



GreenSquare Group
Corporate Plan Summaries
2009 – 2012

Introduction

Welcome to the corporate plan summaries for the GreenSquare Group. GreenSquare was formed in April 2008 and includes Westlea Housing, Oxford Citizens Housing Association (OCHA) and our commercial subsidiary Oakus.

We are a pioneering housing, regeneration and social investment agency working throughout Wiltshire, Oxfordshire and Gloucestershire and surrounding areas with offices in Swindon, Oxford and Chippenham.

We are committed to providing excellent services to the residents of the 10,000 homes we manage and the many partner organisations with whom we work.

We are a lead development partner for the Homes and Communities Agency (HCA) and will be providing over 1000 new homes over the three years of this plan.

About Us

This section is to tell you a bit more about GreenSquare and its subsidiaries.

GreenSquare

- Parent company
- Charitable, non-asset holding industrial and provident society
- Approximately 95 staff



- Large-scale voluntary transfer organisation
- Established 1995
- 6,750 homes
- Approximately 220 staff
- Operates mainly in Wiltshire and Swindon
- Resident satisfaction: 86%
- Staff satisfaction: 81%



- Traditional housing association
- Established 1886
- 2,722 homes
- Approximately 80 staff
- Operates mainly in Oxfordshire
- Resident satisfaction: 78%
- Staff satisfaction: 80%



- Commercial venture
- Established 2004 by Westlea
- OCHA matched investment
- Manage 37 market rent properties
- Operates mainly in Wiltshire and Swindon
- Focuses on market rent, development for sale and selling services

Achievements

We held the official launch event for GreenSquare in December 2008, with prominent members of the local housing and communities sectors, plus guest speaker Wayne Hemingway. This was a chance to look back at just how much we have achieved in our first year of operation, which we are particularly proud of in light of the current economic climate.

Some of the highlights of the year include:

- developing 364 new homes, with another 815 on site or contracted to start;
- signing the first agreement for Oakus to manage public open spaces on behalf of a developer;
- working with television presenter Kevin McCloud's Hab Housing on a high profile development in Swindon; and
- recruiting to a sector-leading residents' scrutiny panel, who will hold GreenSquare to account for achieving excellent service delivery.

We have achieved a great many practical successes in terms of bringing Westlea, OCHA and Oakus together, which include:

- restructuring our staff to transfer support services and development staff to GreenSquare;
- opening a Swindon office to give local presence in this major area of investment for us;
- a Board member recruitment exercise, which has strengthened and diversified all our Boards;
- launching a full set of joint strategies for the Group; and
- implementing one financial system across the whole organisation.

A major objective of forming GreenSquare was to make efficiency savings. As at December 2008, we are forecasting cash savings of nearly £620,000 in 2008/09, £50,000 ahead of target.

We are making good use of every opportunity for joint working and sharing best practice across the Group.

Our environment

2008/09 has been a year of change, both within GreenSquare Group and in the outside world.

The downturn in the housing market and the effects of the credit crunch have presented many challenges. At the same time, the housing sector has been getting to grips with a changing regulatory and investment regime and the introduction of short notice inspections.

With the focus on resident-led self-regulation, we have kept at the forefront of the sector by implementing our resident scrutiny panel. Locally, a new unitary authority for Wiltshire means changes to the ways that all public services are delivered in the county.

More detailed information about the challenges that face the sector, and economic and demographic information about our area of operation can be found at www.greensquaregroup.com/plans



Our vision and values

We are a pioneering housing group focused on the needs and aspirations of residents, neighbourhoods and communities; building homes and places where people want to live.

Values

Pioneering: working at the forefront of our sector by aiming to be innovative and excellent in all that we do.

Including: involving and valuing residents and staff in the way we run our business; promoting equality and diversity; openness and accountability; professionalism and integrity.

Delivering: keeping our promises by doing what we say we will and making decisions that ensure good value, and long-term sustainability for our business, our communities and our environment.

Vision

GreenSquare Group will be a major provider of housing, regeneration, care and support and commercial services across Wiltshire, Oxfordshire and Gloucestershire. Our core business is building, managing and maintaining homes as well as helping create strong and cohesive communities.

GreenSquare, as the parent company, will support and enable its subsidiaries to deliver excellence: as housing providers, partners and employers. This will be driven by:

Value for money: it is key for us to provide high quality services to our residents at a fair price that they consider to be good value for money.

Equality and diversity: valuing and respecting others lies at the heart of everything we do. It is fundamental to how we do business and work with each other. We have a strong track record in this area to build on, and can promote good practice in this area to the people that we work with.

Continuous improvement: we learn from each other's strengths and weaknesses, building a strong group that is committed to achieving the best possible outcomes for our residents and partners. We regularly evaluate both where we are and where we want to be. This allows us to set targets for the future, and to focus on delivering the services that meet our customers' needs.

Sustainability: we want to deliver sustainability, whether that is through the development of our business and the quality of new homes; supporting the communities in which we work; or our impact on the world in which we all live.

Risk management: our risk management strategy sets out how we will deal with the opportunities and threats facing us. Good, embedded risk management means that we can improve our strategic, operational and financial management and make informed decisions.

Health and safety: we take our health and safety responsibilities very seriously in relation to our employees and offices; to the residents who live in our homes; and to everyone involved in our construction operations. We are committed to getting this right and making sure that we provide safe places to live and work.

More detailed information on our approach in these areas can be found at www.greensquaregroup.com/plans



Strategic objectives

We have set out our strategic objectives in these key areas:

- Customer care
- Growth
- Equality and diversity
- Value for money
- Sustainability
- Organisational development
- Governance and accountability

The detailed objectives can be found at www.greensquaregroup.com/plans but the main drivers for the organisation are that:

- We will have achieved top quartile performance in appropriate benchmark groups across all areas of the business by March 2010
- We will be performing at the level of "three stars with excellent prospects for improvement" by March 2011
- We will aim to deliver around 350 new homes per year across the Group
- We will be above average in terms of the costs of running the business

Financial information

GreenSquare is a not-for-profit Industrial and Provident Society with charitable status and does not distribute profits to stakeholders. Any surpluses we make are put back into our work. We need to make sufficient surpluses to ensure that the business is sustainable over the longer term, to provide a buffer against adverse financial events and future liabilities, and to demonstrate we can repay loans borrowed to fund our activities.

Overall, our financial aims are to:

- Grow our asset base and turnover
- Increase our efficiency and operating margins
- Keep the cost of financing our business as low as possible over the longer term

The GreenSquare Group financial plans are prudent in their approach with reasonable and realistic financial forecasts to deliver an ambitious business plan. This is fully reflected in our budgets. We monitor budgets closely to identify areas of savings and enable improved delivery of frontline services by shifting resources where they are most needed.

Detailed financial forecasts and other supporting material are available on request.

The board and executive team

The GreenSquare Board has ten members:

- one independent board member from each of Westlea, OCHA and Oakus;
- one resident board member from each of Westlea and OCHA;
- four independent board members; and
- one co-opted member.



James Williamson (Chair)
Independent board member



Monique Audifferen
OCHA resident board member



Derek Cash
Independent board member



Derek Day
OCHA independent board member



Bill Fishlock
Chair of Oakus



Wendy Hall
Independent board member



John Holden
Independent board member



Helena Taylor-Knox
Westlea independent board member



Ivor Williams
Westlea resident board member



David Ashmore
Group Chief Executive and
co-opted board member

Executive team



David Ashmore
Group Chief Executive



Tim Jackson
Group Director of Finance and IT



Vic O'Brien
Group Development Director



Lisa Whordley Hughes
Group Corporate Services Director



Andrew Smith
Managing Director (OCHA)



Ann Cornelius
Managing Director (Westlea)

More detailed profiles of our board and executive team can be found at www.greensquaregroup.com/plans

