



**Oxford Citizens  
Housing Association  
Corporate Plan**

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**2009-12**

## About OCHA

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This is the corporate plan for Oxford Citizens Housing Association (OCHA) for the three years from 1st April 2009. This section is a summary of who we are and what we will do during this time.

OCHA was established in 1866 to provide affordable housing in Oxford and its suburbs. Today we are a diverse organisation, providing high quality homes and services to over 2,800 households across Oxfordshire.

Together with Westlea Housing, we formed the GreenSquare Group in April 2008. We are a pioneering housing group focused on the needs and aspirations of residents, neighbourhoods and communities, building homes and communities where people want to live.

Working with Catalyst Communities Housing Association (part of the Catalyst Housing Group) and four local councils, we also operate the Oxford Social Lettings Agency which provides short-term temporary accommodation for homeless families.

### Our aims

As part of the GreenSquare Group, OCHA aims to be a major provider of housing, regeneration, care and support and commercial services in Oxfordshire. Overall, we aim to be:

- **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

## A bit about us

### *Our homes*

Altogether we own or manage 2,722 homes across Oxfordshire

<b>Type of home</b>	<b>Number owned</b>
General needs (for anyone in housing need)	1,519
Older persons' housing	545
Supported housing (for people with particular needs, for example those with mental health issues)	134
Low cost home ownership (part-rent, part-buy homes)	295
Leasehold (properties, usually flats, where the owner has bought the property but we still own the freehold to the building)	33
Temporary housing	235
<b>TOTAL</b>	<b>2,722</b>

### *Our rents*

The table below shows how our average rent in Oxford compares to the cost of renting or buying a home through other methods.

<b>Type of home</b>	<b>Cost per week</b>
<b>Rented from OCHA</b> Two bedrooms	£86.27 (at March 08)
<b>Rented from another housing association (average)</b> Two bedrooms	£85.00 (at March 08)
<b>OCHA low cost home ownership</b> <ul style="list-style-type: none"><li>• £180,000 property</li><li>• 50% bought with £90,000 mortgage</li><li>• 50% rented from OCHA</li></ul>	£172.50
<b>Rented from a private landlord</b> Two bedrooms	£240
<b>Bought on the open market</b> Based on average sale price of a flat of £279,753 (September 2008)	£419

### *Our performance*

<b>Performance indicator</b>	<b>Our results (December 2008)</b>
Overall tenant satisfaction	78% (from STATUS 2006)
Tenant satisfaction with their opportunities to participate	64% (from STATUS 2006)
Current rent arrears	5.3%
Time to relet empty homes	28.6 days (general needs) 30.8 days for supported housing/55 +
Percentage of our homes exceeding our target energy efficiency rating (SAP)	98.6%
Percentage of our homes passing the Decent Homes Standard	99.23%
Repairs completed within target time: <ul style="list-style-type: none"><li>• Emergency</li><li>• Urgent</li><li>• Routine</li></ul>	<ul style="list-style-type: none"><li>• 99.8%</li><li>• 98.3%</li><li>• 98.3%</li></ul>
Repairs appointments made and kept	74%
First Time Fix Rate	83%

For more information about our performance and how it compares to others, please see the *Our Achievements* section.

### *Our employees*

OCHA employs 79 staff in total. Central services such as Human Resources and ICT are provided by GreenSquare Group.

## Achievements

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This section tells you about some of the key achievements we made against each of our strategic objectives over the last year, and our performance against our targets.

### Customer care

- We extended our office opening hours and launched an enhanced out of hours service to take calls more seamlessly and efficiently when the office is closed
- We launched a freephone telephone number
- We have reviewed and republished our suite of customer service leaflets and our Customer Care Charter
- We are providing more information for residents on how their feedback has shaped our services

We said we would...	We achieved...
Answer 98% of calls within 15 seconds and 85% within 10 seconds by 2009	An average time to answer calls of 8 seconds (November 2008) compared to 14 seconds in November 2007
Achieve 70% satisfaction with how we handle antisocial behaviour cases	85% at December 2008
Reduce the number of upheld complaints by 15%	A 25% reduction, bringing the percentage upheld to 32% in 2008/09

### Resident involvement

- We are publishing our first residents' business plan, setting out residents top priorities for the coming year
- We have recruited residents to the new GreenSquare scrutiny panel, to closely monitor our services and advise on how to improve them
- We have held face to face consultations at each of our sheltered housing schemes to discuss forthcoming changes to services

We said we would...	We achieved...
Recruit 100 residents to our Citizens Panel	We exceeded the target with 122 members
Increase the number of young people involved in community activities	651 young people involved

### Service excellence and continuous improvement

- We have completed the vast majority of our inspection improvement plan
- We have developed a service review programme in line with the Group continuous improvement strategy

- We have restructured our 55+ housing management and support services in response to County Council requirements and to deliver the best possible frontline service to our customers

### Services for vulnerable residents

- We have created a small in-house housing support team to support our most vulnerable customers. From April to December 2008 they have supported 138 people and achieved positive outcomes in 78% of cases closed
- We have completed phase two of our sheltered housing review, which has showed a less urgent need for redevelopment at our other schemes

We said we would...	We achieved...
Complete at least 30 new supported housing bedspaces for vulnerable people by 2011	We opened new purpose-built supported living accommodation in Abingdon and Witney, for 8 individuals and one family
Complete three sheltered housing rebuilds to excellent standards by spring 2010	Residents have been delighted to move into the beautifully redeveloped Rosemary Court retirement housing scheme; the new Alice and Margaret House should be ready by April/ May 2009 and work has started on building the new Lucas and Remy Place

### Value for money

- Our good financial planning and prudence has helped us weather the housing market downturn, with strong financial prospects going forward
- Residents have helped us prioritise our strategic expenditure through the residents' business plan and the estate improvement day
- We have restructured our housing services department to form a dedicated team to provide a comprehensive income maximisation and arrears prevention service
- We appointed a dedicated post to collect former tenant arrears
- With the downturn in the housing market we have revised our plan to sell Scrutton Close and instead are negotiating to lease it to another organisation for housing, making better sense financially and continuing to meet housing need

We said we would...	We achieved...
Review potential savings and set internal cost savings targets	A 28% reduction in the cost of handing back temporary units to their owners between November 2007 and November 2008.
Reduce current rent arrears to 4% or less by March 2011	5.68% at December 2008
Relet our older persons' housing in less than 35 days	32.6 at December 2008

## Equality and diversity

- We have developed and started implementing our 3 year Disability Equality Scheme, including increased funding for equipment and adaptations to help people stay living independently in their own homes
- We are collecting preferred method of contact data for our residents to help us communicate with people in the way they prefer
- We have started equality impact assessments of our key services

We said we would...	We achieved...
House a proportional number of black and minority ethnic and disabled applicants to the number on the waiting lists	Less than our target figures, housing 9% black and minority ethnic applicants against a target of 15% and 27% disabled applicants against a target of 25%
Maximise the diversity information that we hold on our residents	We hold ethnicity data for 70% of residents, age data for 80%, and 99.9% for gender

## Sustaining our neighbourhoods

- Our SHOUT project was shortlisted for the National Housing Federation iN Business for Neighbourhoods award
- We have identified estates, based on deprivation statistics, to benefit from One Community Funding
- We continue to carry out our popular estate walkabouts and have trained a number of residents to bring their expertise to estate inspections

## New homes

We said we would...	We achieved...
Deliver approximately 150 homes for people in housing need each year, of which 30% would be low cost home ownership	At December 2008, we had delivered 119 social rent homes, well ahead of our target of 105. We had delivered 17 low cost home ownership units, which is below target, but given the current financial climate targets are being revised

## Investment in our assets

- We are on target to meet the Decent Homes Standard in 2010.
- We have assessed the case for a Direct Labour Organisation in Oxford and, subject to final approval, intend to implement this by July 2009
- We have completed our Affordable Warmth Strategy and are in the process of implementing the resulting action plan
- The Audit Commission have confirmed that our gas servicing procedures comply with regulation and best practice

<b>We said we would...</b>	<b>We achieved...</b>
Complete 99.5% of emergency; and 98% of urgent and routine repair jobs within target time	99.8% emergency and 98.3% urgent and routine at December 2008
Achieve 95% resident satisfaction with their last repair job	92.2% at December 2008

### **Employee satisfaction**

<b>We said we would...</b>	<b>We achieved...</b>
Keep staff turnover at or below 12%	5.3% (December 2007).
Keep short term staff sickness absence below 3%	4.9% (December 2008)
Have 90% of staff who are "proud to work for OCHA" by 2010	78% (December 2008)

## Objectives

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OCHA will work towards the overall objectives in the GreenSquare corporate plan, and these specific objectives over the next three years.

### Excellent Housing Provider

#### 1. Customer Care

We will achieve a year-on-year improvement in resident and colleague satisfaction with our customer services.

##### How are we going to deliver it?

- We will maintain the strong cultural focus on excellent customer services both internally and externally
- We will review access to our services, looking at opening hours, contact methods and costs of activities
- Each year, we will make contact with a sample of customers who have not contacted us to check the accessibility of our services
- We will complete a representative telephone satisfaction survey of all our residents by June 2009
- We will make full use of our resident consultation mechanisms to inform service improvement and feed back to residents on what we have achieved and what has changed as a result of their involvement **RBP**
- We will continue to gather up to date resident information including on their individual needs so that we can provide a more tailored service, and use the full resident survey in 2009 to fill in any remaining gaps
- We will use feedback from resident inspectors and mystery shoppers to review and evaluate our services **RBP**

##### How we will know when we get there?

*(Our current performance is detailed in brackets where appropriate)*

- Our overall customer satisfaction will remain in the top quartile for southern traditional housing associations (78%)
- We will achieve 85% satisfaction with outcome of last contact by 2009 (66%)
- As our customers prefer to contact us by telephone we will, by 2009:
  - answer 85% of calls within 10 seconds (85% at December 2008); and
  - lose no more than 4% of calls (2.5% at December 2008).
- In relation to complaints, by 2011
  - 60% of residents will be satisfied with how we handle their complaint (38% at December 2008);
  - we will respond to 99% of complaints within our target times (48 hours for acknowledgement and ten working days for a full response) (75% at December 2008); and
  - we will continue to actively encourage both negative and positive feedback from customers but through continued service improvement expect to see the number of complaints where there is failure on the part of OCHA reduce by 15% each year (*upheld complaints reduced 27% on 2007/08*)
- We will achieve at least 70% satisfaction levels with how we handle antisocial behaviour and arrears cases by 2011 (*ASB 85% at December 2008*)
- Each year, we will survey a sample of 5% of residents who have not made contact during the previous year
- We will see positive and improving results from mystery shopping and resident inspection **RBP**

**Links:** Group customer care strategy

## 2. Resident Involvement

We will establish an even more effective dialogue with our residents to:

- understand and respond to residents' needs;
- shape our priorities;
- receive feedback on our services; and
- be accountable.

### How are we going to deliver it?

- We will increase the opportunities for residents to become effectively involved in shaping our services, and selecting contractors
- We will work with residents' groups to develop an effective dialogue and ensure they continue to be representative of their community
- We will use our newly set up telephone and email based Citizens Panel for representative and cost-effective resident consultation
- We will use a variety of methods to make sure that residents receive feedback to show the impact of their involvement
- We will regularly feedback to residents on our performance
- We will consult residents on our Business Plan each year **RBP**
- We will provide a range of training opportunities for residents **RBP**
- Subject to securing appropriate funding, we will provide and support all residents involved in governance and inspection structures with modern ICT phased in over two years from April 2009

### How we will know when we get there?

*(Our current performance is detailed in brackets where appropriate)*

- We will achieve 69% satisfaction with the opportunities to participate in management and decision making by 2011 (64%)
- We will achieve 70% satisfaction with how we take residents' views into account when we make decisions by 2009 (68%)
- Responses to our surveys and involvement in our resident participation activities will continue to mirror the make-up of our resident population
- We will maintain top 25% performance of at least 85% in terms of satisfaction with the information we provide (87%)
- We will have a Residents' Business Plan in place alongside the corporate business plan each year **RBP**
- We will be able to demonstrate that residents are involved in influencing the work of OCHA at a strategic level
- We will see a year on year increase in the number of new attendees on resident training programmes; the number of residents completing their course and the levels of satisfaction with the training **RBP**

**Links:** Group resident involvement strategy; OCHA resident involvement policy

### 3. Service Excellence and Continuous Improvement

By 2011, we will have achieved top quartile performance levels in all key service areas

#### How are we going to deliver it?

- We will achieve year on year improvements in performance, learning from our experiences and those of others in order to achieve continuous improvement
- We will have a pilot resident scrutiny panel in place from 1<sup>st</sup> April 2009, who will begin to review performance and advise on priorities for improvement
- We will continue to have sufficient and appropriately structured resources on the front line to deliver excellent services **RBP**
- We will continue to consult our residents on the services they need and respond to their requirements
- We will continue to carry out service reviews in line with our programme
- We will carry on using the Audit Commission's Key Lines of Enquiry as a method of improving our services whilst the Tenant Services Authority develop a new framework
- We will work to the 2012 Construction Commitments

#### How we will know when we get there?

*(Our current performance is detailed in brackets where appropriate)*

- We will achieve our upper quartile satisfaction targets detailed in objective one above
- The scrutiny panel pilot will be judged a success and the panel will provide positive assessments of our performance
- Having fully completed our inspection action plan, with the aim of performing at the level of a "good with excellent prospects for improvement" we will complete a self audit to make sure that the inspection action plan has delivered the outcomes we set out and report on our progress to residents annually

**Links:** Group continuous improvement strategy, group performance management framework

#### 4. Services for Vulnerable Residents

We will:

- See a year on year improvement in the quality of life of our most vulnerable residents
- Increase the number and quality of homes and services for homeless people
- Offer accommodation and services that meet the changing needs of older people

##### How are we going to deliver it?

- We will expand on the work undertaken by our housing support team, to provide more support related to young people, worklessness and debt
- We will be in changes to the support we provide to older people and secure a new Supporting People contract
- We will develop more supported housing for vulnerable people, particularly those with learning difficulties, physical disabilities or mental health problems
- We will pursue opportunities to provide “extra care” housing for older people
- We will set aside an annual budget to adapt homes for disabled residents that reflects the increasing number and needs of residents with disabilities
- We will continue to promote our equipment and adaptations policy for those in need
- We will finalise our homelessness strategy and implement our action plan throughout 2009

##### How we will know when we get there?

*(Our current performance is detailed in brackets where appropriate)*

- We will provide visiting support to over 100 of our most vulnerable general needs residents annually by 2010, meeting our target response times in 98% of cases and achieving positive outcomes in 85% of cases closed
- We will have secured continuing Supporting People funding for our support service for older people by October 2009
- We will have completed three sheltered housing rebuilds to excellent standards by spring 2010
- We will achieve year on year improvements in the satisfaction of our supported housing clients
- We will have extra care housing completed or in development for at least 80 people by 2012
- We will complete new supported housing for at least 30 vulnerable people during 2009-12
- We will increase the annual number of disability adaptations completed to 180 by 2011 whilst maintaining overall customer satisfaction with adaptations undertaken at 97%

**Links:** Group supported housing strategy

## 5. Value for money

We will improve the quality of life of our residents through efficiency gains in procurement and management initiatives

### How are we going to deliver it?

- We will increase efficiency and improve procurement to achieve savings targets each year
  - Each year, we will repeat our review against our peers to help us improve our value for money while maintaining excellent services
  - We will maintain an ongoing dialogue with residents regarding value for money via our various resident involvement methods
- RBP**
- We will follow and improve our policies and procedures in relation to rent arrears and letting properties in order to maximise our income and help residents manage money and avoid debt
  - We will review our rents and conduct adjustments for all affected tenancies
  - We will continue to deliver against our best value improvement plan for procurement.
  - We will investigate new technology, such as teleconferencing as an effective way of engaging residents in more remote areas.
  - We will test ways to provide more help and advice for residents on low incomes
- RBP**

### How we will know when we get there?

*(Our current performance is detailed in brackets where appropriate)*

- By 2011 over 70% of residents will believe that their rent equals good value for money (64%)
- We will deliver our share of the predicted £979,000 revenue savings from the GreenSquare partnership by 2010/11, and benefit from the annual capital savings of £477,000 made by developing in-house construction expertise
- We will reduce current resident arrears to 4.0% or less by March 2011 (5.7% at December 2008)
- We will maintain our upper quartile, Housing Corporation South East, performance for re-letting our general needs empty homes (28.6 days year to date at December 2008) and aim for top quartile performance for re-letting our 55+ homes, 24 days by 2010, (32.6 days)
- We will maintain our position on void loss of no more than 0.9% of our annual rent roll on general needs empty homes (0.4% at December 2008)
- We will continue to collect at least 100% of rent each year
- We will achieve at least second quartile costs per property in the annual Housemark benchmarking results by 2011

**Links:** Group value for money strategy

## 6. Equality and Diversity

We will offer a service that is fair and equal to all, reflecting the diverse needs of the communities we serve

### How are we going to deliver it?

- We will keep equality and diversity at the forefront of our work, with a specific focus on age during 2009
- We will deliver our disability and gender equality action plans between 2008 and 2011
- We will ensure that the Citizens and Scrutiny Panels are representative of our resident community
- We will provide fair and accessible services to all our residents, catering for special needs where appropriate
- We will continue to deliver equality and diversity awareness sessions to our key involved residents, staff and Board
- We will improve the quality of information held on our customers to ensure we can continue to deliver services tailored to their needs

### How we will know when we get there?

*(Our current performance is detailed in brackets where appropriate)*

- Residents from minority groups will be at least equally as satisfied with the services OCHA provides as the resident population as a whole during the life of this plan
- The number of BME and disabled applicants we house will be proportional to the number on the local authority waiting lists
- Our staff and board will fairly reflect all sections of the community. At the moment, this means that:
  - 10% will be from black and minority ethnic backgrounds (7% staff, 17% board)
  - 6% will have a disability (2.8% and 0%)
  - 39% will be younger than 35 (30.6% staff)
  - 40% will be aged 35-59 (58.4% staff)
  - 21% will be aged over 60 (11% staff)
- By the end of 2009/10, we will hold the following proportions of diversity data for our residents on our housing management system:
  - Gender: 100% (99.9%)
  - Age: 85% (80%)
  - Ethnicity: 85% (72%)
  - Disability: 40%
  - Sexuality: 30%
  - Religion: 30%
  - Preferred method of contact: 80%
- We will have prioritised service areas and conducted equality impact assessments on up to the top ten priority areas by 2009

**Links:** Group equality and diversity strategy

## 7. Sustaining our Neighbourhoods

We will:

- Create sustainable neighbourhoods where people want to live
- Invest in our neighbourhoods to improve the quality of life and the environment for local people

### ***How are we going to deliver it?***

- We will publish our financial inclusion strategy by March 2010
- We will seek to identify areas of worklessness within our communities and prioritise our community investment activities appropriately
- We will identify grant and partnering opportunities to deliver effective community projects each year
- We will have worked with our partners to identify funding to continue the SHOUT project beyond March 2009
- We will continue to carry out formalised estate inspections
- We will enhance resident involvement in the selection and procurement of estate services
- We will have evaluated OCHA's DEAL programme by April 2010
- We will pilot a Community Link project to act as an exit strategy from the One Community Project.
- We will improve residents' perception of the security of their estates **RBP**
- We will work within the Group sustainability strategy

### ***How we will know when we get there?***

*(Our current performance is detailed in brackets where appropriate)*

- Resident satisfaction with the area they live in will increase to 85% by 2011 (81%)
- By 2011 we will have delivered at least three specific initiatives aimed at tackling concentrations of worklessness.
- Less than 10% of residents will see vandalism and drug dealing as a serious problem in the our residents survey
- We will aim to extend the Community Bus project to all estates with more than 30 properties **RBP**
- We will have carried out at least six Community Clean Up days each year and each estate will record a 5% reduction in the level of dissatisfaction with litter in our residents survey
- We will complete two One Community Projects at least every other year and each estate will record a 5% higher than average rise in satisfaction with the area in which they live in our residents survey
- We will carry out security-focused estate inspections on all estates with over 30 properties by March 2010 and put an action plan in place to deal with the issues **RBP**
- We will set targets to improve our environmental sustainability

**Links:** Group community investment strategy

## Excellent Partner

<b>8. New Homes</b> We will maximise the new provision and quality of housing for people in housing need	
<b>How are we going to deliver it?</b> <ul style="list-style-type: none"><li>• We will continue to develop affordable low cost home ownership units during the life of the Business Plan</li><li>• We will continue to purchase, option or gain access in other ways to strategic land for development</li><li>• We will continue to have an effective dialogue with residents on all new homes that we build, via the Design and Development Group and new homes satisfaction surveys</li></ul>	<b>How we will know when we get there?</b> <i>(Our current performance is detailed in brackets where appropriate)</i> <ul style="list-style-type: none"><li>• We will have delivered approximately 100 new homes for people in housing need each year between 2008 and 2011. 20% of these will be low cost home ownership homes <b>RBP</b></li><li>• We will achieve 86% satisfaction level with our new build homes by 2011 (84%)</li><li>• We will have successfully secured one additional major regeneration project by 2011</li></ul>
<b>Links:</b> Group development and growth strategy	

## 9. Investment in our Assets

- We will continually assess our assets and take appropriate action to make sure that they remain sustainable
- By 2010, all of our homes will meet the Decent Homes Standard

### How are we going to deliver it?

- We will have delivered our Asset Management action plan by April 2009
- We will undertake stock condition surveys (conduct inspections and improvements) to all our properties on a five year cycle, and make adequate provision for component replacements in the business plan based on accurate life-cycle costings
- We will establish a Direct Labour Organisation in Oxford by July 2009, subject to final board approval
- We will complete our Affordable Warmth Strategy by April 2009 and set targets for implementation.
- We will monitor our new programmed maintenance contracts for resident satisfaction and performance
- We will monitor the performance of our responsive maintenance sub-contractors
- We will ensure that we comply with gas safety requirements
- We will ensure that we complete our annual programme of Fire Risk Assessments
- We will carry out satisfaction surveys, measure performance and complete post project reviews on our major repairs contracts; and report these to residents
- We will have reviewed our gas servicing arrangements by April 2009.

### How we will know when we get there?

*(Our current performance is detailed in brackets where appropriate)*

- We will achieve over 92% satisfaction with accommodation by 2012 (88%)
- We will achieve 76% overall satisfaction with our repairs and maintenance service (73%) by 2009
- We will achieve at least 99.5% of emergency, 98.5% of urgent and 98.5% of routine responsive maintenance jobs completed within target times by 2009 (99.8%, 98.3%, 98.3% at December 2008)
- By 2009, 85% of repairs will be completed first time (87.4%)
- We will maintain an annual average of at least 95% resident satisfaction with their last responsive repair job (92.2% at December 2008) **RBP**
- By 2010 we will have achieved full compliance with the Decent Homes Standard (98.6% at December 2008)
- All homes will exceed a SAP (Standard Assessment Procedure) energy efficiency rating of 70 by March 2010 (98.6% exceed this level)
- 100% of properties will have a valid gas safety certificate.

**Links:** Group & OCHA asset management strategy

## Excellent Employer

<b>10. Employee Satisfaction</b> We will see a year on year improvement in employee satisfaction with OCHA	
<b>How are we going to deliver it?</b> <ul style="list-style-type: none"> <li>Human resources functions will be delivered centrally by the GreenSquare Group, but in terms of OCHA staff, we will aim to achieve the targets listed opposite.</li> <li>We will ensure that health and safety requirements are correctly implemented and followed within OCHA.</li> </ul>	<b>How we will know when we get there?</b> <i>(Our current performance is detailed in brackets where appropriate)</i> <ul style="list-style-type: none"> <li>Staff turnover will remain at or below the sector average of 15.3% each year (13.9%)</li> <li>Short term staff absenteeism will be less than 5 days per employee per year (3.85 days April to December 2008)</li> <li>In the 2010 staff survey:             <ul style="list-style-type: none"> <li>Overall staff satisfaction will be 85% (80%)</li> <li>85% of staff will be “proud to work for OCHA” (78%)</li> <li>60% of staff will be satisfied that there is open communication and flow of information between all levels of the organisation (50%)</li> <li>97% of staff will feel that OCHA is focused on providing excellent customer service (93%)</li> </ul> </li> <li>We will be successful in renewing our Investors in People profile status plus our “two ticks” (positive about disability) and Age Positive accreditations</li> </ul>
<b>Links:</b> Group Human Resources Strategy, Learning and Development Strategy	

## Board and management team

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### Board

The OCHA Board is made up of 12 members: four residents and eight independent members. In addition, the Managing Director of OCHA is a co-opted member. One independent member is still to be recruited.

#### **Alice Copping (Chair)**

*Independent board member*

Alice was appointed in April 2008, with over 12 years' experience in the voluntary sector. Having graduated with a degree in Management Science, Alice has volunteered with VSO in Bangladesh, trained as an adviser with the Citizens Advice Bureau and worked at Oxfordshire Housing Rights and then Barton Information Centre. She is currently Director of Policy and Empowerment at Age Concern, Oxfordshire. She also currently works on the Oxfordshire Safeguarding Adults Board and the National Age Concern Health and Social Care Partnership.

#### **Monique Audifferen**

*Resident board member*

Monique has lived in Oxford for over 20 years. She has a diploma in Business and for the past five years has worked for her local authority providing support services to schools. She has also previously worked in operations and sales. Outside of work, she is the Chair of an after school club and has many creative interests.

#### **Sue Brownill**

*Independent board member*

Sue has a BA, PHD and Certificate in teaching and currently lectures at Oxford Brookes University. She has taught on the Chartered Institute of Housing Course for a number of years. Her speciality is community and neighbourhood regeneration.

#### **Chris Cornforth**

*Independent board member*

Chris is a Professor at the Open University Business School. He joined the School in 1988 to develop an innovative new management programme for the managers of voluntary and non-profit organisations. His research focuses on the governance of public and not for profit organisations. Chris was a founder member of the Oxfordshire Co-operative Development Agency.

#### **Derek Day**

*Independent board member*

Derek is retired. He is a solicitor with over 27 years experience in local government, including 14 as Chief Executive of the London Borough of Enfield. Derek also has extensive experience of the NHS at a national level. He has been a non executive member of two NHS Trust Boards - currently

the Nuffield Orthopaedic Centre NHS Trust, Oxford. Prior to moving to Oxford he was chair of a housing association in North London.

### **Sherri Desbaux**

*Independent board member*

Sheri lives in Greater London and has a background in education, learning and development. She has worked as a higher education tutor and lecturer and also held senior management positions in the public and voluntary sectors before becoming a consultant. Her independent work includes developing strategies regarding the provision of affordable homes for ex-service men and women.

### **Nickie Harrison**

*Resident board member*

Nickie grew up in Banbury and has lived there most of her life. Having worked in Human Resources, Nickie took some time out to travel around Australia and New Zealand and now works for an online auction company. As well as travelling, Nickie enjoys adventurous sports.

### **Nicola Holden**

*Resident board member*

Nicola lives in Kidlington and works in administration and accounting at the Head Office of "Kathmandu." She previously undertook school creche work. Nicola has been an OCHA tenant for 13 years where she has also been on the resident e-mail panel for the past two years. Outside of work Nicola enjoys creative writing, reading and spending time with her children.

### **John Jackson**

*Independent board member*

John has worked at Director level for the past ten years in local government and is currently Director for Social and Community Services at Oxfordshire County Council. He has a BA in philosophy, politics and economics and is also a full member of the Chartered Institute of Public Finance and Accountancy.

### **Philippa Lowe**

*Independent board member*

Philippa has lived in West Oxfordshire since 1992. She has spent 10 years working with local authorities, seven years as NHS Finance Director in Oxfordshire, two years as NHS Chief Executive in Oxfordshire and seven years in management consultancy. She is currently Finance Director with Mid Essex Hospitals NHS Trust and sits on the Board of Mid Essex Hospitals NHS Trust. Her particular interest is in supporting vulnerable groups.

### **Andrew Smith**

*Managing Director (OCHA) and co-opted board member*

See below

**Eleanor Thompson**

*Resident board member*

Eleanor moved to Oxfordshire in 1997. She worked in direct sales for the catering industry for over 20 years and opted for a change of career in 1999 to work with children who had special needs. She has worked with OCHA in the past on the change from residential social care to supported living. She volunteers at the Gatehouse, Oxfords café for the homeless and a new project at St Giles Church.

## **Management Team**

The Managing Director and Heads of Service form our Management Team, who are responsible for the day to day running of the business.

### **Andrew Smith, BArch, DipArch, MBA – Managing Director (OCHA)**

Andrew joined OCHA in 2000, with 17 years' experience in housing associations, including Circle 33. He also chaired the Oxfordshire Rural Housing Partnership from 2003 to 2006. Before this he was an architect in private practice.

## **Heads of Service**

### **Ian Gilders, BA, MSc – Head of Supported Housing**

Ian joined OCHA in 2006, with 16 years experience in housing and social care. Ian was previously lead officer for the Supporting People programme in West Berkshire. A qualified social worker, he has held front-line and policy posts in Social Services.

### **Head of Neighbourhood Services**

To be appointed

### **Wendy Spray, MA, Dip Soc Admin – Head of Resident and Community Investment**

Wendy joined OCHA in 2001, with over 20 years' experience of resident involvement and community development. She has worked in Botswana, Islington, Blackbird Leys and at Oxford Brookes University where she led a course in Resident involvement.