

Annual Review for Residents

2022/23



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Welcome

Accountable, respectful, courageous and honest. Those are the values we live by at Anchor and I hope they come through clearly in the following pages.

I've been in senior roles at Anchor since 2014, becoming Chief Executive in August 2022. I really value the time I spend with residents and am pleased that I have many opportunities for that in my role.

I've heard about the positive impact our services can have, as well as residents' issues and concerns, and I'm keen to ensure those comments are informing what we do and how we do it.

Thank you to the many residents - and their relatives and friends - that I've spoken to as I travel around, often with other members of our Board and other colleagues. Thank you, too, to the Communications Group of the Residents Council, our Residents Voice Panel and many others who have informed this review and the Scrutiny Panel for their important work.

We have a lot to celebrate and there are also areas where we can do better, such as ensuring residents' queries and comments always get a swift and meaningful response.

Global challenges such as the war in Ukraine are having a devastating impact for those directly involved. They are also driving up costs for individuals and organisations in the UK.

It means we have to work hard to deliver value for money for residents today. At the same time, we're investing in new technology in response to residents' changing needs and ensuring our existing buildings are more energy efficient for the future.

This review provides a snapshot of the progress we are making.

Sarah Jones
Chief Executive





Sarah Jones (left) **Ann Stephens** (right)

I'm lucky to live where I do – though I will be the first to say that doesn't mean everything is perfect.

There are always improvements that can be made and, as Chair of Anchor's Residents' Council, I know residents' voices are helping ensure continuous improvement across the whole of Anchor.

This annual review has been developed with residents to summarise Anchor's progress over the past year, priorities for the future and how the organisation is performing. A lot has happened, including welcoming several new members to the council and other groups.

Among other things, the Residents' Council has been involved in conversations about the approach to repairs and maintenance, sustainability and supporting residents through cost of living challenges, such as with the Resident Support Fund. Senior Anchor representatives regularly attend council meetings, don't seem to mind when we ask awkward questions and want to get their heads round whatever we suggest.

There's more pressure from government to make sure that social landlords are doing the best for their residents too, including through new satisfaction measures. That's good news and you can read about them on page 13.

One of the great things about Anchor is the work to support residents' wellbeing. I have really enjoyed getting involved in activities and, while I know it can sometimes be difficult to get motivated, would really encourage others to look at what's available. You can read more about that on page 8.

We also all need to reduce our carbon footprint and members of the Residents' Council and our Property, Building Safety and Sustainability Group are working closely with the Anchor team to achieve that.

I would really encourage residents who haven't been involved in the past to put themselves forwards to our Residents' Voice Panel and other groups – and respond to satisfaction surveys. It's really important that Anchor hears from as many people as possible from as diverse backgrounds as possible – so more and more people enjoy living in places like where I live.

Ann Stephens
Residents' Council Chair


Review of the year

Resident Voice


We have four aims at Anchor:




Providing more and better homes



Creating more opportunities for colleagues



Being more influential



Being more efficient

In the 2022/23 financial year, we invested £45.5m in planned works to our existing properties, such as replacing bathrooms and kitchens and work to heating, insulation, lifts and internal and external decoration. £41m of this was in our rented properties and £4.5m in homeownership, reflecting the much larger number of rented properties compared to homeownership ones. Just as important as how much we spend, though, is ensuring we spend it on the right things.

That has never been more relevant than now. The war in Ukraine and other external factors have added to economic uncertainty across Europe, pushed up costs and meant it has taken longer than usual to get hold of some materials. With inflation creating real cost of living challenges for residents, we are working hard to ensure we focus on what matters most to you and delivers value for money.

We have a variety of ways in which we work with residents to ensure their voices are informing what we do and how we do it. As well as gathering views through regular satisfaction surveys, senior colleagues from across the organisation regularly meet with residents on our Residents Council, Scrutiny Panel and other groups.

Our Service Quality Committee, who you can read about on p14, also receive regular updates on how residents' voices are informing and shaping our work.

One example of that in action is the creation of our Community Safety Team, which helps safeguard residents and address anti-social behaviour and other issues that can impact on residents' lives.

Resident voices have also influenced the approach in our property team. We have created a structure with property surveyors who, where the geography makes it possible, focus on either our housing or our care homes.

The structure means property colleagues can build a much better understanding of the specific needs of each group of residents and stronger relationships with local operational colleagues. When walking round a location, they focus on listening to residents and colleagues they meet, as well as paying close attention to the properties – meaning residents can influence the timing of work.

Instead of relying on formulas to calculate what happens when, we can defer activity that's not yet needed and prioritise work that is more urgent. In the longer term, this partnership approach will save money too as it will help us identify why certain repairs recur – so we can prevent them from being needed.

Case studies

Resolve 100 was set up to drive small property improvements. These were often outside of normal planned works and hadn't been getting resolved in the past but have a positive impact on residents. Resolve 100 is coming to an end, as we work to make these small improvements on an ongoing basis.

At Hampton Crescent, an extra care development in Leeds, they have been enjoying a newly built gazebo and seating area. Not-for-profit organisation Creative Support helped fund the work.

Resident Les Gawthorpe said: "It is lovely to have somewhere nice to sit out and enjoy the lovely fragrances from the flowers."

Elaine Deighton, also a resident, added: "The outside seating area has created a lovely meeting place and residents have enjoyed picnics and drinks during the summer evenings."

Other examples of work include repairs to a clock at Hanover Court in Dersingham, Norfolk.

When the late Queen and The Duke of Edinburgh came to open Hanover Court in January 1981, The Duke of Edinburgh donated money for the clock. After some years the clock fell into disrepair and the clock tower was boarded up – until one of the residents suggested having the clock repaired to celebrate the Queen's Platinum Jubilee.

Resident Judith Minns said: 'We are delighted to have a clock again and this one is extremely attractive. It enhances not only the Hanover estate but the whole of the Holyrood estate, is a reminder of our connection to the Royal Family and an education tool for the local children.'

At Montague & Lionel Court, Leeds, a new smart TV was fitted in the communal lounge, enabling residents to access Anchor's Be Well wellbeing activities. In Maple Court, Liverpool, new fencing was installed where there had been just a low level wall adjoining another property's private driveway and side street. Residents now feel safer and can enjoy the space more.

At Willow Court, Braunstone, Leicester, their dated quiet room was revamped to make it much more inviting.



Residents Elaine Deighton and Les Gawthorpe (pictured, below) enjoying the new gazebo and seating area at Hampton Crescent in Leeds, while (above) Mary Stark, cuts the ribbon with Creative Support Operations Manager Michelle Moore.



Sustainable homes

Our aim is to enable current and future generations to love living in later life.

We have been listening to residents' views on the environment and sustainability: from reducing waste and pollutants to maintaining green spaces around homes. We also looked at how to make homes more energy efficient, comfortable and affordable to run, while tackling climate change.

What is Net Zero Carbon?

Burning fossil fuels releases carbon dioxide, a major cause of climate change, and we're already seeing more extreme weather. Our Government has committed to being net zero carbon by 2050 – so the amount of carbon dioxide emitted into the atmosphere is no more than the amount removed by trees, oceans and other means.

Making homes more energy efficient

The Government requires our rented homes to reach a decent energy efficiency level (Energy Performance Certificate C) by 2030. We also need to move away from using gas to heat our homes. We're looking at how homeownership properties reach the same energy efficiency and whether external funding can help.

A total of 83 per cent of our 35,000 rented homes and 55 per cent of our 13,000 leasehold homes already meet or beat the EPC C standard. The best way to make homes more energy efficient is a 'fabric first' approach – making sure that heat isn't leaking out through the walls or windows. As a result we have been:

- Insulating walls and lofts
- Putting in high quality double glazed windows
- Replace lighting with energy efficient LED lighting
- Installing more energy efficient heating

It isn't sustainable to rip out systems that work perfectly well, so we are prioritising the homes that need most work to meet the standard.

Damp and mould

The Housing Ombudsman has made recommendations for housing providers on damp and mould. We've compared our approach and developed it to ensure we're following best practice.

We carry out a regular programme of stock condition surveys. Of 13,612 surveys conducted most recently, none had severe damp and mould, but 45 had moderate, and 701 had slight, damp and mould. These are all being resolved.

We have:

- updated guidance for colleagues on preventing damp, mould and condensation.
- Issued surveyors with damp meters.
- Put in place a process for providing an initial assessment to location managers within five days of receiving a report of damp or mould.

Over the longer term, bringing all of our homes up to net zero standards will also ensure that they are not prone to damp and mould.



Anchor's total carbon footprint in 2022/23 was **238,141.5** tonnes/CO₂e. That's equivalent to **2,706,153** journeys from London to Glasgow in an average sized car. It would take **10,824,614** trees one year to absorb that much carbon.

If you have concerns about damp, mould or condensation in your home, you can report it online (www.anchor.org.uk/existing-residents/report-a-repair), or speak to your local manager who will support you in logging the details. Our property team will then investigate and take the relevant steps, or provide the appropriate advice, to resolve the issue.

Electric vehicle charging points

From 2035 no new petrol or diesel cars will be made in the UK.

We're looking at the demand for us to install electric vehicle charging points where there are parking spaces. Some residents are very keen while others don't see the need yet.

This year, we developed two pilot schemes at Denham Garden Village and Bishopstoke Park, installing charging points in the shared car parks for residents to use. In the pilots we funded the installation of these charging points and users pay the cost of the electricity, plus a small fee per charge which is paid to EV Park for running the system. Residents have valued the convenience but have said the cost is more than expected.

These pilots will inform where and when we install charging points in other locations, and how to pay for them.



Residents' stories



Keeping the heat in: Cavity wall insulation at Exeter Drive, Colchester, Essex

A total of 1,731 properties received cavity wall insulation in 2022-2023, funded through the government's Energy Company Obligation scheme.

Anchor's Energy and Sustainability Team worked with heating and insulation contractor Warmfront to identify which of our housing properties would benefit. One of the locations was Exeter Drive in Colchester where 14 out of the 22 homes are highly exposed to the elements, making them hard to heat.

It wasn't all plain sailing; part way through the installation, bonded polystyrene beads that were used to insulate the cavity spilled through the wall in one property. Whilst this is rare, it still can happen through a poorly sealed gap. In this case, there was a gap under the kitchen window which was hidden by an under-sink unit.

As soon as the problem was spotted, the insulation work was paused and the mess cleaned up. A team then ensured the seals were effective in other residents' kitchens.

That meant there was less chance of the same issue happening in other properties when the insulation work restarted less than a week later.

Residents have really felt the benefit from the work and several have reported back that they haven't needed to put the heating on as frequently.

Resident Linda Ballard said the team were really helpful and polite.

June Birchmore (pictured) added. "I am really pleased with the work that has been done and they have done a good job of cleaning up the mess as they have gone along."

Supporting your wellbeing

Residents have a range of ways to improve their physical, mental and financial wellbeing through our Be Well services.

You can get help going online with Be Digital, learn a new skill through Be Skilled or hear from guest speakers and have a natter with other residents thanks to Be Connected. One of the most popular is Be Active, our wellness and movement programme which aims to help improve strength, co-ordination and balance.

Be Active provides a range of resources from exercise routines and podcasts to tips on how to keep the mind active. We offer live exercise sessions four times a week via Zoom.

Residents in our care homes benefit from our Zest activity programme, which is designed for all abilities and features a mix of active routines, dance moves, mobility work and gentle moving and stretching. Working across our housing and care services, we've used that expertise to also create a live seated Zest activity for housing residents who could benefit from it.

TV fitness guru "Green Goddess" Diana Moran helped us promote our fitness activities in March as part of efforts to encourage residents and colleagues to get moving to hit the government's recommended target of 150 minutes of activity per week.

Residents Council wellbeing lead Heather Rowell provides a link between the team working on resident wellbeing and the council. She said there is a real commitment to continuously improving residents' wellbeing.

"Before I became Lead I did not realise how hardworking the team is. They all seem to work assiduously and harmoniously to find ways to create a sense of belonging; to bring a sense of joy and purpose to our lives. If I hadn't seen it happen I would not have believed how the rich and diverse offerings create friendships and a 'looking out' for each other. That this even happens over Zoom is amazing. It's made me realise just how valuable the Be Well offering is, and how fortunate are those who live within the Anchor community and make use of its Wellbeing service."



"Green Goddess" Diana Moran chats with Norton House resident Lillith Reeves



Be Wise

Be Wise is our financial inclusion service, supporting all our housing residents to maximise their income by claiming any benefits they may be entitled to. The service can also help residents find the best deals on energy and insurance. In 2022/23 they helped residents claim a total of £4.3 million in entitlements.

The team also allocated our Resident Support Fund, which we introduced to help residents through the current cost of living crisis.

We've invested in expanding the team so they can help even more people in the coming year.

One couple who benefited were Mr and Mrs P. They were caring for each other and called to enquire about disability benefits for Mrs P as long term health conditions were affecting her mobility.

The Be Wise team were able to support with claims for Carers Allowance and Attendance Allowance, which entitled them to a severe disability premium for means tested benefit calculations and to pension credit guarantee. As a couple receiving pension credit guarantee their housing benefit increased to full entitlement of £115.92 a week and their council tax support was £26.46 which meant they no longer pay council tax.

All in all this couple ended up being £12,536.68 a year better off due to Anchor's support and received backdated payments due to the length of time for awards to be processed of just over £4,000.

Sam Scotcher, Financial Inclusion Manager, said: "This case took many hours of work. Without the technical knowledge, determination and support from our Advisor it would not have come to fruition."

For Mr and Mrs P, it was worthwhile. "We would 100% recommend the service to other residents. The help we had has changed our lives," they said. "We can travel and take holidays to see our friends and family to enjoy ourselves."



Costs and value for money

With inflation having risen to more than 10 per cent in 2022/23, individuals and organisations alike are facing challenging times.

The increases residents saw in their rent and service charge were largely due to external factors such as rising energy prices and inflation. Where we can, we're minimising the impact.

As well as our work to support residents' financial health with our Be Wise service (see page 9), we introduced our Resident Support Fund. This helps residents with essentials such as food, energy and emergency provisions. The fund is available for residents who:

- Require food, energy, or emergency items, which they are finding hard to pay for due to low funds or unexpected expenditure
- Have no savings available for these items (not including savings tied into bonds or trusts as these are not immediately available)
- Would be happy to talk to our Be Wise team about their benefit entitlement and/or how to save money on their regular expenditure.

For several years including 2022/23, many housing residents benefitted from the fixed price we had negotiated for energy at substantially below the market rate. More recently, our procurement team worked with our energy broker to get the best prices possible for residents when that contract ended in April 2023.

Our increased scale, thanks to the merger of Anchor and Hanover in 2018 and other growth, helps us negotiate better deals on what we buy than would be possible for individuals. We saved more than £2million in 2022/23 on everything from IT services to printing.

The rent levels we charge in our rented housing are controlled by a formula set by central government and usually increase in April each year. In previous years, rises have been linked to inflation.

For 2023/24, the government set the rent increase cap for existing tenants in social housing at 7% rather than the Consumer Price Index (CPI) + 1%. While there are exemptions to this cap for some specialist housing, where the usual formula of CPI + 1% can be applied reflecting an increase of 11.1%, we applied the lower figure of 7% in recognition of the challenges people are facing.

The financial challenges are real for colleagues too, which can add to recruitment challenges. We committed to paying colleagues the real Living Wage for the foreseeable future and gained accreditation from the Living Wage Foundation. This ensures staff are paid a wage that is fair and will support them through the cost-of-living crisis.

Our commitment to colleagues goes beyond fair pay. In 2023, we became the first housing and care provider to achieve Gold Status from Inclusive Employers, the leading membership organisation for employers who are committed to creating inclusive workplaces.



Our formal residents' groups, such as the Residents Council and the Scrutiny Panel, play an important role in ensuring residents' voices are informing decision making.

For example, our Homeownership Group is helping us to understand why satisfaction with our homeownership service is lower than it is for our rented service and what we can do to improve it.

Homeownership Group Chair, Shaun Bowron, said: "I have recently been appointed as Chair of the Homeownership group though I have been a regular member since its introduction at the end of 2022. Whilst it's early days and there's a lot to do, it's reassuring to hear the commitment in this area and I'm pleased residents' views are helping inform Anchor's approach."

Anchor's Service Quality Committee (see page 14) has a particular focus on the standards of service we provide. As well as attending formal meetings, Board members make regular visits to locations across Anchor to speak directly with residents.



Residents' stories

"I like living here," says Yvonne Daniels, who has lived at Hedgerow Court Extra Care housing scheme in east London since 2014.

As well as activities at Hedgerow Court, she also attends the local library to do her knitting class, keep fit and tapestry and says she likes extra care because she has her carers and people are always around.

"It can be nice and quiet and I like to sit down in the garden and chat to people," she adds.

Hedgerow Court is one of the 103 Extra Care Housing locations nationally where residents live independently with the level of support adapting to meet changing needs. Facilities vary but can include shared communal lounges, dining rooms and hairdressing spaces, for example, as well as an onsite care team in most cases.

At many extra care developments, applications are assessed in conjunction with the relevant local authority allocations panel.



Resident Yvonne Daniels chats with Chief Executive Sarah Jones and Service Quality Committee Chair Peter Hay at Hedgerow Court, east London

Learning from complaints

Where we have done something wrong, we know it's important that we apologise, put things right and work to prevent mistakes being repeated.

Over the last year, we received a total of 3,527 complaints from tenants and homeowners and 86% were resolved within the timescales set out in our complaints policy (currently 10 working days). We also received 916 compliments.

The Housing Ombudsman made 23 determinations on cases referred to them. Of these, six found maladministration and three found service failure. Six found neither maladministration nor service failure and five were considered outside the Housing Ombudsman Service's jurisdiction. £2,556 was paid in compensation as a result of the Ombudsman's determinations.

The most common complaints are around the location manager service, building condition/ investment and the time taken to complete repairs. Together these account for 60 per cent of complaints.

Tracking the most common causes of complaints means we can focus on identifying how to improve in those areas. We are also working to improve the complaints process itself, as a survey of residents who had been through the process found that only 38.4% were satisfied by it.

In December 2022, we formed the Complaints Working Group and they have been meeting weekly to drive improvements. Some of the actions being put in place as a result of this group and other improvement work are:

- Mandatory training for colleagues that handle complaints.
- A review of repair timescales
- The creation of a group to address damp and mould issues
- Investing in technology to log and categorise complaints more effectively

Independent Resident Complaints Panel

When a resident isn't happy with the outcome of their complaint after it has been through the complaints process, they can request that the Independent Resident Complaints Panel reviews the decision.

The panel consists of nine residents. Members' professional (including complaints management) experience, as well as voluntary and life experience, equip them to analyse the issues, give an opinion on how a complaint has been responded to, and make recommendations to Anchor where there are lessons to be learnt.

A report setting out the main issues, the panel's findings and reasons for their view is written by the panel Chair and forwarded to the resident and to Anchor. This independent report is produced without bias towards the resident or Anchor.

Last year, the Panel reviewed 15 cases. For eight of these, the panel felt Anchor could do something more, or slightly differently, and recommended further review or action. Issues included communication; response times not being adhered to; poor handling at stage one leading to escalation of the complaint; inappropriately dealing with behavioural issues within the complaints process rather than as a separate issue; not appreciating the focus of a complaint and sending it to the incorrect manager for investigation.

Panel Chair Gill Pocock said: "Anchor accepted all of the Panel recommendations and are making the necessary changes to their practice to improve things for the future."

We follow The Housing Ombudsman Complaint Code and Self-Assessment, which was updated in October 2022. You can view our updated complaints policy and resident help sheet, along with our Self-Assessment and the Housing Ombudsman Complaint Handling Code, on our website at: www.Anchor.org.uk/Customer-Relations

The year in numbers

We are changing how we report on our performance to reflect the new Tenant Satisfaction Measures (TSMs), being introduced by the Regulator of Social Housing from 2024. There are therefore some differences in what we measure in our rented and homeowner properties, and these are highlighted in the table.



85.15% Rented Overall Satisfaction



69.1% Homeownership Overall Satisfaction

Area	Measure	Rented	Homeownership
Keeping Properties in good repair	Satisfaction with repairs in the last 12 months	84.05%	Not asked
	Satisfaction with repairs and maintenance service	Not asked	58.4%
	Satisfaction that the home is well maintained	88.7%	Not asked
	Repairs completed within target timescale	71%	55.5%
	Homes that do not meet the Decent Homes Standard	0.48%*	Not asked
	Repairs total spend	30.5m	6.4m
	Average cost of a repair	£165	£209.03
	Excludes repairs over £1,000, as a small number of high value repairs can skew the average.		
	Planned works – total spend	£41,077,229	£4,485,532
* 160 properties have been identified as requiring additional loft insulation because they have electric storage heaters. This will be remedied in the coming year.			
Maintaining Building Safety	Satisfaction that the home is safe	92%	Not asked
	Homes that have had all necessary gas safety checks.		100%
	Homes in buildings that have had all necessary fire risk assessments.		99.5%
	Homes in buildings that have had all necessary asbestos management surveys or re-inspections		100%
	Homes that have had necessary legionella risk assessments (water safety).		100%
	Lift safety checks - percentage of homes in buildings where communal passenger lifts have had all necessary safety checks.		100%
Respectful and helpful engagement	Satisfaction that the landlord listens to tenant views and acts upon them	74.6%	Not asked
	Satisfaction that the landlord keeps tenants informed about things that matter to them	87.8%	78%
	Agreement that the landlord treats tenants fairly and with respect	87%	Not asked
	Satisfaction that Anchor cares	Not asked	60.5%
	Satisfaction with the estate as a place to live	Not asked	89.3%
Responsible Neighbourhood Management	Satisfaction that the landlord keeps communal areas clean and well-maintained	90.5%	82.5%
	Satisfaction that the landlord makes a positive contribution to neighbourhoods	83.3%	Not asked
	Satisfaction with the landlord's approach to handling anti-social behaviour	73.2%	Not asked
	Number of Anti-social behaviour cases	769	34
	Satisfaction with the estate as a place to live	Not asked	89.3%

NOTE: Each quarter we ask a random selection of around 600 tenants and more than 200 homeowners to complete a satisfaction survey, with a proportionate sample split by region. The results above give averages across all four quarters.

Who we are

We started out 60 years ago. Today, we're England's largest not-for-profit provider of housing and care for people in later life.

We provide housing to rent and to buy and residential care homes, including specialist dementia care. In total, Anchor serves more than 65,000 residents in 54,000 homes across almost 1,700 locations and we operate in more than 85 per cent of local councils in England.

Service Quality Committee



Peter Hay CBE - SQC Chair

Peter has over 20 years' experience as a national and local leader of social care and public sector services. He has a track record of improving social care services and significant experience of improving performance, culture, delivering efficiencies in services and building confidence within the workforce.

Peter is a longstanding Board Member for the Social Care Institute for Excellence (SCIE), the national body for research and development work in social care.



Denise Peart

Denise is Sky's Chief Talent, Diversity and Inclusion Officer working with the Group Executive to drive Sky's ambition to become a more diverse and inclusive organisation.

Over her 25-year career, Denise has developed a significant track record of creating and delivering commercial, people-focused strategies to drive performance, business transformation and a culture of inclusion.



Katy Taylor

Katy joined Southern Water in August 2021 as Chief Customer Officer, having previously been Chief Strategy and Customer Officer at Go-Ahead, the FTSE 250 international passenger transport business.

She has held director-level roles in financial services, media and professional services and joined Anchor's Board in 2020 as a Non-Executive Director. She is also a Board Governor at Kingston University, Advisory Board member at micro-donation charity Pennies and a founding member of the Business in the Community Place initiative.



Mike Green

Mike is a Fellow of the Institute of Chartered Accountants in England and Wales.

He was the independent member of Metropolitan Housing Trust's Audit Committee from 2009 and from 2012 to 2017 he was non-executive director and Chair of Metropolitan's Audit and Risk Committee.

He was, prior to its merger with two other hospital trusts on 31 March 2020, a non-executive director and chair of the Audit Committee of Southend University Hospital NHS Foundation Trust.

Residents' Council



Ann Stephens – Chair of Residents' Council

Lead on Tenancy, including Allocations, Mutual Exchanges and Tenure

Being involved in the Residents' Council is something I've been passionate about for the last three years. My role as chairperson has made me realise how important it is for all Anchor residents to know that their voices and opinions are heard. To keep having safe, secure and value for money homes now and in the future.

My free time is taken up with hand crafting gifts to sell, raising money for a project for the homeless run by the Salvation army.



Tony Bolton – Equality, Diversity & Inclusion Lead

I am retired and live in Birmingham. I have worked in business management in schools, public transport and television. I ran my own business. I have always been active and have no intention of stopping! I enjoy music, photography, reading and travelling.

I joined the Residents' Council in November 2021. My passions in life result from having grandchildren. First, to leave them a world that is welcoming and inclusive; and is on the way to repairing the environmental damage we are still doing.



Jane Le Baigue – Lead on Anti-Social Behaviour, Neighbourhood and Community

I live in Southborough near Tunbridge Wells and have been part of the Residents' Council since October 2022. I gained significant Board level experience as a Non-Executive Director for a number of NHS trusts with a special interest in mental health and learning disabilities. I joined the Residents' Council to use my skills to ensure tenants have a voice.



Carl Proctor – Lead and Chair of the Communications Group

Originally from Hampshire, I have been fortunate enough to have lived in many different countries and happily embraced their cultures.

I served Her Majesty for 20 years. I have two children, born 10 years apart and am divorced. I am proficient in German and Spanish, enjoy playing golf, love French, Spanish and Argentine cinema and fresh air! I am a strong advocate for equality and freedom and abhor violence in whatsoever form it comprises. I joined the Residents Council to invoke change and modernisation to optimise sustainability.



Heather Rowell – Lead on Wellbeing

I love using my life skills to influence change and sitting on the Residents' Council certainly does that!

I am aware of the dangers isolation can bring - no longer feeling needed, the lessening of joy in life around you so having Well Being as my Lead Area gives me the opportunity to rouse others.

I love being busy and have many interests and through Wellbeing can add Walking Football and Video Making!



Graham Seeley – Lead and Chair of Property, Building Safety and Sustainability Group

I am a retired property professional. Whilst employed I worked as Development & Technical Services Manager at Spitalfields Housing Association, responsible for the asset management strategy and delivering the cyclical works programme, to ensure that the stock met the statutory minimum requirements.

As both Press and Communications Officer for both the London and Eastern regions of the Chartered Institute of Housing, I have contributed to both regional and national housing issues.

Since retirement I have more time to support my beloved Norwich City (OTBC!).

Thank you to all the residents featured in this document and the many residents who give their time on our formal groups. Particular thanks for their contributions to Dave Reay and Trevor Jonas, who recently stepped down from their roles.

This document can be made available in large print, Braille, audio or electronic formats and other languages on request. Contact our Customer Centre on **0800 731 2020** or email **communications.team@anchor.org.uk**.

આ પત્રિકા બીજી ભાષાઓમાં મેળવી શકાય છે. અંગ્રેજી બોલતી કોઈ વ્યક્તિને કહી કે 0800 731 2020 પર કોન કહીને તેની નકલ માટે વિનંતી કરે.

यह दस्तावेज़ दूसरी भाषाओं में भी मिल सकता है. एक प्रति पाने के लिये, कृपया अंग्रेज़ी बोलने वाले किसी व्यक्ति से कहिये कि 0800 731 2020 नंबर डायल करे.

এ দলিল অন্যান্য ভাষায় পাওয়া যাবে। ইংরেজী বলতে পারেন এমন কাউকে 0800 731 2020 এ নাথারে টেলিফোন করে একটি সংখ্যার জন্য অনুরোধ করতে বলুন।

ਇਹ ਦਸਤਾਵੇਜ਼ ਦੂਸਰੀਆਂ ਬੋਲੀਆਂ ਵਿੱਚ ਵੀ ਉਪਲਬੱਧ ਕੀਤਾ ਜਾ ਸਕਦਾ ਹੈ। ਕਾਪੀ ਲੈਣ ਲਈ ਬੋਲਣੀ ਕਰਨ ਵਾਸਤੇ ਅੰਗ੍ਰੇਜ਼ੀ ਬੋਲਣ ਵਾਲੇ ਕਿਸੇ ਵਿਅਕਤੀ ਨੂੰ 0800 731 2020 ਤੇ ਟੈਲੀਫੋਨ ਕਰਨ ਲਈ ਕਹੋ।

یہ ڈاکیومنٹ دیگر زبانوں میں بھی مہیا کیا جاسکتا ہے۔ اس کی کاپی کی درخواست کرنے کے لیے انگریزی بولنے والے کسی شخص سے کہیں کہ
0800 731 2020 پر فون کرے۔

Možemy udostępnić ten dokument w innych językach. Aby zamówić wersję w innym języku, poproś kogoś, kto zna język angielski, aby zadzwonił pod numer 0800 731 2020.

这份信息手册可以被制作成其他语言的版本。

找一位会讲英文的人致电 0800 731 2020 索取一份复制件。