

Westlea Housing Corporate Plan

2010-13

About Westlea

This is the corporate plan for Westlea Housing for the three years from 1st April 2010. 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 nearly 7,000 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

As part of the GreenSquare Group, Westlea aims to be a major provider of housing, regeneration, care and support and commercial services in Wiltshire, Swindon and Gloucestershire. Overall, we want 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 6,966 homes across our area of operation.

Type of home	Number owned
General needs (for anyone in housing need)	5,905
Older persons' housing	312
Supported housing (for people with particular needs, for example those with mental health issues)	242
Low cost home ownership (part-rent, part-buy homes)	191
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
Short-term lets	10

Intermediate rent	12
Student rent	34
TOTAL	6,966

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	£70.74 (at March 2009)
Rented from another housing association (average) Two bedrooms	£71.91 (at March 2009)
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	£157
Bought on the open market Based on average sale price of a 2 bedroom house of £159,000 (December 2009), with a 4.5% mortgage rate	£220

Our performance

Performance indicator	Our results (December 2009)	Our target
Overall tenant satisfaction	84%	To be in the top 25% of landlords – currently 86%
Tenant satisfaction with how we take their views into account	65%	To remain in the top 25% - currently 81%
Current rent arrears	4.2%	2.8% by March 2012
Time to relet empty general needs homes	34 days	22 days
Average energy efficiency rating (SAP) of our homes	67.3	70
Repairs completed within target time: <ul style="list-style-type: none"> • Emergency • Urgent • Routine 	<ul style="list-style-type: none"> • 98.6% • 96.1% • 98.3% 	<ul style="list-style-type: none"> • 99% • 97.4% • 97.7%

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

Our employees

Westlea employs approximately 226 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 launched handhold computers for our trades staff, meaning that they can offer a quicker and more efficient service
- We made excellent progress on collecting more information about residents' individual needs, exceeding our targets in five out of six areas
- We sent our resident satisfaction survey out to all residents in February 2009, and received responses from 46%
- Residents have completed mystery shopping to check that we are delivering excellent service to residents

We said we would...	We achieved...
Achieve top 25% overall tenant satisfaction scores (86% and above)	84% (March 2009)
Achieve 60% satisfaction with the complaints handling process	71% (December 2009)
Achieve 80% customer satisfaction with their last contact with us in our ongoing surveys	83% (December 2009)

Resident involvement

- We have consistently demonstrated improvements over the last five years which are the result of what residents have told us needs to change
- We published our fifth residents' business plan, clearly stating what our residents would like to see us achieve over the next year
- Our Group Residents' Scrutiny Panel has been operating for a year, and has completed inquiries into heating and adaptations which have influenced the way we work in these areas
- We reviewed our Westlea Involvement Guidelines with residents, who decided to make them shorter and more user-friendly

We said we would...	We achieved...
Achieve top 25% tenant satisfaction with how we take their views into account (81% and above)	65% (March 2009)
Further increase the number and range of people involved with us	From April to December 2009: <ul style="list-style-type: none"> • 54% of people attending involvement events were "new" attendees • 766 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 2009, 100% of residents completed their training course and 96% were satisfied with it

Service excellence and continuous improvement

- We started the fourth year of our five-year continuous improvement programme, including making progress on the key reviews of grounds maintenance and adaptations
- 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
- We have launched a management team level Balanced Scorecard to monitor operational performance indicators more effectively
- Our reception service is now part of our frontline housing team, which means that we can provide much more joined up customer service to our residents

Services for vulnerable customers

- We opened Unity House in Chippenham, offering accommodation for single homeless people in Wiltshire. This was built on the site of some demolished Westlea properties.
- We increased our aids and adaptations budget to £225,000 for 2010/11
- We are working with Swindon Borough Council on key projects around homelessness, domestic violence and tenancy sustainability

We said we would...	We achieved...
Self-assess at least at level B in our Supported Housing Quality Assessment Framework results by March 2009	Sheltered and supported housing both assessed at level B
Support people to live independently	98.6% of sheltered residents supported to remain in their own homes, and 94% of supported clients achieved outcomes in line with their support plans

Value for money

- We are tracking our savings each year, and have introduced efficiency indicators into the management accounts
- We consulted with residents about reducing our rents in line with negative RPI, with residents attending a Board meeting to present their point of view
- We now have a Group-wide financial inclusion strategy in place

We said we would...	We achieved...
Reduce rent arrears to 3.2% by April 2010	4.2% at December 2009
Achieve upper quartile performance in terms of reletting empty general needs homes (22 days or less)	34 days (year to date December 2009)
Achieve 80% satisfaction in terms of residents thinking that their rent is good value for money	81% in our 2009 residents survey

Equality and diversity

- We have made excellent progress with collecting diversity information on our residents
- We have engaged more with our young (under 18) residents through the Voice It Project, giving them a say in the residents' business plan
- We are looking at different ways to engage with families, for example through Children's centres

We said we would...	We achieved...
Employ a workforce that reflects the local community in terms of ethnicity and disability	We employ 2.2% of black and minority ethnic staff against a target of 4%; and 5.3% of staff who have a disability, close to our target of 6%
Increase the proportion of diversity information that we hold on our residents	We have data on age, gender and ethnicity for over 96% of residents. We have increased disability information to 73% and religion and sexuality information to around 60% (from a starting point of 4%)

Sustaining our neighbourhoods

- We completed our Community Development survey to assess quality of life on our key estates.
- We secured a variety of funding, including £78k in match-funding from partners and £189k from FutureJobs, to support thirty 16-24 year olds to find work
- Thirty partners attended a partners event that we held in June 2009
- We are delivering sports, health and fitness projects through the Fit2gether partnership and part-funding of an alternative sports coach

We said we would...	We achieved...
Increase our community partnerships	68 at December 2009
Engage with young and adult carers to improve their quality of life	25 young carers accessed services between September and December 2009; and there were 37 new adult carer referrals in the same period
Achieve 70% satisfaction with how we	82% in December 2009

handle antisocial behaviour cases	
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New homes

- We have re-launched the residents design to give more focussed and effective feedback. We have recruited and trained resident design advisors to give input into individual development projects

We said we would...	We achieved...
Deliver 250 new social rent homes during 2009/10	141 new homes at December 2009. We have had to revise our targets throughout the year in line with changing market conditions, taking a prudent approach to development
Achieve 86% resident satisfaction with their new build home	78% at December 2009

Investment in our assets

- We have set aside funding for a Geographical Information Systems (GIS) Manager to make sure that we are using our GIS system to its full potential across the organisation
- We have employed two energy advisors to visit residents in their homes to advise on heating and energy efficiency. They have visited 60 people in 2009/10, and aim to visit 100-120 in the next financial year
- For the first time ever, we achieved 100% gas safety compliance

We said we would...	We achieved...
Achieve full compliance with the Decent Homes Standard by 2010	99.9% of properties met or exceeded the standard at December 2009
Maintain at least 98% resident satisfaction with their last repair job	97.3% at December 2009
Make sure all homes had a shower by 2012	35% of homes have a shower. We have had to extend this programme to 2014.

Employee satisfaction

We said we would...	We achieved...
Keep staff turnover at or below the sector average of 15.3%	11.5% (December 2009)
Keep short term staff sickness absence below five days per employee per year	4.9 days (December 2009)
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.

<p>1. Customer Care We will achieve a year-on-year improvement in resident and colleague satisfaction with our customer services.</p>	
<p>How are we going to deliver it?</p> <ul style="list-style-type: none"> • We will maintain the strong cultural focus on excellent customer services both internally and externally. • Using our customer intelligence, staff development and technology, we will improve access to tailored services, manage our customer relationships better and drive up service standards (setting out our approach in a Group Customer Access Strategy to be published by October 2010) RBP • Our staff will be more visible in our neighbourhoods; and we will provide housing services to the public from our Swindon office from April 2010 RBP • We will complete a satisfaction survey of all our residents by April 2011 • We will regain Quality Housing Standard accreditation for our customer services • We will use our resident forums to inform service improvement and feed back to residents on what we have achieved. RBP • We will use feedback from resident inspectors and mystery shoppers to review and evaluate our services RBP 	<p>How we will know when we get there? <i>(Our current performance is detailed in brackets where appropriate)</i></p> <ul style="list-style-type: none"> • We will achieve top quartile performance of 86% in terms of overall satisfaction with our service (84%) by 2011/12 • We will achieve top quartile satisfaction of 69% with how well we take residents' views into account when we make decisions by 2011/12 (65%). • We will maintain 80% satisfaction with the outcome of last contact in our ongoing customer service surveys (83%) • We will regain 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 (71%); ○ resolve 99% 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 (92.4%); and letter and emails will be replied to within 5 working days • We will see positive and improving results from mystery shopping and resident inspection
<p>Links: Group customer care strategy; Westlea service standards</p>	

<p>2. Resident Involvement</p> <p>We will further develop and improve our dialogue with our residents to:</p> <ul style="list-style-type: none"> • understand and respond to residents' needs; • shape our priorities; • receive feedback on our services; and • be accountable. 	
<p>How are we going to deliver it?</p> <ul style="list-style-type: none"> • We will implement our revised customer and community involvement strategy over the three years to March 2013 • We will increase the range of opportunities for people to become involved in shaping our services, with a continuing focus on families in 2010/11 RBP • We will improve how we communicate and have an effective dialogue with residents and residents' groups • We will use a variety of methods, including the annual impact statement and feedback from estate walkabouts to make sure that residents receive feedback to show how their involvement has changed our services RBP • We will deliver on the promises in our residents' business plan each year • We will continue the Westlearn training programme, to support residents being involved; improve their opportunities to influence service standards and their neighbourhoods; help them sustain their tenancies; and increase their employment opportunities 	<p>How we will know when we get there? <i>(Our current performance is detailed in brackets where appropriate)</i></p> <ul style="list-style-type: none"> • We will aim to further increase the number and range of people involved during 2010/11 RBP • We will be able to show that resident involvement activities have had an impact at a strategic and service level RBP • Responses to our surveys will mirror the make-up of our resident population by 2011 • We will achieve upper quartile resident satisfaction of 84% with the information we provide (80%) • We will be able to demonstrate that we are delivering on the promises in the residents' business plan 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
<p>Links: Group resident involvement strategy; Westlea Involvement Guidelines; and involvement and consultation policy</p>	

3. Service Excellence and Continuous Improvement

Residents will drive our service priorities so that we deliver continually excellent and appropriate services

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 work with the Residents' Scrutiny Panel to improve services and support and develop their role
- We will deliver the fifth year of our "Building Excellence" continuous improvement programme in order to improve performance and value for money. We will fully involve residents, and make it clear what has changed as a result.
- We will continue to involve residents in all aspects of running our business, from corporate planning and budget setting through to neighbourhood standards **RBP**
- We will work with residents to agree local standards, in line with the Tenant Services Authority regulatory framework by April 2011

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 by 2011
- We will achieve or be performing at the level of at least a "strengths outweigh weaknesses" inspection by the end of 2010/11
- Our "Building Excellence" service reviews will show measurable improvements in services to residents
- We will make our performance and cost information more transparent and open to resident scrutiny during 2010/11

Links: Group continuous improvement framework

<p>4. Services for Vulnerable Residents</p> <p>We will:</p> <ul style="list-style-type: none"> • 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 	
<p>How are we going to deliver it?</p> <ul style="list-style-type: none"> • We will continue to work with partners within local frameworks to deliver better services for people with support needs • 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 • We will launch the pilot affordable handy-gardener service to help people with disabilities in May 2010 RBP • We will be part of the Wiltshire-wide Family Intervention Project from April 2010, providing support for families in chaos • We will identify where vulnerable residents may be at risk, and quantify how we can support them to achieve improved quality of life and sustainable tenancies by the end of 2010/11 • We will implement the recommendations from our review of our aids and adaptations service during 2010/11, including extra assistance for residents and dealing with minor applications faster RBP • We will continue to use ArcAsset to improve the information that we hold on our adapted and accessible properties during 2010, so that we can match them more easily to applicants with disabilities 	<p>How we will know when we get there? <i>(Our current performance is detailed in brackets where appropriate)</i></p> <ul style="list-style-type: none"> • We will maintain at least level B in our supported housing Quality Assessment Framework results • We will complete at least 50 new supported housing bedspaces for vulnerable people during 2009-12 <i>(we completed 21 units April – December 2009)</i> • We will achieve positive outcomes for residents who receive support services, in line with Supporting People guidance • We will spend our adaptations budget effectively, to provide the maximum possible number of high quality adaptations to meet residents' needs RBP • Families who are supported by the Family Intervention Project will not be evicted • We will achieve 90% satisfaction with adaptations
<p>Links: Group older persons' housing and support services strategy</p>	

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**
- Each year, we will repeat our review against our peers to help us improve our value for money while maintaining excellent services
- We will work with residents to increase their understanding of our financial position and spending priorities, and improve how we communicate with residents about value for money **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 maximise our income from service charges during 2010/11
- We will continue to offer money and energy advice to residents to help them avoid poverty

How we will know when we get there?

(Our current performance is detailed in brackets where appropriate)

- Over 80% of residents will believe that their rent equals good value for money (81%) **RBP**
- We will achieve better than average costs per property in the annual Housemark benchmarking results by 2011/12
- We will achieve our upper quartile targets around rents and letting properties:
 - reduce current resident arrears to 2.8% or less by March 2012 (4.2% at December 2009)
 - reduce former tenant arrears to under 0.7% by 2012 (1.4%)
 - re-let our general needs empty homes in 28 days (33.7 days) by the end of 2010/11, working towards a longer-term target of 25 days
 - reduce the time it takes to re-let homes for older people (68 days)
 - continue to lose no more than 0.9% of rent on empty general needs homes each year (0.73%)
 - have 99% of rents at target by 2010/11 (93.9%)
- 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 visit 100-120 residents per year to offer energy advice
- We will maximise grants and match funding through partnership working, measured through our impact assessments

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 2010/11
- We will use the profiling data that we have collected to provide a fair and accessible service to people regardless of their background or needs
- We will continue to check who our “hard to reach” groups are and work (with partners where appropriate) to engage more successfully with them
- 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 September 2010, as part of a Group-wide review of tenancy agreements

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
- We will work with Homes4Wiltshire to make sure that we let homes fairly to applicants from all backgrounds
- Our staff and board will fairly reflect all sections of the community
 - 4% from black and minority ethnic backgrounds (2.2% staff, 15% board)
 - 6% with disabilities by the end of this business plan, working towards a longer-term goal of 12.1% (5.3% staff, 7.7% board)
- We will be able to demonstrate increased family involvement and satisfaction by March 2013
- We will carry out equality and diversity impact assessments in line with our schedule
- We will continue to focus on collecting equality and diversity data in the following areas, increasing the level held to:
 - Disability: 90%
 - Sexuality: 80%
 - Faith: 80%

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? <ul style="list-style-type: none"> • We will work with partners, use innovative methods and secure funding to improve the quality of life for people living in our neighbourhoods, with specific projects around: <ul style="list-style-type: none"> ○ health and wellbeing; ○ young people and children; ○ employment; ○ the environment; ○ anti-social behaviour; and ○ neighbourhood planning and management. • As part of our strategic review, we will assess how we can improve local influence over delivery of services to neighbourhoods. This includes devolving a budgets to all our estates. RBP • We will implement our estate management strategy from April 2011, with a specific focus on improving estate walkabouts and local communication of outcomes 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 upper quartile resident satisfaction of 84% with their neighbourhood (82%) and increased satisfaction with grounds maintenance in 2011 • We will monitor take-up and outcomes for all our community projects • We will develop sustainability indices for our estates • We will use our community development survey to target investment at the areas which need it most • We will run two neighbourhood partnership pilots in 2010/11 • We will achieve the ENCAMS Initiator Kitemark during 2010/11 • Less than 10% of residents will see vandalism and drug dealing as a serious problem in the 2011 tenant survey • We will maintain at least 70% resident satisfaction with the way that anti social behaviour is dealt with (75%) • We will reduce our business mileage and office energy consumption by 2% to help reduce our carbon footprint
Links: Group community investment strategy, group sustainability strategy, Westlea customer and community involvement strategy	

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?

- We will work with local authorities to provide a good quality range of homes and tenures (for example intermediate market rent) for people in housing need, 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, new homes surveys and reviews with residents when homes are completed

How we will know when we get there?

(Our current performance is detailed in brackets where appropriate)

- We will aim to deliver around 480 homes over the next three years (141 completed April – December 2009), of which around 10% will be low-cost home ownership or intermediate rent properties. These targets will be continually reviewed in line with market conditions.
- We will achieve 86% satisfaction with our new build homes by 2011 (78%)
- 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 meet residents' needs and are sustainable

How are we going to deliver it?

- As part of our Group strategic review, we will develop a new standard for our existing homes and determine how we will fund this
- We will continue to develop the Geographical Information System to use asset and other management information more efficiently across the organisation
- We will continue our seven-year planned maintenance and stock survey programme. We will project our repair liabilities based on the most recent survey information
- We will deliver our affordable warmth action plan to improve the energy efficiency of their homes and reduce their heating costs during 2010/11 **RBP**
- We will continue our shower replacement programme, giving priority to disabled residents
- We will monitor our programmed maintenance contracts for resident satisfaction and performance
- We will monitor the performance of our responsive maintenance sub-contractors and actively aim to bring their performance in line with our own trades team **RBP**
- We will ensure that we comply with gas safety requirements
- We will develop an approach to deal with empty properties which are hard to let and have sustainability issues

How we will know when we get there?

(Our current performance is detailed in brackets where appropriate)

- We will achieve upper quartile resident satisfaction of 88% with the quality of our homes (86%)
- We will maintain upper quartile performance of 82% in terms of overall satisfaction with our repairs and maintenance service (83%)
- We will complete at least 99.2% of emergency, 98.3 % of urgent and 98.1% of routine responsive maintenance jobs within target times (98.6%, 96.1%, 98.3%)
- We will complete 93% of repairs first time (91%)
- At least 98% of residents will be satisfied with their last responsive repair job (97.3%)
- We will identify development sites on our existing land that would provide fifteen extra new homes per year
- We will have an average SAP (energy efficiency) rating for homes of 70 by 2011 (67.32) **RBP**
- Every home will have a shower by the end of July 2014 where the resident would like one
- 100% of properties will have a valid gas safety certificate
- We will continue to install and evaluate various renewable energy technologies to decide which are suitable to use in more properties **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	
<p>How are we going to deliver it?</p> <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. • We will ensure that health and safety requirements are correctly implemented and followed 	<p>How we will know when we get there? <i>(Our current performance is detailed in brackets where appropriate)</i></p> <ul style="list-style-type: none"> • Staff turnover will remain below the sector average of 17.1% each year (11.5%) • Short term staff absence will not exceed five days per year (4.9 days) • 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%)
<p>Links: Group Human Resources Strategy, Learning and Development Strategy</p>	

Board and management team

Board

The Westlea Board is made up of four resident board members, seven 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 Keynell, 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 a qualified executive coach and business mentor. She is also an affiliate housing inspector with the Audit Commission. She is currently a non-executive Director of Bath & North East Somerset (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 over twenty years and previously worked in the IT industry where she 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 care homes. Allison and her husband also foster children, mainly from Swindon. She was elected Wiltshire Council member for Lyneham in 2009, chairs a charity for children with additional needs and teaches keep fit to the over 60s. Allison was appointed member of the Board in July 2003.

Alison Cross-Jones

Co-opted Board Member

Alison's previous work experience is in the pub and retail trade where she worked as an Assistant Manager. Over the last eight years Alison has been working as an advocate successfully helping families of children with SEN (Special Educational Needs). She is a Westlea resident and has a long history in resident and community involvement in Cardiff and Wiltshire including chairing Westlea's District Forum and the local Community Area Partnership. She plays an active role in Malmesbury where she lives.

For the past two years Alison has been a Director of TPAS (Tenant Participation Advisory Service) and in the past she has been a Director of Wiltshire & Swindon Users Network. As well as being a member of various professional bodies such as the Chartered Institute of Housing (CIH), she has recently been appointed as a Tenant Inspection Adviser for the Audit Commission. Alison holds a level 4 City and Guilds adult teaching qualification and is an associate member of the Institute for Learning.

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 time when 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. He is also a volunteer with two charities providing narrow boat holidays for disabled adults, children and their families. David holds the Certified Diploma in Accountancy and Finance, as well as the Diploma in Charity Management. 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

Resident board member

Pearl currently works for the Audit Commission as a Tenant Inspection Adviser. 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

Independent 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 17 years, the last four as an independent consultant and supported housing specialist. She is an Associate 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 Wiltshire which is now home to her and her business.

Ian Tomlinson

Independent board member

Ian has over 20 years experience working with socially excluded groups including young offenders, substance mis-users and people with a learning disability. Currently employed as Commissioning Manager for children in care and children with complex needs for Bath Council.

A qualified social worker, Ian has specialist knowledge in user participation, having been National Participation Manager for Mencap and 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 Oxbode 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.