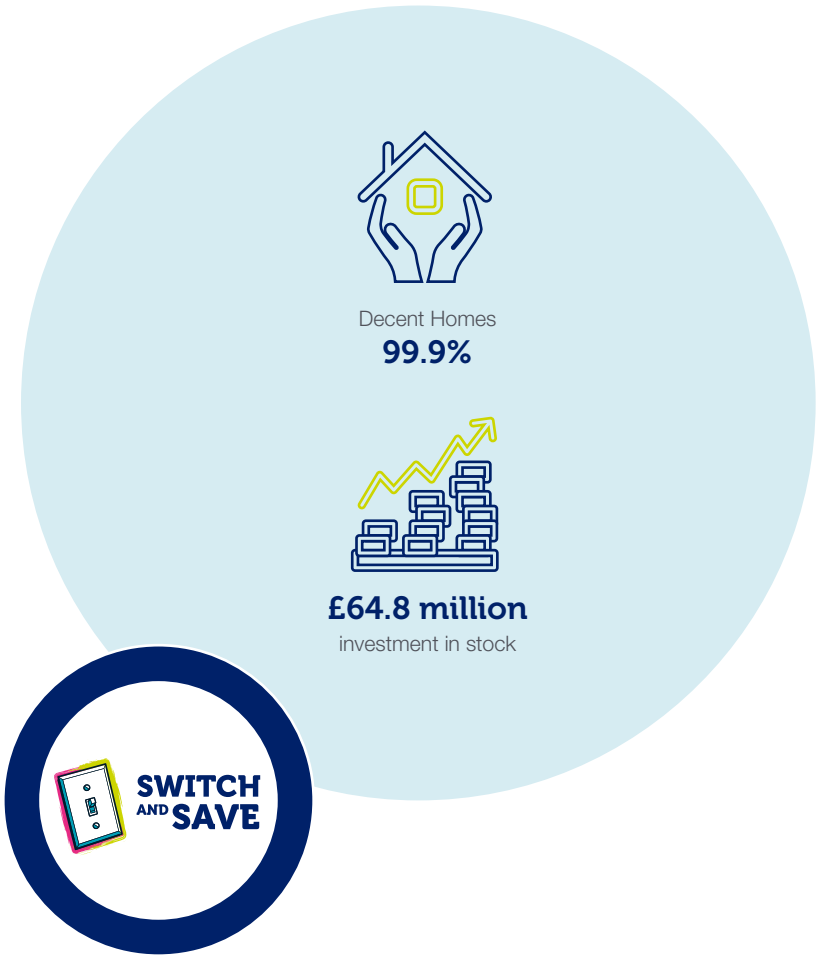
We are committed to invest in the maintenance and continuous improvement of our properties, and in the last financial year, we invested £64.8million in our stock. This investment is part of our commitment to ensuring the quality of our homes for our customers, improving the energy efficiency of our homes to meet the net-zero challenge, and positively impacting on fuel poverty.

At its core, fuel poverty is a cost of living issue, with many families having to choose between heating their home and feeding their family. Our 'Warm Homes, Better Lives' report in partnership with the Chartered Institute of Housing (CIH), outlined key recommendations in tackling fuel poverty and improving the energy efficiency of the country's housing stock.

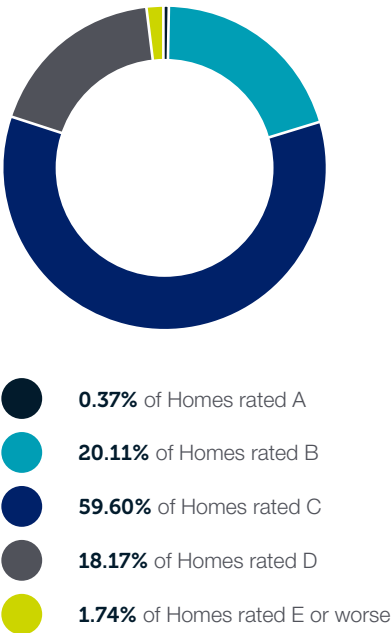
Our aim is to ensure that all our homes meet EPC levels A-C as a minimum requirement by 2030. We have initiated a phased 'fabric first' investment approach for installing carbon reduction measures in our existing homes, resulting in 80.39% of our existing housing stock at Energy Efficiency band C or above, and are also reviewing the default status of our energy tariffs for void properties.

This year we launched the report 'Warm Homes and a Safe Environment' with the CIH, looking at how Government and the housing sector can work together to tackle climate change, whilst benefiting residents by creating more energy efficient homes, in turn improving residents' health and finances.

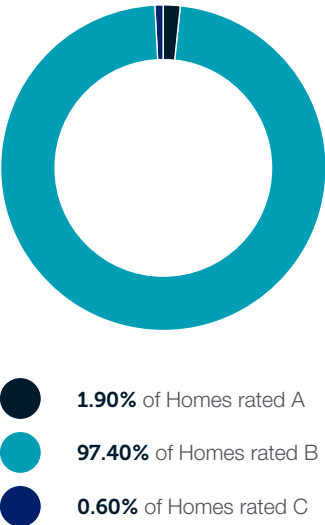
To support customers and employees switch to a cheaper green tariff for electricity and gas, we offer a tariff swapping service called Switch and Save. Our chosen suppliers have been selected both on their value provided and their excellent service offering. Customers also receive a rebate as part of this process. The combination of more energy efficient homes and lower energy tariffs should do much to alleviate fuel poverty.



Distribution of EPC ratings of Existing Homes
(those completed before the start of the previous financial year)



Distribution of EPC ratings of New Homes
(those completed in the previous financial year).



Towards net-zero Carbon

In order to reach our net-zero carbon targets, we worked with the Carbon Trust in 2018-19 to measure and understand the impact that our business has on the planet.

In the last twelve months we have taken a number of actions to reduce our operational carbon footprint including a significant investment in a large fleet of lower-carbon battery-powered tools. We have installed EV charging points at a number of our offices and have switched our energy suppliers to provide 100% renewable electricity (REGO-certified) for all offices and communal areas where we control the energy procurement. We work with our landlords elsewhere to encourage them to adopt renewable electricity as well.

As a result of these actions, our total scope 1 and 2 carbon footprint in 2020-21 was 7,329 tonnes of carbon dioxide equivalent (tCO2e), a reduction of 21% since our first year of reporting in 2018-19. This captures our carbon emissions from offices, fleet, landlord supply, re-let and new build voids and construction activities. The main drivers for this reduction are our new agile ways of working, renewable electricity in our offices and landlord supply, together with other energy efficient measures in our property and fleet.

- 7329 tonnes of carbon dioxide equivalent (tCO2e) total carbon footprint in 2020-21
- 21% carbon footprint reduction against our baseline year of 2018-19

We also continue to reduce the carbon emissions of our homes in line with the Government's target to achieve net zero carbon by 2050.

We have initiated a cross business Carbon Forum to monitor and manage the Group's Net-Zero Carbon programme. The Carbon Forum provides oversight of the delivery of the Orbit net-zero carbon plan and fosters a culture of collaboration and innovation to explore new technologies, and co-investment and funding opportunities.

Alongside investment in our existing properties, our Innovation Hub is exploring new technologies to support retrofit requirements, and we are undertaking a number of pilots, including heat pump and PV roof panels with battery storage that will enable any electricity generated to be stored and used at a later point.



A newly branded Estate team's livery showcasing our Green agenda, our transition to Electric and Hybrid vehicles with the use of greener tools



80% of Orbit’s homes now rated at EPC band C or above

In partnership with Stratford-upon-Avon District Council, we have been awarded £1.45 million by the Government’s Social Housing Decarbonisation Fund (SHDF) to install sustainable technologies in a number of our homes in Stratford. The SHDF is a UK-wide scheme which will upgrade around 2,000 social homes currently EPC rating D or below, using a whole house retrofit approach, with energy efficiency products such as floor and wall insulation and low carbon heating. We are investing a further £2.2 million into the project to help us better understand the scale of the challenge ahead and, importantly, explore the impact of selected sustainable technologies to help the us meet our environmental goals, whilst also lessening the financial burden for our customers. The demonstrator project in Stratford-upon-Avon will be generating knowledge and insight, which we will work into our ongoing home improvement programmes and share with the public and private sectors.



As a builder and developer, it is also essential that we ensure that all new homes we create are also fit for the future and there is minimum need for future retrofit work. Our work on our design standards to improve the quality and consistency of build, improve energy efficiencies and reduce emissions, will see our future homes benefit from increased thermal efficiencies, reducing future retrofit requirements, measures to reduce water and energy usage, and the introduction of EV charging points for all appropriate newbuild properties.

Our net zero carbon plans also require education and engagement with our employees, customers and supply chain partners. We are currently engaging in a large-scale engagement programme with our customers to better understand how we can support them with their day-to-day energy bills, the decarbonisation of their homes and the use of new technologies installed as part of any retrofit programme. We are also reviewing training opportunities for colleagues to support the successful delivery of the net-zero carbon plan, and are working with our key supply chain partners to identify and correct skills gaps within the Green Skills arena.

Greenspaces and Biodiversity

In previous years’ our paid volunteering programme has delivered over 3,000 hours to support our communities, however the last twelve months have been challenging for volunteering and community events as a result of the pandemic. That said, we have still been able to enhance some of our greenspaces whilst minimising the risk from COVID-19. We were proud to plant 1,020 trees and hedge plants at Applegarth with North West Countryside Kent, our ground maintenance contractors, Southern Land Services, and our local estates teams.

We have also developed our partnership with the Wildlife Trusts, who have been assisting us with the creation of detailed habitat surveys of some of our estates. These will help us to develop future enhancement plans that will make them both more enjoyable for our customers but also more biodiverse, with greater varieties of plant and animal wildlife.

Our partnership will primarily look at how we enhance communal outdoor spaces across existing estates, whilst connecting our customers with nature and encouraging them to enhance biodiversity in their private outdoor spaces.

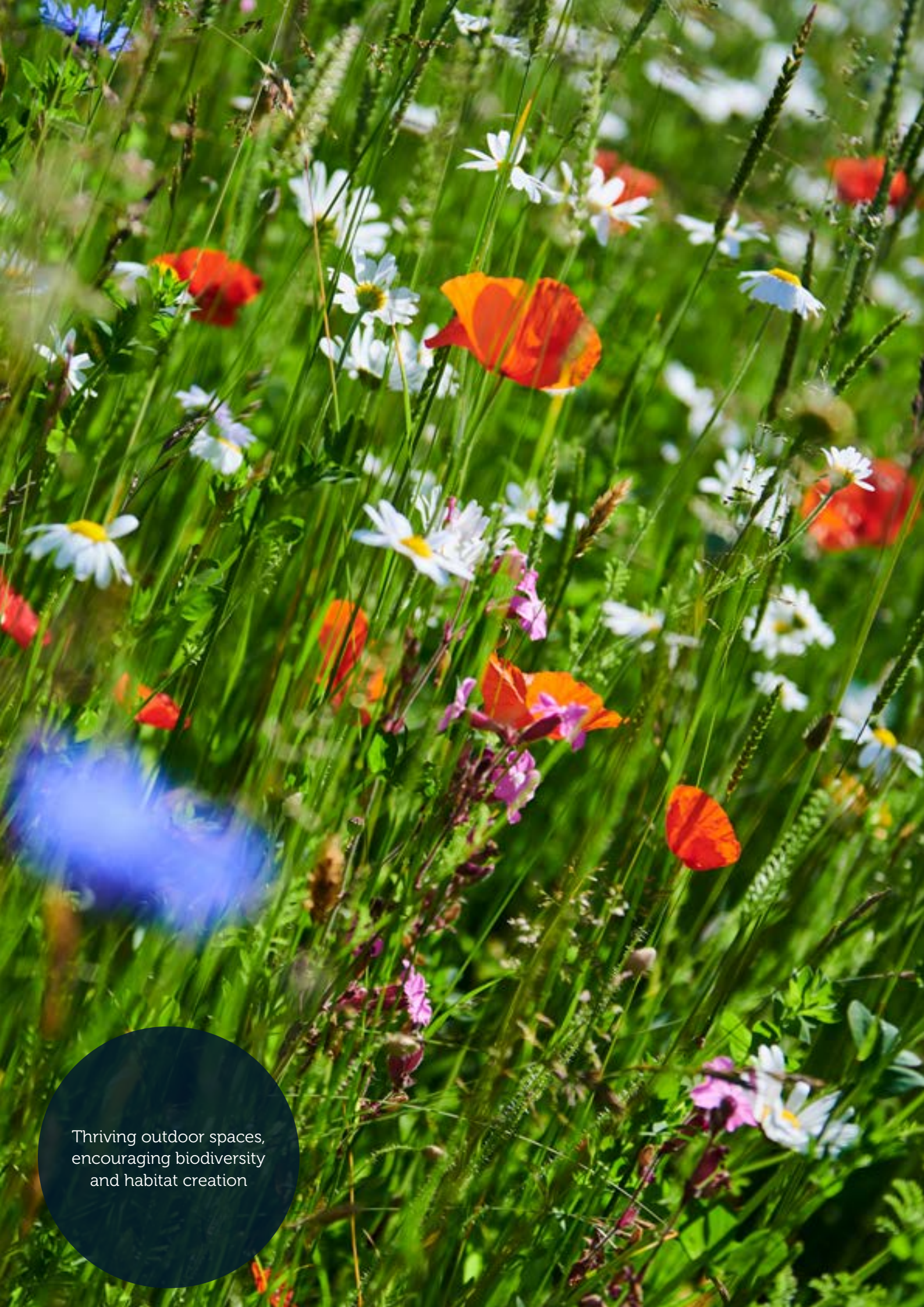
As part of this we are running a pilot project with the Wildlife Trusts across four representative estates to explore how we can enhance the biodiversity of the communal outdoor areas of our existing estates by developing a ‘manual’ of categorised Orbit estate habitats with suggested improvements. These improvements may range from maintenance regimes to delivering capital enhancements designed to ensure 30% of the outdoor areas is available for wildlife, an approach which aligns with the Wildlife Trusts 30by30 campaign.

We are also engaging with our customers and providing training for our in-house estates team, alongside undertaking surveys of our estates to identify existing and potential future green spaces, and assets such as trees and wildlife corridors. Once complete, this data will be used to inform and measure the success of our biodiversity strategy.

For more information about our work to reduce our environmental impact, please see our 2020-2021 Annual Report



Outdoor allotment space at our development in Alcester



Thriving outdoor spaces,
encouraging biodiversity
and habitat creation

Governance



Everything we do is underpinned by our rigorous approach to governance and risk assurance and compliance, and we are proud of the high standards we have achieved in these areas.

As a Registered Provider we fully comply with the National Housing Federation's (NHF) 2015 Code of Governance in all material aspects and with the Regulator of Social Housing's Governance and Financial Viability Standard. Whilst our non-charitable subsidiaries within the Group are not required to comply with the Code, they undertake to adhere to the spirit of it. We have developed our own probity and severance policy, which picks up the key principles of the NHF's Code of Conduct. In addition to this policy, we have our own code of conduct for board members.

Orbit's corporate governance is led by our Group Board, which engages with all stakeholders to ensure their interests are represented as part of the Group's decision-making processes, and that controls are in place to balance these interests. The primary role of the Board is to focus on strategic direction, growth and risk.

The Board is responsible for governing the affairs of Orbit Group and Orbit as a whole, and meets formally at least five times a year for regular business and at other times to discuss strategic issues.

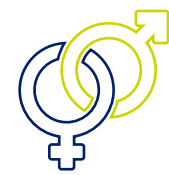
Board members are drawn from a wide background bringing together professional, commercial and public sector experience, with separate positions for the Chair and Chief Executive Officer. All board members are required to complete a Declaration of Interests form upon appointment and to notify us of any subsequent changes. Like all Orbit employees, board members must resubmit the Declaration of Interests form every 2 years. Independent reviews of the effectiveness of our Board are conducted regularly, with the last review undertaken in May 2020.

The Group Board is supported by three committees with specific responsibilities:

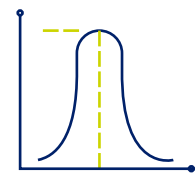
- Governance and Remuneration Committee – responsible for developing and maintaining our governance framework. This includes arrangements for the recruitment, induction, appraisal and development of board members, the review of the roles and responsibilities of board members and the structure and policies of board member remuneration. The Committee also considers our policy on remuneration, contracts of employment and conditions of service generally for executive directors and recommends to Group Board the specific remuneration packages for each of the Directors, including pension rights and any compensation/severance payments.
- Our Audit and Risk Assurance Committee considers the operations of internal audit and the appointment of external auditors, the scope of their work and their reports. The Committee monitors the implementation of our risk management strategy and internal audit plans. It reports to the Group Board on the effectiveness of the internal control arrangements and considers the financial statements before they are presented to Group Board for approval.
- The Development Committee oversees the development and sales activity of the Group and the implementation of the Development Strategy set by the Orbit Group Board. The Committee regularly monitors and reviews development activity against the approved Development Programme, Budget and Group Financial Plan. It also ensures that development risk – notably health and safety – is identified and managed effectively in accordance with the Group's Risk Management Strategy.

**Orbit's governance
arrangements continue
to be robust, confirmed
by maintaining our G1
and V2 regulatory rating**

Our Board



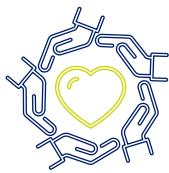
Gender
[5 male; 3 female]



Average age
59.75 years



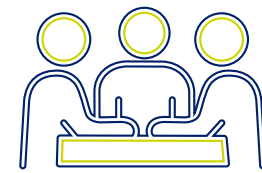
Average tenure
3.5 years



BAME
Board 12.5%,
Management Team 17%



Turnover in last 2 years
Board 50%,
Management Team 25%



9 years
maximum tenure
for board members



87.5%
of the board
non-executive directors

Risk Management

Risk Management is a fundamental element of our Internal Control Environment and Assurance Strategy, which feeds into our annual statement of internal controls. Our overall approach to risk management is based on good practice and our internal control environment is continually reviewed and monitored by the Audit and Risk Assurance Committee on behalf of the Board. All subsidiaries are required to implement our risk management framework and provide reports to their respective Boards.

The Senior Management Team within each subsidiary / division review their key risks three times each year, the outcomes of which are reported to their respective Boards or Committees. These risks are consolidated into business critical risks (BCR) which are reported to the Executive Team and Audit and Risk Assurance Committee (ARAC) three times a year and twice yearly to the Group Board.

Further information about our governance procedures can be found in our 2020–2021 Annual Report



Mill View at East Dereham, Norfolk

Our ESG Reporting Dashboard

The following metrics are based on our ESG strategy.

ESG Strategy Pillars	UNSDG Goal	2020-21 outcome
Customers and Communities Customers financially better off	1. No poverty	2,121 customers supported by our Tenancy Sustainment service 914 customers supported into jobs and employment related training or volunteering Customers supported to manage nearly £1 million of their debt 840 customers financially better off annually by £2,978 through Orbit's support services
UKSCI score (united Kingdom Customer satisfaction Index)	16. Peace Justice and strong institutions	4.2 out of 5
Partners Number of contracts and value to social enterprises in the supply chain	17. Partnerships for the goals	10+
Health and Safety	9. Industry innovation and infrastructure	£2.8m
	3. Good health and wellbeing	100% compliant
People Number of employees volunteering and hours delivered	8. Decent work & economic growth	12/213hrs
Gender pay gap (median measure)	5. Gender equality	19.3%
% of under represented groups employed	5. Gender equality	21.6%
Environment Scope 1 & 2 carbon footprint	13. Climate action	7,329 tonnes of carbon dioxide equivalent (tCO2e)
Total waste sent to landfill (direct or indirect control)	12. Responsible consumption & production	Being baselined
	15. Life on land	

Orbit's Reporting against the Sustainability Reporting Standard for Social Housing (SRS)

SRS Social

Affordability

#	Theme #	Type of Criteria	Criteria	Measurement Unit	2020-21 outcome
C1	T1	Core	For properties that are subject to the rent regulation regime, report against one or more Affordability Metric: 1) Rent compared to Median private rental sector (PRS) rent across the Local Authority 2) Rent compared to Local Housing Allowance (LHA)	Rent compared to LHA as a percentage decrease	46% saving £241.85
				Rent compared to PRS as a percentage decrease	62% saving £323.72
C1	T1	Core	Share and number of Existing Homes (homes completed before the start of the previous financial year)	% and Number of General needs (social rent)	23915 - 62.5%
				% and Number of intermediate rents	116 - 0.3%
				% and Number of affordable rents	5224 - 15.3%
				% and Number of supported housing	732 - 1.9%
				% and Number of Housing for older people	2895 - 7.6%
C3	T1	Core	Share and number of New Homes (homes that were completed in the previous financial year)	% and Number of Low-cost home ownership	4896 - 12.8%
				% and Number of Care Homes	84 - 0.2%
				% and Number of Private Rental Sector	94 - 0.2%
				% and Number of General needs (social rent)	125- 15%
				% and Number of intermediate rents	0
				% and Number of affordable rents	276 - 33.1%
				% and Number of supported housing	0
				% and Number of Housing for older people	72 - 8.6%
				% and Number of Low-cost home ownership	348 - 41.7%
				% and Number of Care Homes	0
				% and Number of Private Rental Sector	1 - 0.1%
				% and Number of other	26 - 1.6%

Affordability

#	Theme #	Type of Criteria	Criteria	Measurement Unit	2020-21 outcome
C4	T1	Core	How is the housing provider trying to reduce the effect of fuel poverty on its residents?	Qualitative response	<p>As at year end March 2021, we have 80.4% of our homes at Energy Efficiency band C or above. By having a warmer, healthier and energy efficient home, our customers are able to enjoy reduced heating and hot water costs, and hopefully reduced the number of customers experiencing fuel.</p> <p>Moving forwards, we are building our internal teams to support the delivery of our carbon strategy and ongoing energy efficiency and carbon programmes.</p> <p>We will continue to improve the energy efficiency of our homes through a number of ways such as improving the heating systems, windows, doors and insulation, which will help us achieve our target of ensuring all our properties are Energy Efficiency band C or above by 2030.</p> <p>We will also continue to reduce the carbon emissions of our homes in line with the Government's target to achieve net zero carbon by 2050. To achieve this, we are looking into a number of innovative products and will be trialling some of these this year as part of a whole house refurbishment; this trial will also include heat pump and photovoltaic roof panels with battery storage that will enable any electricity generated to be stored and used at a later point.</p> <p>We were delighted to have been awarded, in partnership with Stratford-upon-Avon District Council, £1.45 million by the Government's Social Housing Decarbonisation Fund (SHDF) Demonstrator to install sustainable technologies in a number of our homes in Stratford. The SHDF Demonstrator is a UK-wide scheme which will upgrade around 2,000 social homes currently EPC rating D or below, using a whole house retrofit approach, with energy efficiency products such as floor and wall insulation and low carbon heating. Alongside the SHDF fund, we are investing a further £2.2 million into the project to help us better understand the scale of the challenge ahead and, importantly, explore the impact of selected sustainable technologies in a retrofit application.</p> <p>Orbit also offers a tariff swapping service called Switch and Save, which supports our residents in changing to a cheaper green tariff for electricity and gas. Our chosen suppliers have been selected both on their value provided and their excellent service offering. In addition, residents also receive a rebate as part of this process.</p> <p>The combination of more energy efficient homes and lower tariffs should do much to alleviate fuel poverty. Of course, we are constantly looking to go further and as such are currently engaging in a large-scale engagement programme with our customers to better understand how we can support our residents with their day to day energy bills, the decarbonisation of their homes and the use of new technologies installed as part of any retrofit programme.</p>
C5	T1	Enhanced	What % of rental homes have a 3 year fixed tenancy agreement (or longer)	% of homes	35.6%

Building Safety and Quality

#	Theme #	Type of Criteria	Criteria	Measurement Unit	2020-21 outcome
C6	T2	Core	What % of homes with a gas appliance have an in-date, accredited gas safety check?	% of homes	100%
C7	T2	Core	What % of homes have an outstanding Fire Risk Assessment?	% of homes	0%
C8	T2	Core	What % of homes meet the Decent Homes Standard?	% of homes	99.91%

Resident Voice					
#	Theme #	Type of Criteria	Criteria	Measurement Unit	2020-21 outcome
C9	T3	Core	What arrangements are in place to enable the residents to hold management to account for provision of services?	Number of Resident members on the board and Number of meetings annually	There are four resident's on our board and seven meetings each year.
				Number of Resident Scrutiny Panels and number of meetings annually	We delivery quarterly performance webinars and 4 scrutiny hackathons
				Number of Resident boards/forums and Number of meetings annually	242
				Qualitative response	Customers can engage with Orbit through methods such as social media, conversations with our property management team or scheme manager in our Independent Living properties, complaints and our perception and transactional surveys. They can take part in local engagement activities such as estate inspections and we provide strategic activities for customers to be able to hold us to account on our performance, scrutinise our services, shape recommendations for improvement and influence our future decisions. These activities are delivered across multi-channels to ensure they are accessible for all.
					Our performance information is shared with customers on a quarterly basis alongside voice of the customer data for them to select a topic to review, a process we call 'scrutiny'. Customers can then take an active role in scrutiny by becoming a scrutiny champion or just take part in a one-day workshop to address a problem and identify solutions.
					In addition to this, they can engage with us 24/7 through our digital engagement platform,Your Voice. On this platform they can find out information on engagement activities, training sessions, view our board meeting notes and take part in surveys, polls and discussion forums.
C10	T3	Core	How does the housing provider measure Resident Satisfaction and how has Resident Satisfaction changed over the last three years?	Qualitative response	Orbit measure satisfaction through a real-time feedback approach where short surveys are triggered to customers based on an interaction or upon completion of a service. These surveys are targeted at transaction and day-to-day operational services. Surveys are based on a 1-5 scoring scale, supported by a verbatim comment from the customer. In 2020-21 we moved from converting the score to a percentage to simply reporting the average score. Between April 2017 and March 2020 the percentage satisfaction score increased from 82.7% to 86.8%. Over the past 12 months, since introducing the new 1-5 scale, our real time feedback satisfaction has increased from 3.98 to 4.21 out of 5.
Resident Support					
#	Theme #	Type of Criteria	Criteria	Measurement Unit	2020-21 outcome
C12	T4	Core	What support services does the housing provider offer to its residents. How successful are these services in improving outcomes?	Total investment into community	£6.4 million
				Investment strategy in place	Yes
				Total social value from all projects	£49,657,746
				Number of customers engaged in resident support	5,561
				Percentage of customers receiving a positive outcome	83%
				Qualitative response	Our support services to our customers utilise all our assets and resources to deliver the greatest social impact we can as an organisation and in partnership with others. It is our intention to: <ul style="list-style-type: none"> • provide housing and support to enable our customers to be financially better off by ensuring affordability of our core offer, reducing the costs of a customers first year tenancy and ensuring services are delivered which help to put money in the customers pocket. • provide quality services to support our customers to stay with us, through the delivery of services that support living independently for longer, a tenancy coaching model and access to quality employment opportunities. • create the environment for individuals and families to thrive in their communities by providing quality green and blue places to relax and play, ensuring our work is placemaking-led and helps improve our customers wellbeing. • use our influence and assets to ensure our customers benefit in from the creation of more vibrant local economies. We do this through working with our partners to facilitate the building of great places to live, leading the sector in supporting the development of the social economy and services which support our customers to thrive.

Placemaking

#	Theme #	Type of Criteria	Criteria	Measurement Unit	2020-21 outcome
C13	T5	Enhanced	Provide examples or case studies of where the housing provider has been engaged in placemaking or placeshaping activities.	Qualitative response	<p>Creating a new neighbourhood for Erith</p> <p>Park East is an exciting new collection of apartments and duplexes in Erith. Homes are modern and stylish, while outside there are beautifully landscaped gardens and green space and activities and spaces for family and friends. Our work at Erith is an example of our approach to placemaking which has seen us deliver a number of transformations to the area as part of our commitment to our customers and the community.</p> <p>The project saw us undertake a large-scale transformation of 1970s high-rise tower blocks, previously suffering from low demand and a poor local reputation, turning them into a modern, thriving community. With a HUB in the town centre, we pride ourselves on being within the community and able to support charities and enterprises directly in responding to social and business need.</p> <p>In building Erith Park Community Centre in the first phase of our placemaking, we created another space to use for a myriad of activities, be it keeping fit, coffee mornings, or hosting a bake sale. Sitting opposite is a large play park, that makes it the ideal location for families. Right next to the play area is the Dell, a natural protected mini-glade (forest) that allows our customers to engage with nature in safety and comfort.</p> <p>The award-winning Little Day Dreams nursery at Erith was set up by an Orbit tenant. Take up with residents has been so high that we have committed to another facility for a second day care centre, so customers have an additional place for their children to be cared for within the community.</p> <p>The Erith Exchange has been a great success story. Housed in the Old Carnegie library, it now hosts a café and a community space which supports a range of social enterprises and organisations focused completely on building a community. From art clubs, to woodworking and textiles, there is something for everyone to be done at the Exchange, and the setting up of a Sunday market is now being explored.</p>

SRS Environmental

Climate Change

#	Theme #	Type of Criteria	Criteria	Measurement Unit	2020-21 outcome
C14	T6	Core	Distribution of EPC ratings of Existing Homes (those completed before the start of the previous financial year)	% of Homes rated A	0.37%
				% of Homes rated B	20.11%
				% of Homes rated C	59.6%
				% of Homes rated D	18.17%
				% of Homes rated E or worse	1.74%
C15	T6	Core	Distribution of EPC ratings of New Homes (those completed in the previous financial year).	% of Homes rated A	1.9%
				% of Homes rated B	97.4%
				% of Homes rated C	0.6%
				% of Homes rated D	0%
				% of Homes rated E or worse	0%
C16	T6	Enhanced	Scope 1, Scope 2 and Scope 3 green house gas emissions	Scope 1 Kg/Co2 output	6842
				Scope 2 Kg/Co2 output	487
				Scope 3 Kg/Co2 output	Only looking at scope 3 biannually

Climate Change

#	Theme #	Type of Criteria	Criteria	Measurement Unit	2020-21 outcome
C17	T6	Enhanced	What energy efficiency actions has the Housing Provider undertaken in the last 12 months?	Qualitative response	<p>Orbit has performed a number of actions operationally and in our property portfolio to improve the energy efficiency of the business, including the creation of our ESG strategy, supported by our Orbit Earth Steering Group and programme.</p> <p>We have created a cross-business Carbon Forum to manage our Net Zero Carbon approach, providing oversight of our delivery plan and helping fosters a culture of collaboration and innovation.</p> <p>A business wide energy audit has identified numerous recommendations to further reduce our energy consumption. We have switched energy suppliers to provide 100% renewable electricity (REGO-certified) for all offices and communal areas where we control the energy procurement, and are working with our landlords to encourage them to adopt renewable electricity elsewhere.</p> <p>Our carbon footprint data has been improved with the inclusion of construction activities, pre-sale voids and pre-let voids.</p> <p>Our offices have been consolidated further as part of a long-term strategy to modernise our offices and provide an agile working solution for employees. This was in motion before COVID, but the pace of change has accelerated as a result. This has resulted in a permanent reduction in energy consumption from offices and travel. We have installed EV charge points at our head office, upgraded our fleet with more fuel-efficient models and leased our first electric vehicle.</p> <p>We have also started building our decarbonisation retrofit programme and have been awarded funding as part of the Social Housing Decarbonisation Fund Demonstrator pilot in partnership with Stratford-upon-Avon District Council. This pilot will result in a whole house retrofit to c.69 properties reducing the carbon footprint and improving the warmth of customers' homes.</p> <p>Our ongoing planned maintenance programme has improved the energy efficiency of our homes through a number of measures such as replacing our current heating systems to new and more efficient boilers, replacing old storage heaters with high heat retention storage heaters, loft top-ups and cavity wall installations, and the installation of new more efficient windows and doors poverty.</p> <p>In our new-build developments, our new design specification and houstypes include improved thermal efficiencies, measures to reduce water and energy usage, induction cooking facilities as standard and includes the installation of EV charge points wherever possible.</p> <p>We have developed a Modern Methods of Construction (MMC) strategy and working group, and aim to increase the percentage of new homes built by MMC techniques to deliver benefits in terms of embodied and operational carbon, as module and timber-frame units require less time to build and can be built to a higher level of energy efficiency than traditional construction.</p>

Climate Change

#	Theme #	Type of Criteria	Criteria	Measurement Unit	2020-21 outcome
C18	T6	Enhanced	How is the housing provider mitigating the following climate risks: - Increased flood risk - Increased risk of homes overheating	Qualitative response	<p>Orbit's portfolio is not deemed a high flood risk. We are not complacent however and are reviewing flood risk as it evolves from solely being an issue driven by main water courses, to one that can also be caused by surface water run-off. Our insurers annually carry out flood risk mapping of our existing portfolio to assess overall risk profile and any changes with time, and we have proactive clearance and management regimes for drainage systems across our built environment to further reduce flood risk.</p> <p>Our new developments are also assessed for flood risk at the planning and design stages. Consideration is given to the existing flood risk of a proposed site and the impacts the development would have on the water catchment, particularly downstream. Orbit incorporates Sustainable Urban Drainage Systems (SUDS) to reduce run-off wherever possible. Other common measures taken might include minimisation of permeable pavement, gullies and ponds, and inclusion of other greenspaces.</p> <p>Orbit is reducing the risk of overheating as part of an ambitious decarbonisation retrofit programme. The Demonstrator pilot in Stratford-upon-Avon is being completed in compliance with PAS 2035 and provides a framework for not only making homes more energy efficient, but also provision for ventilation, heating efficiency and cooling in the summer.</p> <p>Orbit is also planning to conduct a climate change impact assessment over the next two years.</p>
C19	T6	Enhanced	Does the housing provider give residents information about correct ventilation, heating, recycling etc. Please describe how this is done.	Qualitative response	<p>We know that we need to work in partnership with our customers, providing awareness, information and effective ways they can get involved and contribute towards caring for their home and planet.</p> <p>We have started this journey by conducting a wide-reaching customer research into attitudes and knowledge around climate change and sustainability, which will provide insight on our customers' understanding of these issues and the support needed to make sustainable behavioural changes inside and outside their homes.</p> <p>Our Switch and Save webpages contain a number of energy tips to help customers monitor and reduce their energy consumption without neglecting their heating requirements. We have a dedicated 'Caring for our planet' page within our customer handbook for rented customers and similar information in our welcome pack and aftercare manual for new build customers to provide advice around all things environmental.</p> <p>We provide information on how customers can look after their homes with regards to ventilation and mould on our customer website (https://www.orbitcustomerhub.org.uk/manage-my-home/my-home-community/home-safety/condensation-and-mould/) and a range of downloadable leaflets available, which is also available to through our dedicated property management team.</p>

Ecology

#	Theme #	Type of Criteria	Criteria	Measurement Unit	2020-21 outcome
C20	T7	Enhanced	How is the housing provider increasing Green Space and promoting Biodiversity on or near homes	Qualitative response	<p>Understandably, the last year has been a challenging time for volunteering and community events. Our efforts have therefore focused on collabortative work to enhance some of our greenspaces whilst minimising the risk from COVID-19. We were proud to plant over 1,000 trees and hedging plants at Applegarth with North West Countryside Kent, SLS and our local estates teams. A small garden was also created for the enjoyment of the community. We also planted memorial rose bushes at seven of our Independent Living Schemes in Bexley in recognition of those lost during the pandemic.</p> <p>We have developed our partnership with the Wildlife Trusts who have been assisting Orbit with the creation of detailed habitat surveys of some of our estates (chosen as a representative sample) to help us understand their current status. These surveys will help us develop future enhancement plans that make our outside spaces both more enjoyable for our customers and also more biodiverse, with greater varieties of plant and animal wildlife, and an understanding of how they fit into and can benefit local greenspaces. We plan to develop a manual and training for our estates team to assess the habitat type and biodiversity level of our estates and develop their individual improvement plans.</p> <p>Within our core estates team, we are also recruiting two tree officers to enable the business to effectively manage the thousands of trees across our estate.</p>
C21	T7	Enhanced	<p>Does the housing provider have a strategy to actively manage and reduce all pollutants?</p> <p>If so, how does the housing provider target and measure performance?</p>	<p>1. Yes</p> <p>2. No, but planning to develop a strategy</p> <p>3. No, no plans to develop a strategy</p>	<p>2: Additional information: Orbit is currently enhancing its environmental management system to identify and reduce its environmental impacts, including air, land and water pollution. The EMS will be developed and embedded by Mar-22 and will be externally audited to ISO 14001 by Sep-22.</p> <p>Orbit is also piloting a moss wall innovation project at one of our developments. This wall will act as a natural filter, reducing air pollution resulting from the nearby main road. Lessons learned will be applied elsewhere.</p>

Resource Management

#	Theme #	Type of Criteria	Criteria	Measurement Unit	2020-21 outcome
C22	T8	Enhanced	<p>Does the housing provider have a strategy to use or increase the use of responsibly sourced materials for all building works?</p> <p>If so, how does the housing provider</p>	<p>1. Yes</p> <p>2. No, but planning to develop a strategy</p> <p>3. No, no plans to develop a strategy</p>	<p>2: Orbit is currently in the process of developing an action plan and sharing resources available through the Supply Chain Sustainability School. We have set ourselves the target of becoming a Bronze member by March 2022. In the meantime, we have reviewed our template contract agreements and quality scoring criteria to better incorporate our Orbit Earth environmental programme.</p>
C23	T8	Enhanced	<p>Does the housing provider have a strategy for waste management incorporating building materials?</p> <p>If so, how does the housing provider</p>	<p>1. Yes</p> <p>2. No, but planning to develop a strategy</p> <p>3. No, no plans to develop a strategy</p>	<p>2: Orbit has recently developed a new waste management procedure and site waste management plan to better collate data and targeted suppliers and contractors for engagement on resource efficiency. We are also integrating this better into our environmental policy and Orbit Earth programme. Orbit has also increased its work both with the National Wood Project and Recycling Lives with positive impacts on our waste performance metrics and social value generation.</p>

SRS Governance

Structure and Governance

#	Theme #	Type of Criteria	Criteria	Measurement Unit	2020-21 outcome
C25	T9	Core	Is the housing provider registered with a regulator of social housing?	Yes/No	Yes
C26	T9	Core	What is the most recent viability and governance regulatory grading?	G1/V1 etc.	Governance rating G1 (The provider meets the requirements on governance set out in the Governance and Financial Viability standard). Viability Rating V2 (The provider meets viability requirements and has the financial capacity to deal with a reasonable range of adverse scenarios.)
C27	T9	Core	Which Code of Governance does the housing provider follow, if any?	Name of code	NHF Code 2020
C28	T9	Core	Is the housing provider Not-For-Profit? If not, who is the largest shareholder, what is their % of economic ownership and what % of voting rights do they control?	Name, %, %	Yes
C29	T9	Core	Explain how the housing provider's board manages organisational risks	Qualitative	We undertake quarterly reporting and review Business Critical Risks every 6 months, including stress testing
C30	T9	Enhanced	Has the housing provider been subject to any adverse regulatory findings in the last 12 months (e.g. data protection breaches, bribery, money laundering, HSE breaches or notices) - that resulted in enforcement or other equivalent action?	Yes/No	No

Trustees

#	Theme #	Type of Criteria	Criteria	Measurement Unit	2020-21 outcome
C31	T10	Core	What are the demographics of the board?	% gender of board Average age of board Average tenure of board % BAME board members	62.5% male 59.75 3.5 yrs 12.5%
C32	T10	Core	What % of the board and management team (exec team) have turned over in the last two years?	%	Board = 50% Management team = 25%
C33	T10	Core	Is there a maximum tenure for a board member? If so, what is it?	Yes/No, Length of tenure	9 years
C34	T10	Core	What % of the board are non-executive directors?	Number	87.5%
C35	T10	Core	Number of board members on the Audit Committee with recent and relevant financial experience	Number + description of experience	3 board members on the audit committee with relevant financial experience
C36	T10	Core	Are there any current executives on the Remuneration Committee?	Yes/No	No
C37	T10	Core	Has a succession plan been provided to the board in the last 12 months?	Yes/No	No. We have a Recruitment, Renewal and Succession Planning Framework which sets out all terms of office and retirement dates for all board members, and the arrangements for recruitment. When a Board Member retires we look at the skills we are losing and then do a review of the Board as a whole to ensure the range of skills and experience across that particular board are current and relevant for the business.

Trustees

#	Theme #	Type of Criteria	Criteria	Measurement Unit	2020-21 outcome
C38	T10	Core	For how many years has your current external auditor been responsible for auditing your accounts?	Number of whole years	6 years
C39	T10	Core	When was the last independently-run, board-effectiveness review?	Date	May 20
C40	T10	Core	Are the roles of the Chair of the Board and CEO held by two different people?	Yes/No	Yes
C41	T10	Core	How do you handle conflicts of interest at the board?	Qualitative	Board members complete a Declaration of Interest Form on appointment and are responsible for informing the Group Company Secretary of any changes. Board members also have to declare any interests they have in any items on Board agendas at the start of the meeting. Once declared, they do not vote on the item in question and, depending on the type of interest, can be asked to leave the meeting until the matter has been dealt with.

Staff Wellbeing

#	Theme #	Type of Criteria	Criteria	Measurement Unit	2020-21 outcome
C42	T11	Core	Does the housing provider pay the Real Living Wage?	Yes/No	Yes
C43	T11	Core	What is the gender pay gap?	% gap	Median = 19.3%
C45	T11	Enhanced	How does the housing provider support the physical and mental health of their staff?	Qualitative response	<p>At Orbit, we have always had a passion for our colleague’s wellbeing. However, since the outbreak of coronavirus, we wanted to proactively build on our existing foundations and pre-empt the additional support and self-help our employees may need during the current crisis.</p> <p>In May 2020, Orbit conducted an online Wellbeing Survey which had over 800 responses from our employees. The data gained from the survey showed that although Orbit offer enough to promote employee’s wellbeing, it can be more structured – offering a proactive response, rather than reactive.</p> <p>As a result we put in place a structured approach and an identity for our wellbeing strategy to support our colleagues, ‘This is Me’. As ‘This is Me’ has evolved, we have kept the needs of our colleagues at the heart of our strategy. The change we have seen culturally, in such a short period of time, has been vast and as such, the leadership teams are now looking at personalising the approach in their areas to provide focus on what colleagues need at a more localised level.</p> <p>What we provide to support our colleagues’ wellbeing:</p> <ul style="list-style-type: none">• Wellbeing training for Managers and Colleagues• ‘Thisisme’ talks with colleagues and external guests talking about sensitive subjects• Qualitative resources designed specifically for Orbit, focused on self-help including podcasts and webinars• Dedicated mindfulness sessions• A virtual Personal Trainer offering classes• Employee Assistance Programme Service• Occupational Health service• Dedicated Mental Health First Aiders• Listening hours, dedicated time each month to provide support to colleagues <p>The value and success of this programme was recognised by being shortlisted as a finalist in the Legal & General ‘Not a Red Card Awards 2020’. These awards are based on their ‘Not a Red Card’ campaign which aims to help raise awareness, remove stigma and take real action around mental health in the workplace, through providing employers with the support they need to protect their most valuable asset, their people.</p>
C46	T11	Enhanced	Average number of sickdays taken per employee	Number of days	6 days

Supply Chain

#	Theme #	Type of Criteria	Criteria	Measurement Unit	2020-21 outcome
C47	T12	Enhanced	How is Social Value creation considered when procuring goods and services?	Qualitative Response	<p>The Procurement Team champion social value in tendering and have both supported and encouraged the business in including this for all requirements along with collecting the subsequent deliverables pledged. We have included a social value requirement in all centrally administered tender exercises for the past few years and the procurement team co-wrote the existing social value framework with the Community Investment Team, to offer practical solutions to suppliers who are either not sure what to offer or how to offer it. This is now a standard document in our procurement suite.</p> <p>We launched the first focused VCSE Dynamic purchasing system in the UK, specifically designed to lower the barriers to entry for VCSEs to deliver goods and services to Orbit and other public sector providers. An example of the impact of this is the introduction of a supplier who wanted to invest their social value contributions with Orbit to our Independent Living team. This has resulted in a circular procurement experience where Independent Living purchase office supplies through the supplier, and the supplier in turn donates Dementia dolls and wellbeing packs or subscriptions to Orbit customers.</p> <p>Procurement also supports the Community Investment Team in collecting Social Value from suppliers using expert knowledge of contracts to ensure that the Social Value offered is delivered as part of their contractual obligations. We also use our relationships with suppliers to leverage social value even when it is not contractual, and introduce Community Investment to various suppliers when they need someone to provide a specific service.</p> <p>As part of Orbit's own ESG targets we have set an ambition for year-on-year increases in the number and value of contracts being delivered by purpose driven enterprise. This focus across the business has led to over 10 social enterprises now delivering goods and services to Orbit, with over £2.8million of value. This is spend outside of our core community investment programme.</p>

Supply Chain

#	Theme #	Type of Criteria	Criteria	Measurement Unit	2020-21 outcome
C48	T12	Enhanced	How is Environmental impact considered when procuring goods and services?	Qualitative Response	<p>The Procurement Team produce an annual Procurement Pipeline of upcoming work in consultation with the business. As well as value and new requirements, the team review what environmental efficiencies can be engineered.</p> <p>When doing full UK tenders (tenders for values over £189,000) we request and review each applicants Environmental and Corporate Social Responsibility policies.</p> <p>We consider environmental specifics within the scope of each contract, for example in a recent grounds maintenance tender we requested proposals to support environmental impact reduction and mitigation benefits, together with considerations on additional added value/best practice tangibles for waste, ecology, energy/net zero carbon, water, air quality and sustainable sourcing. This then becomes a contractual obligation if agreeable.</p> <p>We also encourage the use of social enterprises within the supply chain. For example, we now work with a social enterprise supplier for office supplies, which actively sources more environmentally friendly products and collects and recycles old office products.</p> <p>Within Orbit Homes, a pilot has taken place to introduce the use of wood recycling on site rather than using mixed skips. Building homes is a large part of our environmental footprint so changes such as this, however small, can have a big impact.</p> <p>Measuring our impact is also key. When sourcing a new waste contract, we sought a supplier with a comprehensive management reporting suite so that we can measure waste produced. We also co-ordinate other pieces of MI such as Train journeys and Mileage so that this can be reported on as part of our environmental commitments.</p> <p>The Procurement Team was also instrumental in moving Orbit from Brown to Green electricity for both offices and communal areas at no extra cost as part of the Group wide Energy Procurement. This helped deliver a 17% reduction in our Carbon Footprint for the year 19/20 and the purchase Green electricity within the procurement of Energy contracts is now standard policy, and we are exploring options for 'green gas' in the future.</p> <p>We have facilitated the ordering of electric vehicles via our fleet contract and through the recent EV ChargePoint pilot project, have provided ease of charging these vehicles to encourage uptake across the business. Our involvement with the ChargePoint project involved complete end-to-end project management and has benefitted both Orbit employees and our communities.</p>

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