



**Westlea Housing
Corporate Plan**

2009-12

About Westlea

This is the corporate plan for Westlea Housing 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.

Westlea Housing was set up in 1995 to take over and improve the homes previously owned by North Wiltshire District Council. We achieved charitable status in 2004. Now, as part of the GreenSquare Group, we look forward to continuing to provide homes for people with a range of housing needs, particularly those who cannot afford to rent or buy on the open market. Regulated by the Tenant Services Authority; we are independent and not-for profit. As well as taking care of the 'bricks and mortar' of over 6,700 homes in North and West Wiltshire, Swindon and Gloucestershire, we are committed to working in partnership with others to develop new homes and services to make our neighbourhoods good places to live.

Our aims

Our corporate plan sets out what we want to achieve over the next three years. As part of the GreenSquare Group we can be more ambitious in our aims to be:

- an excellent housing provider;
- an excellent partner; and
- an excellent employer.

A bit about us

Our homes

Altogether we own or manage 6,750 homes across our area of operation.

Type of home	Number owned
General needs (for anyone in housing need)	5,749
Older persons' housing	312
Supported housing (for people with particular needs, for example those with mental health issues)	199
Low cost home ownership (part-rent, part-buy homes)	195
Leasehold (properties, usually flats, where the owner has bought the property under the Right to Buy scheme but we still own the freehold to the building)	260
Housing Association or short-term lease properties (where we manage a property on behalf of the owner)	1
Student rent	34
TOTAL	6,750

Our rents

The table below shows how our average rent in North Wiltshire compares to the cost of renting or buying a house through other methods in the same area.

Type of home	Cost per week
Rented from Westlea Two bedrooms	£67.61 (at March 08)
Rented from another housing association (average) Two bedrooms	£68.76 (at March 08)
Westlea low cost home ownership <ul style="list-style-type: none"> • £140,000 property • 50% bought with £70,000 mortgage • 50% rented from Westlea 	£135
Rented from a private landlord Two bedrooms	£165
Bought on the open market Terraced property – approximate cost of mortgage based on average sale price of £178,000	£267*

Our performance

Performance indicator	Our results (December 2008)	Our target
Overall tenant satisfaction	86%	To remain upper quartile – currently 86%
Tenant satisfaction with their opportunities to participate	67%	To remain in the top 25% - currently 66%
Current rent arrears	3.9%	2.4% by March 2010
Time to relet empty general needs homes	23 days	22 days
% of homes exceeding the Housing Corporation target energy efficiency rating (SAP)	97.9%	100% by April 2009
Repairs completed within target time: <ul style="list-style-type: none"> • Emergency • Urgent • Routine 	<ul style="list-style-type: none"> • 98.4% • 95.4% • 97.8% 	<ul style="list-style-type: none"> • 99.1% • 97.4% • 97.8%

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

Our employees

Westlea employs approximately 220 staff in total, within our Neighbourhood Services and Asset Management teams. Central services such as Human Resources and ICT are provided by GreenSquare Group.

Achievements

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 maintained Quality Housing Service (QHS) accreditation for excellent customer services through the ongoing audit programme
- Our new housing management system went live in July 2008 with minimal disruption to service to customers, allowing us to hold more information more efficiently
- We implemented a new telephone system on target in May 2008 to enable better transfer of calls around the organisation
- We have streamlined our Service User Groups, restructuring them into the Building Excellence framework to make sure that residents are clear about how they can be involved and receive feedback about the results of their involvement

We said we would...	We achieved...
Achieve top 25% overall tenant satisfaction scores (88% and above)	86% (March 2008)
Resolve 95% of complaints within target time	97% (December 2008)
Resolve 90% of complaints informally or at stage one	97% (December 2008)

Resident involvement

- We have consistently demonstrated improvements over the last four years which are the result of what residents have told us needs to change
- We published our fourth residents' business plan, clearly stating what our residents would like to see us achieve over the next year.
- We have trained nine Westlea residents as mystery shoppers, and they have completed their first "shops" and are planning to recruit a team of resident inspectors
- We have recruited residents to our new Group scrutiny panel, to closely examine the quality of our services and advise on how we can improve them

We said we would...	We achieved...
Achieve top 25% tenant satisfaction scores for opportunities to participate in management and decision making (65% and above)	67% (March 2008)
Further increase the number and range of people involved with us	From April to December 2008: <ul style="list-style-type: none"> • 55% of people attending involvement events were “new” attendees • 1714 people responded to telephone surveys carried out by our in-house market research team
Increase the number of residents completing their training courses	From April to December 2008, 92% of residents completed their training course

Service excellence and continuous improvement

- We started the third year of the five-year continuous improvement programme, completing a review of garage management, and using customer journey mapping techniques to see how we can improve our aids and adaptations service from the customer’s perspective
- We have continued to work with a tenant associate inspector to conduct mini mock inspections of our services, so that we can see where the gaps are and implement action plans to drive our performance up to the three-star level

Services for vulnerable customers

- We are delivering new schemes for vulnerable people, for example 21 units are due to be completed in 2009 at Wood Lane including six “move-on” flats
- Our Westlearn programme has delivered life skills and capacity-building training to our residents
- We have engaged with young carers and are starting a partnership to help them access services and activities that they were previously excluded from
- We are continuing to replace showers in residents’ homes with an accelerated programme for those who are elderly and/or disabled

We said we would...	We achieved...
Self-assess at least at level B in our Supported Housing Quality Assessment Framework results by March 2009	Mock inspection results showed that we are achieving level B, and our formal assessment will take place shortly
Maintain high levels of performance in terms of the satisfaction of our supported housing and floating support clients and set targets when more data is available	Exit surveys with supported housing clients continue to show 100% satisfaction with the service

Value for money

- Benchmarking results showed that our housing cost per property was above average compared to other local landlords
- A mock inspection of our income management service showed that it was borderline two-star with promising prospects for improvement
- We have reviewed our pre-tenancy service in light of ending our contract with North Wiltshire District Council to run the waiting list, and are moving towards a tenancy sustainment model from April 2009, to help new tenants make the most of their tenancies
- We have invested in improving garages to offer better facilities for our tenants and improve the environment on our estates

We said we would...	We achieved...
Reduce rent arrears to 2.4% by March 2012	3.9% at December 2008
Maintain our upper quartile performance in terms of reletting empty general needs homes (22 days or less)	23 days (year to date December 2008)
Reduce former tenant arrears to less than 0.9% by 2012	At December 2008, former tenant arrears were 1.1%

Equality and diversity

- We have started our customer profiling project, to make sure that we have the most up to date information available on our customers and their specific needs
- We conducted a telephone survey of our black and minority ethnic households, which showed that they are not experiencing any particular issues that are not shared by other households
- We have engaged more with our young (under 18) residents, which has led to the Voice It Project, giving them a say in the residents' business plan
- We set up the Family Forum, to engage with parents and their children who live in our homes

We said we would...	We achieved...
Employ a workforce that reflects the local community in terms of ethnicity (target 4% from black and minority ethnic backgrounds) and disability (target 12.1%)	Between December 2007 and December 2008, we increased our proportion of black and minority ethnic staff from 1.2% to 2.2% and staff who state that they have a disability from 3.5% to 4.5%
House a proportionate percentage of applicants from black and minority ethnic backgrounds to the percentage on the waiting list.	We are currently housing 5.7% of applicants from black and minority ethnic backgrounds, whereas there are 6% on the waiting list.

Sustaining our neighbourhoods

- We have appointed a Head of Regeneration to drive this key area forward
- We are taking a maximum impact approach in several key regeneration areas: addressing issues identified by residents on their estates in a joined up and holistic way rather than in isolation from each other
- We have developed a financial inclusion strategy, which is now being rolled out across the Group to help our residents maximise their income and reduce their debt. This includes assistance such as Citizens Advice Bureau project workers, a Moneyfriend and various awareness raising initiatives
- Following feedback from residents, we are running energy awareness roadshows at our blocks of flats, to help make sure that people make best use of their heating systems and reduce their heating costs

We said we would...	We achieved...
Add another five employers to the list of those offering Whatever! work experience placements	7 extra employers
Achieve at least 60% satisfaction with the way that anti-social behaviour is dealt with	75% at December 2008

New homes

We said we would...	We achieved...
Develop 200 new social rent homes during 2008/09	157 new homes at December 2008, meaning that we are on track to achieve the year-end target
Develop 70 low cost home ownership properties during 2008/09	71 new homes at December 2008
Achieve 77% resident satisfaction with their new build home	90% at December 2008

Investment in our assets

- Our asset management and affordable warmth strategies are on target to deliver improvements to our homes so that they meet or exceed decent homes and energy efficiency standards.
- We are continuing to install showers in all our homes, and provided an extra £50k last year to meet resident demand for walk-in showers.
- Under our improved performance management arrangements, we were able to take quick action to resolve performance problems identified with one of our major planned maintenance contractors

We said we would...	We achieved...
Achieve full compliance with the Decent Homes Standard by 2010	95.9% of properties meet or exceed the standard at December 2008
Maintain at least 98% resident satisfaction with their last repair job	97.5% at December 2008

Employee satisfaction

- We have moved all staff onto the new Group-wide HR system

We said we would...	We achieved...
Keep staff turnover at or below the sector average of 18.2%	12.8% (December 2007).
Keep short term staff sickness absence below five days per employee per year	4.7 days (December 2007)
Achieve 85% staff satisfaction with employment at Westlea	81% - an increase from 79% in 2007.

Objectives

Westlea will work towards the overall objectives in the GreenSquare corporate plan, and these specific objectives over the next three years. **RBP** indicates that this objective delivers targets set out in the Residents' Business Plan.

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? <ul style="list-style-type: none"> • We will maintain the strong cultural focus on excellent customer services both internally and externally. • We will maintain Quality Housing Standard accreditation for our customer services • We will build on the new ArcHouse system, launching remaining modules and ArcHouse+ to meet resident and business needs during 2009/10, making sure we can use it to track and monitor service standards. RBP • We will complete enhancements to the phone system by June 2009 and continue to monitor performance. • We will complete a satisfaction survey of all our residents by June 2009 RBP • We will use our resident forums to inform service improvement and feed back to residents on what we have achieved. RBP • We will continue to gather up to date information on our residents' individual needs so that we can provide a much more tailored service, and use the full resident survey in 2009 to fill in any remaining gaps RBP • 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? <i>(Our current performance is detailed in brackets where appropriate)</i> <ul style="list-style-type: none"> • We will achieve performance within the top 25% (upper quartile) of local housing associations: <ul style="list-style-type: none"> ○ Maintain our top quartile performance in terms of overall satisfaction with our service (86%); and ○ Achieve 80% satisfaction with the outcome of last contact (76%) RBP • We will maintain certification level in our QHS scores • In terms of complaints, we will: <ul style="list-style-type: none"> ○ achieve at least 60% satisfaction from residents with our complaints handling process during 2008/09 (45% at December 2008); ○ resolve 95% of complaints within target times; and ○ ensure that at least 90% of complaints are resolved informally or at stage one of the complaints process. • 95% of initial contact telephone calls will be answered within five rings (92.3% at December 2008) • We will see positive and improving results from mystery shopping and resident inspection
Links: Group customer care strategy; Westlea service standards	

2. Resident Involvement

We will further develop and improve our 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 range of opportunities for people to become involved in shaping our services, with a particular focus on families and young people in 2009/10 **RBP**
- We will work with residents' groups to develop a more effective dialogue and become more representative of their community
- We will expand and develop the use of telephone surveys and the internet to contact an increased number and wider range of people
- We will use a variety of methods, including the annual impact statement to make sure that residents receive feedback to show how their involvement has changed our services **RBP**
- We will consult residents on our Business Plan each year
- We will continue the Westlearn training programme, with specific events to support involvement opportunities; free internet access and IT training; and more life skills training to improve residents' opportunities to be involved, sustain their tenancies and find employment
- We will implement the revised Westlea Involvement Guidelines and evaluate resident involvement methods for their effectiveness: in involving a range of people; influencing services and decision making; and value for money

How we will know when we get there?

(Our current performance is detailed in brackets where appropriate)

- We will maintain our upper quartile performance in satisfaction with the opportunities to participate in management and decision making (67%) **RBP**
- We will achieve upper quartile satisfaction with how well we take residents' views into account when we make decisions by 2011/12 (72%) **RBP**
- We will aim to further increase the number and range of people involved during 2008/09 **RBP**
- Our impact statement for 2007/08 will show that resident involvement activities have had an improving impact on service delivery **RBP**
- Responses to our surveys and participation in our resident involvement activities will mirror the make-up of our resident population by 2011
- We will maintain upper quartile resident satisfaction with the information we provide (89%)
- We will have a Residents' Business Plan in place alongside the corporate plan during 2009/10 **RBP**
- We will see a year on year increase in the number of new attendees on the resident training programmes; the number of residents completing their course and the levels of satisfaction with the training

Links: Group resident involvement strategy; Westlea Involvement Guidelines; and involvement and consultation 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 1st April 2009, who will begin to review performance and advise on priorities for improvement
- We will deliver the fourth year of our “Building Excellence” continuous improvement programme in order to improve performance and value for money and report on the outcomes to residents
- We will use the new ICT system to improve our performance monitoring at all levels of the organisation
- 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 **RBP**
- 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
- We will achieve or be performing at the level of at least a “good with excellent prospects for improvement” inspection by the end of 2009/10
- The scrutiny panel pilot will be judged a success and the panel will provide positive assessments of our performance
- Our “Building Excellence” service reviews will show measurable improvements in services to residents

Links: Group continuous improvement framework, 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 continue to tender for support service contracts with our partners to expand the range of services that we can offer to vulnerable residents **RBP**
- We will set aside an annual budget to adapt homes for disabled residents that reflects the increasing number and needs of residents with disabilities **RBP**
- Subject to Board approval, we will implement the recommendations from our review of our aids and adaptations service during 2009/10 **RBP**
- We will continue to explore the feasibility of bringing our sheltered properties up to acceptable standards during the life of the business plan **RBP**
- We will use ArcAsset to improve the information that we hold on our adapted and accessible properties during 2009, so that we can match them more easily to applicants with disabilities
- We will implement our homelessness action plan throughout 2009/10
- We will offer life skills courses through Westlearn to support individuals and help them to maintain their tenancies

How we will know when we get there?

(Our current performance is detailed in brackets where appropriate)

- We will self-assess at least at level B in our supported housing Quality Assessment Framework results by April 2009
- We will put a performance monitoring system in place for our supported housing service by the end of 2009/10
- We will maintain high levels of performance in terms of the satisfaction of our supported housing and floating support clients and set targets when more data is available *(100% at December 2007)*
- We will complete at least 50 new supported housing bedspaces for vulnerable people during 2009-12 *(we completed 23 units April – December 2008)*

Links: Group older persons' housing and support services 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 **RBP**
- We will repeat our review against our peers to help us improve our value for money while maintaining excellent services during 2009/10 **RBP**
- We will work with residents to increase their understanding of our financial position and spending priorities, and publicise our value for money indicators **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, avoid debt and sustain their tenancies
- We will review our rents and conduct adjustments for all affected tenancies, so that rents will be charged at the Housing Corporation's target
- We will roll out our financial inclusion strategy across the Group during 2008/09

How we will know when we get there?

(Our current performance is detailed in brackets where appropriate)

- Over 83% of residents will believe that their rent equals good value for money (81%) **RBP**
- We will achieve upper quartile costs per property in the annual Housemark benchmarking results by 2011/12 **RBP**
- 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 achieve our targets around rents and letting properties:
 - reduce current resident arrears to 2.4% or less by March 2012 (3.9% at Dec 08)
 - reduce former tenant arrears to under 0.9% by 2012 (1.1%)
 - re-let our general needs empty homes in 22 days (23 days year to date at December 2008) by the end of 2009
 - reduce the time it takes to re-let homes for older people (42 days year to date at December 2008)
 - maintain our upper quartile performance for the percentage of rent lost on general needs empty homes each year (0.8% at December 2008)
 - have 99% of rents at target by 2010/11 (89% at December 2008)
- We will generate £4 of extra income for every £1 that we invest in our debt advice services to make sure that they offer value for money
- We will maximise grants and match funding through partnership working, measured through our impact assessments **RBP**

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 2009/10
- We will deliver our disability and gender equality action plans between 2008 and 2011
- We will implement plans to engage with remaining hard to reach groups such as those from black and ethnic minorities (including gypsies and travellers) during 2009/10
- We will continue to deliver equality and diversity awareness sessions to all residents' groups, staff and Board
- We will improve equality and diversity monitoring in line with implementation of the new ICT system
- We will have a pictorial version of our tenancy agreement in place for residents with learning difficulties by the end of 2009/10 **RBP**

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 Westlea provides as the resident population as a whole
- The number of BME and disabled applicants we house will be proportional to the number on the waiting list *(5.7% of lettings against 6.1% applicants in December 2008)*
- Our staff and board will fairly reflect all sections of the community
 - 4% from black and minority ethnic backgrounds *(2.2% staff, 9% board)*
 - 6% with disabilities by the end of this business plan, working towards a longer-term goal of 12.1% *(4.5% staff, 9 % board)*
- We will carry out equality and diversity impact assessments in line with our schedule
- We will have maximised the equality and diversity data that we hold for our residents by the end of 2009/10:
 - Age: 98%
 - Gender: 98%
 - Ethnicity: 90%
 - Disability: 80%
 - Sexuality: 40%
 - Faith: 40%

Links: Group equality and diversity strategy

7. Sustaining our Neighbourhoods

We will continue to deliver improved quality of life in our neighbourhoods and create sustainable and pleasant places where people want to live.

How are we going to deliver it?

- We will implement our new Home Mover service from 1st April 2009, to help support new residents to sustain their tenancies
- We will repeat the quality of life survey on our key regeneration estates during summer 2009;
- We will implement three-year service level agreements with Wiltshire Young Carers and Wiltshire Adult Carers during 2009/10
- We will work with residents and local authorities to improve waste and recycling services in the area **RBP**
- We will identify grant and partnering opportunities to extend our community projects each year, and hold a partners event during 2009/10.
- We will work with young people to understand their priorities through the Voice It Project and implement the reviews of our youth and childrens partnerships and activities **RBP**
- We will implement the ENCAMS “safer, greener, cleaner” initiative at Hill Rise during 2009/10
- We will continue to tackle worklessness through the Whatever! project for young people, and implement the What Now? Project for over 25s
- We will deliver a range of sports, health and fitness projects for “hard to reach” or excluded people and communities
- We will initiate the three-year plan to restore the Abberd Brook area working with partners and volunteers
- We will pilot Link community schemes to develop community volunteers to provide a social link for residents and help them with transport, DIY, gardening, social links

How we will know when we get there?

(Our current performance is detailed in brackets where appropriate)

- We will develop a suite of performance indicators around tenancy sustainability during 2009/10
- We will see an increase in resident satisfaction in the quality of life survey as well as previous red priorities becoming amber or green
- We will increase access to statutory, voluntary and partner services by both young and adult carers living in Westlea homes during 2009/10
- We will achieve 86% resident satisfaction with their neighbourhood (80%) and increased satisfaction with grounds maintenance by June 2009
- We will maintain the number of partnerships during 2009/10 (63 *partnerships at December 2008*)
- We will design and implement one estate agreement with partners in Maximum Impact areas by March 2010
- We will achieve the ENCAMS Initiator Kitemark during 2009/10
- During 2009/10, 60 young people will successfully complete the Whatever! and What Now? projects, and we will add another 5 employers to the list of people offering placements (15)
- We will increase the number of people involved in local sports and deliver three healthy living food projects in regeneration areas
- Less than 10% of residents will see vandalism and drug dealing as a serious problem in the 2009 tenant survey
- Our ReAct system will produce better information to help us manage antisocial behaviour and we will maintain at least 60% resident satisfaction with the way that anti social behaviour is dealt with (75%)
- We will have measured our carbon footprint and set targets to reduce it **RBP**

Links: Group community investment strategy, group sustainability strategy

Excellent Partner

8. New Homes We will maximise the new provision and quality of housing for people in housing need	
How are we going to deliver it? <ul style="list-style-type: none"> • We will work with local authorities to provide a range of homes for people in housing need • We will continue to develop low cost home ownership units during the life of the Business Plan, subject to market conditions • We will continue to purchase, option or gain access in other ways to strategic land for development • We will continue to have an effective dialogue with residents on all new homes that we build, via the Design Panel and new homes surveys 	How we will know when we get there? <i>(Our current performance is detailed in brackets where appropriate)</i> <ul style="list-style-type: none"> • We will consistently deliver around 250 homes per year over the next four years (157 completed April – December 2008), of which around 20% will be low-cost home ownership properties • We will achieve 86% satisfaction level with our new build homes (90%) • We will assess our residents satisfaction with the quality of their new homes and set appropriate targets to achieve a year on year improvement • We will have successfully secured one additional regeneration project by 2011
Links: 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 continue to develop the Geographical Information System to identify how to better use our assets
- We will continue our rolling five-year planned maintenance and stock survey programme. We will project our repair liabilities based on the most recent survey information
- We will work with residents through our Affordable Warmth Strategy to improve the energy efficiency of their homes and reduce their heating costs **RBP**
- We will continue our shower replacement programme, giving priority to disabled residents **RBP**
- We will monitor our new programmed maintenance contracts for resident satisfaction and performance **RBP**
- We will monitor the performance of our responsive maintenance sub-contractors **RBP**
- We will ensure that we comply with gas safety requirements

How we will know when we get there?

(Our current performance is detailed in brackets where appropriate)

- We will achieve upper quartile performance in terms of resident satisfaction with the quality of their home (82%)
- We will maintain our upper quartile performance in terms of overall satisfaction with our repairs and maintenance service (86%) **RBP**
- We will complete at least 99.1% of emergency, 97.4 % of urgent and 97.8% of routine responsive maintenance jobs within target times (98.4%, 95.4%, 97.8% at December 2008) **RBP**
- At least 98% of residents will be satisfied with their last responsive repair job (97.5%% at December 2007) **RBP**
- We will identify development sites on our existing land that would provide ten extra new homes per year
- Where possible, all homes will exceed the Housing Corporation refurbishment target SAP (Standard Assessment Procedure) energy efficiency rating of 65 by March 2009 (18% fall below) **RBP**
- Every home will have a shower by the end of 2012 where the resident would like one **RBP**
- Our responsive maintenance sub-contractors will perform to the same standards as our own works team **RBP**
- 100% of properties will have a valid gas safety certificate
- We will install and evaluate at least 20 renewable or green heating systems and evaluate their potential for wider use **RBP**
- We will spend 3% of rental income on energy projects **RBP**

Links: Group & Westlea asset management strategy, Westlea affordable warmth strategy, community development strategy

Excellent Employer

10. Employee Satisfaction We will see a year on year improvement in employee satisfaction with Westlea	
How are we going to deliver it? <ul style="list-style-type: none"> Human resources functions will be delivered centrally by the GreenSquare Group, but in terms of Westlea staff, we will aim to achieve the targets listed opposite. 	How we will know when we get there? <i>(Our current performance is detailed in brackets where appropriate)</i> <ul style="list-style-type: none"> Staff turnover will remain below the sector average of 15.3% each year (12.7%) RBP Short term staff absence will not exceed five days per year (4.7 days April-December 2008) We will maintain at least our current levels of front line staff (74%) RBP In the 2010 staff survey: <ul style="list-style-type: none"> Overall staff satisfaction will be 85% (81% in 2008) 85% of staff will be "proud to work for Westlea" (82%) 60% of staff will be satisfied that there is open communication and flow of information between all levels of the organisation (40%) 97% of staff will feel that Westlea is focused on providing excellent customer service (91%)
Links: Group Human Resources Strategy, Learning and Development Strategy	

Board and management team

Board

The Westlea Board is made up of three resident board members, eight independent members, and one co-optee. The Managing Director of Westlea is also a co-opted Board member.

Bob Marshall (Chair)

Independent board member

Bob is a qualified accountant now working as a Management Consultant . He was previously Chief Executive of North Wiltshire District Council, a post he held for 10 years. He lives in Yatton Keynall, just outside Chippenham. He has also worked in the private sector with CAPITA. Bob is married with three grown up sons. His interests include travel and keep fit

Rosalind Brooke

Independent board member

Rosalind originally trained as a social worker and worked as a probation officer before spending twenty years working in the social housing sector, rising to senior executive level. She currently works freelance for housing associations and other housing related organisations and also as a business mentor. She is also an affiliate housing inspector with the Audit Commission. She is currently a non-executive Director of B&NES Primary Care Trust and a member of the Local Strategic Partnership for B&NES.

Allison Bucknell

Independent board member

Allison has lived in the Lyneham area for twenty years, working in the IT industry where she has developed a wide range of general skills. Allison holds a degree in Maths and Management Sciences. She has a small number of houses that she rents out privately, and her husband develops high-end assisted living homes. Allison and her husband also foster children, mainly from Swindon. She was elected North Wiltshire District Council member for Lyneham in 1997. Allison was appointed member of the Board in July 2003.

Angie Clapp

Independent board member

Angela comes from Malmesbury and moved to Chippenham in 1984. She married Roy in 1972 and they spent several years in the hotel and catering industry. After leaving the licensed trade, she attended Chippenham College where she gained a qualification in Business & Finance and a Diploma in IT. Angela has been involved in Tenant Participation since it began, and used to be Secretary of the Chippenham Area and District Panels. She used to be the Chair and a board member of the national Tenant Participation Advisory Service. Angela was elected to Westlea's Board of Management in September 2000.

Roger Harvey

Resident board member

After a 29 year career at sea, ending up as a ships-master, Roger moved to North Wiltshire. He soon became involved with the District Council at the timewhen they decided to transfer their housing stock to Westlea, or North Wiltshire Housing Association, as it was at the time. He served on the board previously before ill-health meant he had to step down, and has been heavily involved with various tenant groups.

David Line

Independent board member

David has recently retired from a management career in the food, airline, holiday, insurance and charity sectors. For many years he headed the Prospect Hospice charity and led it through a major period of development and expansion. He has also been a School Governor, a Director of a Care Home charity and Chairman of his local church restoration appeal. Currently he is also a Trustee and Director of Age Concern Wiltshire. David lives in Burbage with his wife Alison.

Tom Pearce

Resident board member

Tom came to live in North Wiltshire in April 1992 and settled with his family in Chippenham. He was an active advocate and member of Westlea Housing Association from the beginning, becoming involved at the time of the transfer of properties from North Wiltshire District Council. He has served on area panels, the then District Forum and the Board of Management. He studied at the University of the West of England achieving the Chartered Institute of Housing National Certificate in Tenant Participation in 1996.

Pearl Peckham

Co-opted board member

Pearl currently works for the Audit Commission as a Tenant Inspection Advisor. She holds the "Community Leadership Award – Residents in Governance" with the Institute of Leadership Management. She also holds certificates in Tenant Participation with University of West of England and Chartered Institute of Housing. She is a housing Practitioner with the Chartered Institute of Housing and she has a Certificate from the Open University in Social Sciences.

Melanie Reilly

Resident board member

Melanie has lived in Bristol all her life. Social Housing and Policy was a core module of her BA in Geography and was where her interest in this sector first began. She has held various roles within housing associations, has also completed her Postgraduate Diploma in Housing and recently gained corporate membership to the Chartered Institute of Housing.

Helena Taylor-Knox

Independent board member

Helena is a business psychologist who runs her own company promoting the sustainable creation of personal wellbeing and successful positive workplaces. She has worked in both the social housing & social care sectors for the last 15 years, including leading the supported housing team at SOHA Housing, and is a member of the Chartered Institute of Housing.

Helena has A BSc in Behavioural Sciences from Leicester University and a Masters in Mental Health (Organisational Psychology & Psychiatry) from King's College, London. After completing her clinical training in New York, Helena moved to Swindon which is now home to her and her business.

Ian Tomlinson

Independent board member

Ian has over 20 years experience working with various socially excluded groups including young offenders, substance mis-users and people with learning disabilities. Currently employed as Programme Manager for the Wiltshire Children's Fund, Ian is responsible for developing services to work with 5-13 year olds who are at risk of social exclusion. A qualified social worker, Ian has specialist knowledge in user participation, having been employed as National Participation Manager for Mencap and acted as a consultant for various housing associations and local authorities on tenant and user participation and also for the Home Office, developing educational information on drugs for people with a learning disability.

Ivor Williams

Resident board member

Ivor lives in Wootton Bassett. He has been a Westlea tenant for ten years, and a board member for six. He and his partner have two teenage sons. After leaving the Armed Forces, Ivor worked for the Post Office and then ran his own newsagents. Most of his time is now taken up with voluntary work, and he has been active in local and nation tenant participation for the several years.

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.

ANN CORNELIUS BSc (Econ), MCIH - MANAGING DIRECTOR (WESTLEA)

Ann graduated from Swansea University with a degree in Social Policy and Administration, and after jobs in research and in welfare advice, began a career in housing associations in 1985. She became a member of the Chartered Institute of Housing in 1988. She has worked in associations in the Welsh Valleys, Swansea, and Cardiff. Her last job was the chief executive of Oxboode Housing Association in Gloucester, before moving to Westlea in March 2004 as Executive Director (Operations). She was appointed Managing Director (Westlea) when the GreenSquare Group was formed. As well as managing Westlea, she is a member of the GreenSquare executive team and a co-opted Board member for Westlea.

Heads of Service

SHIRLEY DAVIES BA (Hons), MCIH - HEAD OF NEIGHBOURHOOD SERVICES

Shirley has a degree in housing and is responsible for managing the teams that provide a range of front-line services for our residents and communities. These include neighbourhood development and services; customer accounts; and supported housing amongst others.

MIKE MEHAFFY - HEAD OF ASSET MANAGEMENT

Mike is responsible for the overall management of the association's property and land assets and ensuring they are properly maintained, improved and reviewed to support the aims of the business.