

Oxford Citizens Housing Association

# Annual Report

2010-2011

Mr and Mrs Charlesworth  
from Lucas & Remy House



Welcome to our annual report for 2010/11. This is where we tell you a bit about what we did during the year, and how we met the promises that we set out in last year's report, including our local offers.

We will set out what we intend to do next year in our corporate plan and residents business plan, which will be published in April 2012.

## Local offers

When you see this symbol in the annual report it shows that part is about a 'local offer'. This just means something that we agree with our residents because it is important to them. It may be something that other landlords don't do, and that's what makes it 'local' to us. It also means not taking a one size fits all approach to what we do. We might have different local offers for people who live in a particular area, or for people who have disabilities, or for families, because they need and want different things.



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### Your help with this report

We have worked with a group of residents to agree how this report should look. They looked at last year's reports and similar documents from other housing associations to help decide what they did and didn't like. Residents have chosen the style of headlines and text on the pages, what the tables of information look like, and what symbols are used.

Welcome to the 2010/11 OCHA annual report! Last year's report set out what our 'local offers' were going to be, and here, OCHA is reporting back to us on whether it has delivered against these promises or not (things that it has done, is doing, or is still to do). At the moment, OCHA is talking to lots of residents about their priorities for next year, to make sure that it continues to focus on the things that are most important to us as residents.

This report is for us: OCHA talked to residents about how the annual report should look, and while everyone has their own opinion on what they like and don't like, generally the feeling was that it should be bright, with lots of photos and just enough words to get the message across. Hopefully you will agree that this has been achieved! However, if you've got any thoughts or suggestions, please send back the enclosed feedback card.

As Chair of the Resident Scrutiny Panel I am generally pleased with the progress that OCHA is making, and although there are some things that have not been delivered, I am confident that there are action plans in place to address this.

As a scrutiny panel, we feel that our work is going from strength to strength, as we work alongside the Board and management of OCHA, and we are looking forward to another successful year.

**Kerry Law, Chair of the Resident Scrutiny Panel**

Our customers remain firmly at the heart of what we do and we continue to concentrate on the priorities that you set us through our focus on local offers.

This has built on the vision set out for us by you in your Residents' Business Plan.

We are working in unprecedented times with Government presenting many challenges for both you as our customers and for us as a housing provider. With changes proposed to the benefits system it has never been more important that we continue to listen to your views and concerns and shape services and support that continue to best meet your needs.

**Andrew Smith, Managing Director (OCHA)**



**Kerry Law**



**Andrew Smith**

# Customer care

Good information, more choice, high standards and tackling things well if they go wrong. And most importantly – giving you a say in decision making.

## DOING

We collect a lot of information about you as residents, and use this to help us deliver the services that you really need.



## DOING

We made promises last year to:

- communicate better with you, in the way that you want, and send fewer letters;
- get back to you when we say we will; and
- develop clear service standards.

All of these things will be key parts of a complete overhaul of how we deliver customer services and our new customer service training programme. This will take slightly longer to deliver: training will start in October 2011, and we will be re-organising how we deliver customer services from Autumn 2012.

## DONE

We achieved Quality Housing Standard (QHS) accreditation in September 2010.



## DOING

We keep making our website better and more informative, and you can make rent payments online, if you have an Allpay card. However, as we said last year, offering fully online services for ordering repairs is likely to be some time away yet (within the next three years).

## Complaints

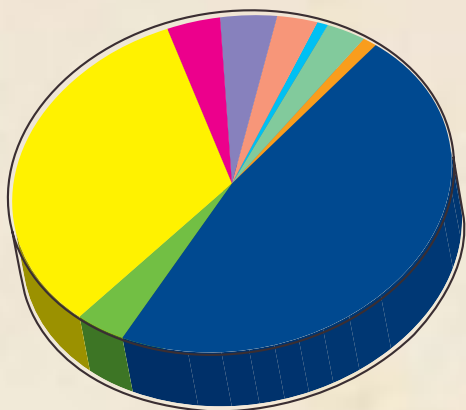
There were 79 formal complaints in 2010/11, up from 50 in 2009/10. There are four stages to our formal complaints process, which customers can move through if they are not happy with our response. 96% of complaints were resolved at stage one; and none went to the Independent Housing Ombudsman, the final stage for any complaint. We responded to 95% of complaints within our target time, and 63% of people were happy with how we handled their complaint, better than our target of 60%. 71% of complaints were upheld (we agreed that the complaint was justified).

Supported housing resident meeting



Resident involvement and empowerment

## What do residents complain about?



■ Repairs (gas)	47%
■ Repairs (general)	4%
■ Housing management	33%
■ Customer service	4%
■ Frontline	4%
■ Rent arrears	3%
■ Staff	1%
■ Recharges	3%
■ General	1%

We learn from our complaints. We had a large number of complaints about our gas service contractors, but we have now changed contractors and therefore hope to see this situation improve.

We are members of the Independent Housing Ombudsman Service, so that you can take complaints to an independent party if you are not happy with how we resolve them.



## Resident Scrutiny Panel inquiry Customer satisfaction

The Scrutiny Panel looked at customer satisfaction levels, because they were concerned that GreenSquare weren't talking to enough residents to get a clear picture of how they felt. We were worried that lots of people might have problems with OCHA which they weren't telling them about. We worked with OCHA to look at the number of people who respond to different satisfaction surveys, and asked them to run a two week test to telephone people who had had repairs done, on the same day or the next day, to see how they felt, instead of relying on feedback cards. It was encouraging to see that there was generally little difference in satisfaction between this exercise and the results of the feedback cards. However, we still felt that response rates could be better, and particularly recommended that OCHA do their complaints, antisocial behaviour and new homes surveys by phone to get a better response. We also recommended that OCHA ask questions more tailored to residents at a local level. OCHA are taking this on board in their current review of how we carry out surveys.

**Nick Fry, Scrutiny Panel member**



## Customer service training

Residents have helped us select a training provider to deliver customer service training to all staff between October 2011 and February 2012. After that, staff 'champions' will train other staff and new starters. Residents are also going to take part in making our training DVD, starring in clips talking about what good customer service means to them.

CONTINUED



## Making our customer services even better

Resident feedback shows that our contact centre provides really good customer service and helps us answer most of your queries the first time that you phone us. We are going to launch a similar contact centre in our Chippenham office for Westlea residents from Autumn 2012. At the same time, we will be launching new service standards (after talking to residents across the Group) and our customer access strategy, which will mean that we contact you in the way you want us to, and that you can contact us more easily. We will use training, plus new and existing technology to make sure that this works as well as it possibly can.

## Resident involvement and empowerment

Giving you the chance to get involved in what we do, right up to the highest level of how we run the business. Giving you your say about how we can make things better, and how you can check that we are doing what we say we will.

### DOING

We have focused on your second priority – meeting the needs of families – by running more family-friendly and fun community events and working with partners such as Children's Centres.



### DOING

We have continued our pilot of resident champions on our two One Community estates (your top priority), and are talking to residents in two more areas about this to find a way of doing it that works well for them.



### DONE

Your third priority was for us to set up a Disability Forum: this group met for the first time in March 2011. Over 30 residents attended.

### DOING

We are working towards running a Residents Academy to offer a whole range of training opportunities to residents by the end of 2011. This is a bit later than planned because we want to recruit residents to our Community Boards first so that they can be involved in the training from the outset. Residents have already been involved in selecting a training provider.



## DONE

Each year, residents are involved in our business planning process, so that you can tell us what your priorities are, and check how we are delivering against them.

## DOING

We try to tell you more about what we have changed as a result of what you have told us, for example through the impact statement in this report, and regular articles in our magazines.

## DOING

We said that we would set out all the ways that you can get involved, and how much of your time they will take up by March 2011. We have updated our resident involvement leaflet to show how much time each activity will take, and this will be printed shortly. However, we will be reviewing our involvement methods so we link better to the new Communities Boards, neighbourhood teams and priorities for residents in their communities; and will publish new Guidelines in early 2012.

## Who's getting involved?

A diverse range of people are taking part in our resident involvement activities:

- 18% are from a black minority ethnic background
- 12% are young people
- 25% are older people
- 34% have a disability

These are all above target, based on the profile of people who live in our area.

## How to get involved

There are a whole range of ways to get involved in what we do, some which take up more time than others.

### SHORT TERM

You can fill in surveys, join us for estate walkabouts, attend one-off focus groups or just read our magazines.

### MEDIUM TERM

If you have a bit more time, you could be part of ongoing working groups; come along to a specialist forum (for example, we run forums for older people and people with disabilities); or get involved in setting up an estate agreement in your area.

### LONG TERM

For people who really want to get stuck in, you could become a resident inspector, join our Resident Scrutiny Panel, or even become a Board member.

For more information on any of these, please contact the Resident Involvement and Community Investment team on 0800 980 9272 (freephone) or 01865 773000. We can offer lots of support and training, including covering reasonable transport and childcare costs.



Michael Jaremczuk and Debbie Evans at a TSA local offer course held in Oxford for residents and staff

## Resident Scrutiny Panel

Our Resident Scrutiny Panel has now been running for two and a half years. They play an active role in reviewing decision-making within the organisation, and this year have completed inquiries into:

Resident satisfaction (see page 5)  
 Antisocial behaviour (see page 14)  
 Governance (see page 19)

For more information on the work visit  
[www.greensquaregroup.com/scrutinypanel](http://www.greensquaregroup.com/scrutinypanel)

## Diversity

Treating you fairly and with respect, and making sure that we understand what you need.

### DOING

We are recruiting more staff across the Group to provide extra help and support for vulnerable people both before and after they move in. This could be people with disabilities, mental health issues, problematic family situations or other difficulties). This is already successful in Oxford, and after piloting the service in Wiltshire during 2011, we will have a dedicated team in place from late 2011.

### OUR RESIDENT PROFILE

	TENANTS*	HOME OWNERS
<b>Age</b>	%	%
16 – 24 years	6	4
25 – 44 years	44	75
45 – 64 years	30	19
65 – 84 years	16	1
85+	4	<1
<b>Gender</b>		
Male	38	50
Female	62	50
<b>Disability</b>		
Has a disability or long term illness	27	7
<b>Ethnicity</b>		
White British	86	84
Black or minority ethnic	14	16
<b>Sexuality</b>		
Heterosexual	97	99
<b>Religion</b>		
Christian	52	52
No religion	41	45
Other religion	8	3


This is the percentage of people who have given us this information, not all of our residents.

## Equality Act 2010

We are committed to implementing the Equality Act 2010, and welcome the extra protection it gives to different groups of people within our communities. We will continue to respond to the requirements of the Act as they are clarified from central Government, and make sure that equality and diversity are central to our decision-making process.



Hafsa Akkas and Nassira Jamil  
 from the Arabic Women's Group



## Your home

Making sure that your home is a safe and comfortable place to live, and offering an excellent repairs and maintenance service to keep it that way.

### TO DO

Your second priority was to have specific times for repairs appointments, where people need this. We will review this by March 2012.



### DOING

Your top priority, was to have more choice over how we spend the money to improve your home further, and possibly add some money to it yourself to get a better product (although this was a lower priority).

We already offer choice where possible. At the moment, our spending is focused on windows, which residents have previously said is the top priority. We will be talking to residents in Autumn 2011 about how practical and cost-effective it is to offer more choice. We will put forward options by March 2012 (a year later than promised), and set aside budget in 2012/13.

### DONE

We respond to people's individual needs when we do repairs – for example quicker response times for elderly and disabled people, or people with small children if they have heating or hot water problems. This was your third priority.

### TO DO

We said we would get our repairs service online, so that you can report a repair over the internet within the next year, and be able to track its progress within three years. You can email us about repairs at the moment, but we would hope to improve this in line with our new computer systems in late 2012.

### DONE

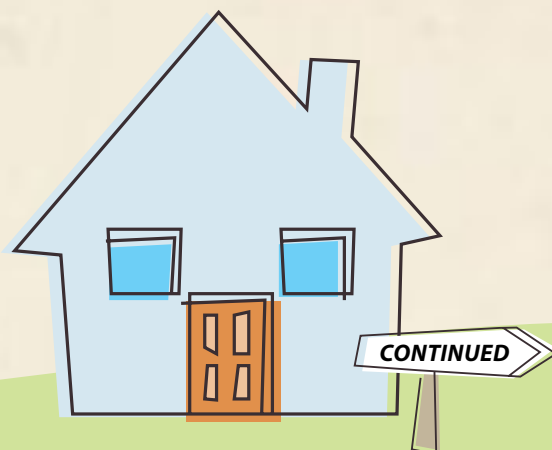
We publish more information about our improvement programme, both on our website and in Citizens.

### TO DO

From Autumn 2011, we are going to consult residents about offering evening and weekend appointments for repairs.

### DONE

We are booking over 70% of repairs appointments the first time you call us, as promised.



## REPAIRS PERFORMANCE

On 11,300 repair jobs in 2010/11	March 2011	How do we compare?
Emergency repairs completed on time	97.7%	✗
Urgent repairs completed on time	96.6%	✓
Routine repairs completed on time	97.1%	✓
Repairs completed "right first time"	84%	●
Satisfaction with last repair job	92%	●
Satisfaction with repairs and maintenance generally	80%	●

■ = below average for other landlords across the country

✓ = improved ● = stayed the same ✗ = declined

This represents our performance at 31 March 2011. By 30 June 2011, emergency and urgent repairs completed on time improved to above average, and we were in the top 25% of landlords for routine repairs.

Source: Housemark benchmarking 2010/11

## OUR HOMES

At March 2011, we owned or managed:

General needs	1,684
For older people	530
Supported housing	156
Low cost home ownership	374
Housing association or short term lease properties	74
Leasehold	44
<b>Total social rent</b>	<b>2,862</b>
Mortgage rescue	7
<b>Total homes</b>	<b>2,869</b>

## Developing new homes

During 2010/11, OCHA built 49 new affordable homes, with a further 19 on site at the end of the year. This included a new £4 million housing development for older residents at Lucas & Remy Place in Iffley village. The development of 27 one and two bedroom flats for affordable rent was carefully designed to ensure that the building suited its location – looking more like a series of cottages and not a block of flats – whilst being modern and functional on the inside with easy access for residents. A rural development of a 3-bed house and three 2-bed houses in Hornton, near Banbury, got underway during the year; these properties are 'future-proofed' for growing families in that the attic space is already structurally prepared for a further bedroom, and there is space enough for stairs up to it should the resident family need more space. And we worked with our joint venture partner Hab, as Hab Oakus, on proposals to develop new homes and community facilities on three sites Oxford City Council Council owns in Northway and Cowley. Hab is the development company set up by Kevin McCloud, presenter of the long-running TV series Grand Designs.

Arthur Preddie at a public consultation session for the new Hab Oakus development in Oxford

Kevin McCloud

## Your tenancy

We must follow the rules, and act fairly when we let homes, charge rent and manage your tenancy.

### TO DO

We are applying for funding to turn 3-bed homes into 4-beds for people who need more space. However, we have put work on incentives to encourage people who live in homes that are too big for them to move into smaller homes on the back burner for the moment because we don't have enough money.

We asked you if this was acceptable and you agreed that it was.

### DONE

Since October 2010, we have been assessing residents' financial and support needs in more depth before they move in, so that we can make sure that they get adequate support to help them keep their tenancy.

### TO DO

We have not developed local lettings plans (one way to make sure that communities have a diverse mix of people and are more likely to be settled communities), as not all our local authority partners support them.

### DONE

We give you information about the local area when you move in, through the choice based lettings system.

## Lettings

Homes empty and **AVAILABLE** for people to move in at March 2011 6

Homes empty and **NOT AVAILABLE** for people to move in at March 2011 0

During 2010/11, we let 101 general needs homes, and 105 supported/older persons homes (206 altogether).

## Rents in 2010/11

- We were paid £14,320,596 in rent.
- Rent we were owed at the end of the year: £394,526. This is 2.8% of the rent we should have collected (beating our own target; above average for other landlords; and our best result in four years).
- Rent lost because homes were empty: £25,097 or 0.3% (general needs) and £47,002 or 1.6% (older people).
- We evicted 4 people for not paying their rent.

Lucas & Remy, Iffley



# Your neighbourhood

## TO DO

We have checked that vouchers we give out through 'The Deal' are the best value for money on the market, and have made the savings guide more relevant to your local area. Your top priority was to extend the scheme to reward people who "go the extra mile", and give more choice about the rewards, by April 2011. We have delayed this to 2012, so that we can offer something that's fair to residents across the whole Group and that is affordable.



## DONE

We agreed, with residents, estate standards for our neighbourhoods, to help make them cleaner, safer and greener. We have published these in our magazine, and on estate noticeboards. This was your third priority.

## TO DO

We already offer a free handy-person service to help with small DIY tasks. Your second priority for 2011/12 was to assess if we could extend this to gardening. We haven't done this because we have been focusing on developing our neighbourhood teams.



## DOING

We have reviewed and improved our approach to walkabouts, with feedback from our resident inspectors. We still need to find a better way to give feedback to residents and this will be a key part of our new computer system.

## DOING

Our One Community approach helps us identify which neighbourhoods need extra help and resources, and what matters to the people who live there.

## DOING

In terms of getting the best value out of our current partnerships, we have reviewed our key partnership with CANaCT (tackling antisocial behaviour) and are putting a new service level agreement in place.

We are in the process of setting up two neighbourhood teams across your area, to focus really closely on what matters to you in your local area. We are doing this because we know it matters to you that you can see us "on the ground" in your neighbourhood, that we tackle problems quickly and you get a local service.

## Rose Hill

We are really proud of the community work we are doing on Rose Hill. We won the National Housing Federation South East award for this work, as well as an individual achievement award for Fran Gardner's individual efforts in this area. We were shortlisted for a Tenants' Advisory and Participation Service Diversity award for the work we have done to promote different cultures, including some mums from the area starring on the Hairy Bikers' Mums Know Best programme, to showcase African and Nepalese recipes. We have also received over £350,000 of Big Lottery funding to support our work in this area.

The African mums cooking up a feast on the 'Mums Know Best' programme



Fran and the Hairy Bikers



# Antisocial behaviour

## DOING

We have carried out security inspections on our most vulnerable sites, and completed any work needed to improve security. We have also put management plans in place in some of these areas.

## DONE

We tell you about what we are doing to tackle antisocial behaviour in your area in our Citizens magazine.

## DONE

We ran a variety of ASB training for housing officers during 2011, including how to nip low level antisocial behaviour in the bud, before it gets more serious.

## DOING

We have upgraded our computer system for ASB to work better for us, and are about to upgrade it again. We have also introduced an extra stage for managers to review cases.



## DONE

We re-launched our Good Neighbour awards in November 2011, with the Young Neighbour Award going to L Davies of Kidlington and the Good Neighbour Award to S Butler of Barton.

## DOING

We are making more use of our full range of powers to tackle more serious antisocial behaviour, using injunctions, Acceptable Behaviour Contracts and Antisocial Behaviour Orders alongside partnership working with Street Wardens and Environmental Health.

Coopers Piece fun day



## Tackling antisocial behaviour

We have been very successful at using early intervention to tackle most of the ASB reported to us, and customer satisfaction is high (81% at the end of 2010/11, well above our 70% target). We have been doing much more partnership working with Street Wardens and Police Community Support Officers, along with Environmental Health Services. Environmental Health have been able to use their legal powers, such as noise abatement notices and environmental protection act enforcement notices, to help us tackle antisocial behaviour.

### Resident Scrutiny Panel inquiry Antisocial behaviour

The Residents Scrutiny Panel looked at how antisocial behaviour is dealt with across GreenSquare. Generally, we felt that the service was being delivered well, but our main concern was around whether persistent antisocial behaviour was being dealt with effectively. We made a variety of recommendations about having standard policies and procedures across the Group and providing more information and support for residents, which GreenSquare are taking on board in their review of this service.



**Ian Wilmer, Scrutiny  
Panel member**

**Val Woods was a founding member of ALMA (Alice & Margaret Residents Association) and has gone on to organise many events for residents**

## Value for money and financial viability

### How do we compare on cost?

Recent Housemark benchmarking shows that we compare well to other housing associations in terms of what it costs us per home to deliver our planned maintenance and estate services (we are in the top 25% for this). The cost per home for responsive maintenance and our level of overheads is a little under average, and the cost per home for housing management services is well below average. We need to do some work to understand why this is, and how we might improve this.



## TO DO

For local offers to work, we need to manage our money differently. As part of creating Communities Boards, we will be giving them more control over how money is spent in their local area, and to review how we spend our money overall.



## DOING

We are continually making sure that we don't waste time or money. We saved £809,364 in 2010/11, with notable savings including in-house construction; recycling building materials from demolished properties; reduced telephone and insurance costs; and savings on VAT made by directly employing the staff made redundant by a planned maintenance contractor.

## DONE

We are getting residents more involved in looking at how we spend money, with events such as our visioning evening. Residents also attended our budget setting meetings last year, after a Scrutiny Panel inquiry into resident involvement in this area.

## TO DO

Knowing what different services cost, and whether that is good value for money. We plan to have better cost measures in place by 1 April 2012.

## DOING

We are making sure that we can still get money in, even if housing benefits payments are reduced, which is demonstrated by our excellent rent arrears results (see page 11).

## TO DO

We are starting to review whether it will cost more than it is worth to achieve some of our targets, when we could be spending it on something that matters more to you.

For the year ended 31 March 2011

<b>SUMMARY INCOME AND EXPENDITURE ACCOUNT</b>	2011 £'000	2010 £'000
<b>Turnover</b>	15,620	15,586
<b>Operating costs</b>	(11,418)	(12,084)
<b>Operating surplus</b>	4,202	3,502
Surplus (deficit) on sale of fixed assets	142	186
Interest receivable and other income	8	25
Interest payable and similar charges	(2,805)	(2,345)
<b>Surplus for the financial year</b>	<b>1,547</b>	<b>1,368</b>

## TURNOVER

This is the money that you pay us in rent, and any other income that we receive (for example if we sell a shared ownership home).

## OPERATING COSTS

This is what it costs us to manage and repair your homes, and to pay our staff and run our offices.

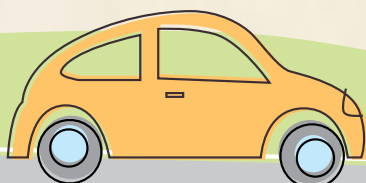
## INTEREST PAYABLE

This is the interest that we have to pay on our loans.

## SURPLUS

This means that we have received more income than we have spent this financial year. As a not-for-profit organisation we call it a surplus because we put the money back into the business for next year. We must use it for something consistent with our charitable purpose or activities beneficial to the community, rather than using it to benefit any individual.

Terms explained

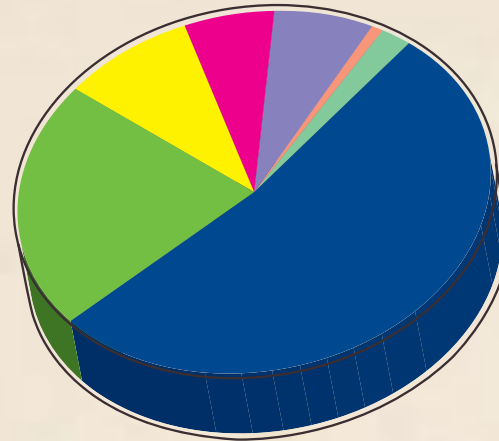


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For the year ended 31 March 2011

<b>SUMMARY BALANCE SHEET</b>	2011 £'000	2010 £'000
<b>Tangible fixed assets</b>		
Housing properties at valuation	93,087	92,114
Other tangible fixed assets	1,542	1,527
Fixed asset investments	200	200
<b>Current assets</b>		
Stock	126	213
Debtors	1,750	1,836
Investments	441	415
Cash at bank	1,391	1,703
<b>Creditors – amounts falling within one year</b>	(3,420)	(3,933)
<b>Total assets less current liabilities</b>	95,117	94,075
<b>Creditors – amounts falling due after more than one year</b>	59,895	60,628
Provisions for liabilities and charges	83	21
Net Pension liability	86	-
<b>Capital and reserves</b>		
Designated reserves	46	48
Revaluation reserve	11,094	11,176
Revenue reserves	23,913	22,202
	95,117	94,075

## Where the money comes from



■ General needs	53%
■ Supported and housing for older people	22%
■ Temporary social housing	9%
■ Shared ownership	6%
■ First tranche shared ownership sales	7%
■ Surplus on sales of fixed assets	1%
■ Interest receivable	0%
■ Other services	2%

### FIXED ASSETS

This is the value of actual things that we own, for example homes and garages, offices and computers.

### CURRENT ASSETS

This is the value of cash and money that we have in the bank, have invested or are owed by other people.

### CURRENT LIABILITIES

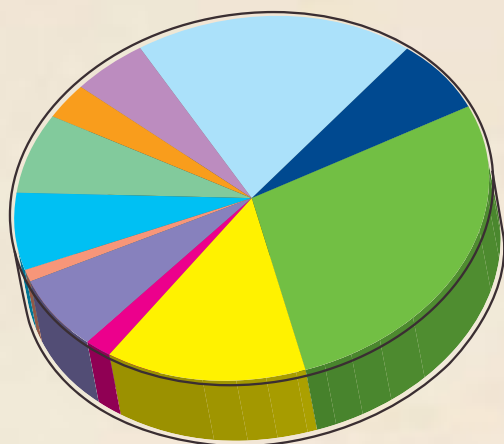
This is the money that we owe to other people within the next year.

When you subtract all our liabilities from our assets, we are left with more money in the bank, or owed to us, than we owe to other people, which means that we are in a strong position.

Terms explained



## Where the money is spent



■ Housing services	7%
■ Housing and estate management	28%
■ Routine maintenance	14%
■ Planned maintenance	2%
■ Major repairs	7%
■ Voids and bad debts	1%
■ Rentals to landlords	7%
■ Depreciation and impairment	7%
■ First tranche shared ownership sales	3%
■ Other services	5%
■ Interest payable and other finance charges	19%

### HOW DOES RENTING A 2 BED HOME FROM US COMPARE? COST PER WEEK (£)

Rented from OCHA March 2011	94.59
Rented from another housing association (average) March 2011	94.79
OCHA low cost home ownership (a £180,000 home, 50% owned and 50% rented)	172.50
Rented from a private landlord	245.00
Bought on the open market (average sale price of £267,000 with a 4.5% mortgage rate)	375.00

### CREDITORS (AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR)

This is money we owe long term back to our funders who have provided loans to help build our properties. We must also show any potential pension fund balances.

### RESERVES

Are surplus funds built up over a number of years when an organisation's income is greater than its expenditure. These funds cannot be used for day-to-day operations – instead they give us a stronger negotiating position with funders (people who lend us money).

### VOIDS AND BAD DEBTS

Voids are empty properties. We lose rent because there is no one living there. Bad debts are money that we are owed and haven't been paid.

### DEPRECIATION AND IMPAIRMENT

Depreciation is where something loses value through normal wear and tear (for example, computers as they get older). Impairment is a sustained decline in value over time (for example, a long-term drop in house values).

### FIRST TRANCHE SHARED OWNERSHIP SALES

This is the money we receive when we sell the first share of a shared ownership property. It also appears as a cost because as it is sold, that portion of the property is no longer a part of our assets. The two should balance out if we sell at the right price!

Terms explained



# Governance

## TO DO

We planned to make information more easily accessible for Board members and other interested residents by improving our eGovernance system by September 2011. We have had some issues selecting a supplier, but should be able to move forward with this by the end of 2011.

## DOING

We said we would look at how the different Boards work, to check that we have the right number, that they are making decisions at the right level and that they can “move with the times” and are doing this as part of our Governance Review.

## DONE

We promised to consult you every three years about how residents are involved in governance and scrutiny. We have done this through the consultation on our Governance Review (see right).

## TO DO

We have not increased the number of disabled people on our Board. This is difficult to do until existing Board members decide to leave. However, it will be a focus when we recruit to our new Communities Boards in Autumn 2011.

## DOING

We said we would look at how long Board and Scrutiny Panel members serve, to make sure that we have the right balance of continuity and fresh ideas. This has been done for the Scrutiny Panel and will be part of the Governance Review for the Boards.

## DOING

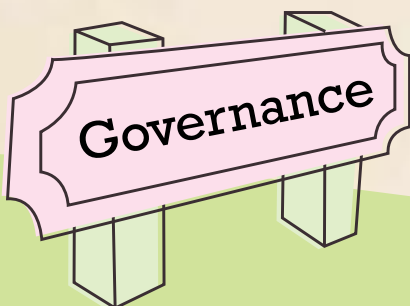
We are publishing more Resident Scrutiny Panel information on our website, and working on making more Board information available.

## Code of Governance

We are signed up to the National Housing Federation’s Code of Governance. Last year, we identified our major area for improvement as getting stakeholders (residents, local authorities, investors and other interested parties) more involved in our governance arrangements. We are doing this through our major governance review. We also said that we needed to make our information easier to access, which is happening, and will be improved through re-designing our eGovernance system.

## Governance review

We are currently consulting residents and other stakeholders on our governance arrangements (how we run the organisation) for the future. We are looking at combining OCHA and Westlea into one organisation, with one overall Management Board, and three Communities Boards, who can focus on local issues that are important to residents, with support from neighbourhood teams who are working in those areas. There would be five residents on each Communities Board. The benefits of doing this are to give residents much more say about how things are run in their local area; and that we can save nearly half a million pounds across the organisation, which we can spend on improving our services.



Members of the Board



Sue Brownill



Alice Copping



Chris Cornforth

## The Board

(1 April 2010 – 31 March 2011)

GreenSquare is run by a Board of Management of 10 members, including two residents. They have ultimate responsibility for all decisions about the future direction of the Group. They met 10 times during 2010/11, as well as attending a variety of training events on subjects from equality and diversity to treasury management.

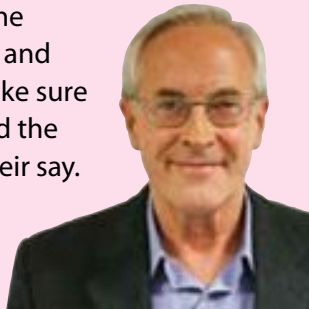
Below that, OCHA's work is overseen by a Board of up to 12 members (four residents, seven independents and the Managing Director of OCHA). The Board is responsible for generally managing our affairs and for setting policy and strategy. They met nine times during 2010/11.

Board members must uphold our values and objectives; support our policies; take responsibility for their decisions; and respect confidentiality, as set out in the Group Board Membership policy.

### Resident Scrutiny Panel inquiry Governance Review

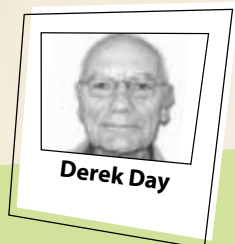
The Residents' Scrutiny Panel have been looking at GreenSquare's proposals, and how they have involved residents in putting them together, and are happy to say that creating Communities Boards will strengthen residents' influence and control over how GreenSquare runs its business, and get directly involved with issues which are important to them in their local area. GreenSquare have used telephone and online surveys; drop in sessions; and community events to make sure that residents understand the changes and can have their say.

**Keith Fellows, Scrutiny  
Panel member**



CONTINUED

Gerry Webb in his garden entry in this year's 'Oxford in Bloom' contest. Gerry is also an active member in several other resident groups including the Scrutiny Panel



## Our shareholders

Admissions to shareholding membership (other than for Board members) are still suspended pending the results of our governance review.

## Committees

There are three committees that look at specialist areas across the Group:

The **Group Audit Committee** provides advice on the effectiveness of the internal control system, including how we manage risk.

Membership as at 31 March 2011: David Line (Chair); Derek Day; Muir Laurie; Philippa Lowe.

The **Group Membership Committee** establishes and reviews the criteria for Board membership; reviews Board members' service agreements; recruits and selects Board and Scrutiny Panel members and shareholders; and manages Board members' performance.

Membership as at 31 March 2011: Hilary Gardner (Chair); Allison Bucknell; Derek Day; Helena Taylor-Knox.

The **Remuneration Committee** reviews the salaries and contracts of the Board members and Executive Directors. They also agree the annual pay review for staff and board members.

Membership as at 31 March 2011: Wendy Hall (Chair); Derek Cash; Alice Copping; Hilary Gardner.

### OCHA BOARD

From 1 April 2010 to 31 March 2011

Name	Attendance (%)	Remuneration (£)	Expenses (£)
Sue Brownill	78	3,000.00	54.45
Alice Copping	89	6,999.96	613.40
Chris Cornforth	56	3,000.00	8.50
Derek Day	89	2,312.80	149.60
Sherri DesBaux	33	3,000.00	272.50
Philippa Lowe	89	1,250.00	575.90
Eleanor Thompson*	56	3,375.00	206.44
Nickie Harrison*	67	3,000.00	0.00
Stephen Butcher	100	3,000.00	333.00
Steven Peachey*	89	3,000.00	232.90
Anna Mabile (joined 20/07/10)*	100	1,633.33	164.30
John Jackson	100	0.00	24.00

\*resident



## Making an impact

Every year OCHA publishes an Impact Assessment Review covering resident involvement, community development and your views on service delivery. The latest Review, which covers the year ending 31 March 2011, provides details of the projects that residents have got involved in and their impact on the people we house and the communities we work in. Here's a summary of some of the key projects:

### **55+ HOUSING FORUM**

Feedback from Forum members has helped to make service changes and improve housing management and support. For example, a buddy scheme has been introduced at some schemes and noticeboards have been put up to improve communication.

### **ANTISOCIAL BEHAVIOR SURVEY**

We have improved the way we handle antisocial behavior, following feedback from residents, by introducing a monthly manager's review of every case. This helped to increase satisfaction to 81% by the end of March 2011.

### **CITIZENS PANEL**

There are now more than 200 residents on the Citizens Panel. We carried out eleven surveys and feedback from Panel members resulted in improvements in a number of areas, including the environment, involvement, empty properties, communications and access to services. The key results from each survey were carried in Citizens.

### **COMMUNITY BUILDINGS ON BLACKBIRD LEYS**

We held six public events and 24 group meetings on how to make the most of the four community buildings on Blackbird Leys. This included encouraging people to volunteer their time and learn new skills and how we should make facilities available to the wider local community.

### **COMMUNITY BUSES**

98 community bus sessions took place. Benefits included building links with children and young people on our larger estates, improving community spirit and reducing antisocial behavior.

### **COMMUNITY CHEST FUND**

£10,000 was allocated to 27 projects, with residents playing a key role in funding decisions. The projects that receive grants help OCHA residents, and their wider communities, to receive more support and information, meet new people, have fun and get exercise.



## **COMMUNITY CLEAN-UP DAYS**

Seven clean-up days were organised in neighbourhoods with 30 or more properties, with residents working alongside OCHA staff. We also teamed up with other organisations, including local councils and charities, to encourage recycling.

## **CUSTOMER SERVICE TELEPHONE SATISFACTION SURVEY**

450 residents took part in our telephone surveys and satisfaction with customer services was 94% in March 2011 – 4% higher than the previous year. During the year we contacted more residents than in the previous year and more chose to get involved in the survey.

## **ESTATE IMPROVEMENT FUND**

A meeting was held to decide which estate improvements should benefit from our £40,000 annual fund. Residents presented bids for their own local projects and everyone who attended had the chance to vote on which ones they felt should be funded.

## **NEIGHBOURHOOD MANAGEMENT**

We've improved our neighbourhood management with feedback from a Citizens Panel survey. For example, we've identified areas that need noticeboards, established more parking boundaries and published cleaner, greener, safer standards for all of our neighbourhoods.

## **OCHA HOMECARE TEAM**

Residents played a key role in developing this new repairs service, providing their views on everything from which repairs should take priority to the uniforms staff should wear. Repairs performance has been above target and resident satisfaction with the service is high.

## **ONE COMMUNITY AND RESIDENT CHAMPIONS**

Initiatives on One Community estates included organising four community events, installing two items of play equipment, holding 117 after school and youth outreach sessions and forming 13 new partnerships with other organisations. We also recruited two voluntary Resident Champions, whose roles include getting involved in community events, reporting graffiti and damage to communal areas and attending estate walkabouts

## **RESIDENTS SCRUTINY PANEL**

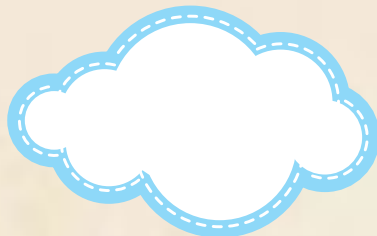
The Panel is growing in strength and getting more involved in how the Group delivers services. Made up of five OCHA residents, five Westlea residents and an independent chair, it looks closely at the Group's performance, monitors complaints and decides if any service areas need investigating. The Panel has kept residents updated with regular reports on the OCHA website and in Citizens.

## **ROSE HILL COMMUNITY PROJECT**

This project, which recently won two regional National Housing Federation 'What We are Proud of Awards' has achieved a lot over the last year. Rose Hill News has been redesigned, the Junior Youth Club has been launched, our cultural food programme, which has included working with the Hairy Bikers' TV show, has been a great success. We recently learnt that we had been awarded nearly £362,000 from the Big Lottery Fund's Reaching Communities programme for the next five years.

## **SHOUT YOUTH AND COMMUNITY PROJECT**

So far SHOUT has worked with 144 children and 200 adults on five schemes, creating some 150 volunteering opportunities and working with 30 other organisations. Its success led to it being shortlisted for a prestigious tenant award during the year and securing funding of more than £456,000 from the Big Lottery Fund's Reaching Communities programme.



## VISIONING EVENING

Our recent visioning evening gave residents the chance to tell us about key local priorities. These will be incorporated into local offers, which detail the things OCHA will do for a specific area.

## RESIDENT INSPECTORS

This group still needs more clarity about where it fits within the structure of the organisation; they could work more closely with the Scrutiny Panel and have started to discuss how this might work. Their inspection of estate walkabouts including surveys, observations and report writing – led to the process changing to more intensive targeted work (neighbourhood action plans) for some areas and more of a 'light touch' in others.



Visioning evening



Resident stalls at the Estate Improvement Fund day

Residents caught on camera at various events during 2010-2011.



Good neighbour award winners 2011



Oxford United footballers help launch the Rose Hill Youth Club



Les and his sheep in Iffley village



Governance Review consultation



Home Close community clean up day

55+ Forum



Snapshot



Oxford Citizens Housing Association



housing people, building communities

244 Barns Road, Oxford OX4 3RW  
Freephone 0800 980 9272  
Phone 01865 773000  
Email info@ocha.org.uk  
[www.ocha.org.uk](http://www.ocha.org.uk)

Oxford Citizens Housing Limited is registered as an Industrial & Provident Society with charitable status, number 12305R. Part of GreenSquare Group Limited.

**This is our Annual Report to residents.**

**If you would like to have any part of this explained or translated, or in a different format such as in larger print, or on audio tape, please contact us on 0800 980 9272 to discuss your needs.**

هذا هو تقريرنا السنوي للسكان.

إذا أردت ترجمة أو تفسير أي جزء من هذه أو بصيغة أخرى، على سبيل المثال، بالأحرف الطباعية الكبيرة أو على شريط كاسيت صوتي، فيرجى الاتصال بنا على الرقم 0800 980 9272 لمناقشة احتياجاتك.

বাসিন্দাদের জন্য ইহা আমাদের বাৎসরিক রিপোর্ট।

আপনি যদি এর কোন অংশের ব্যাখ্যা অথবা অনুবাদ চান, অথবা বড়ো ছাপার অক্ষর, অথবা অডিও টেপের মতো অন্য কোন ভাষ্যতে চান তাহলে আপনার প্রয়োজনীয়তা আলোচনা করার জন্যে অনুগ্রহ করে 0800 980 9272 নম্বর ফোনে আমাদের সঙ্গে যোগাযোগ করুন।

Ovo je naš Godišnji izvještaj stanarima.

Ako biste željeli objašnjenje ili prijevod nekog dijela, ili drugačiji format, kao što je izdanje sa većim slovima ili na zvučnoj traci, molimo vas, nazovite nas na 0800 980 9272 i priopćite nam vaše potrebe.

To jest nasz Raport Roczny dla mieszkańców.

Jeśli wymagają Państwo wyjaśnienia jakiegoś fragmentu albo jego tłumaczenia, albo w innym formacie, takim jak duży druk, albo na kasecie audio, proszę się z nami skontaktować pod numerem telefonu 0800 980 9272, aby przedyskutować Państwa potrzeby.

ਇਹ ਨਿਵਾਸੀਆਂ ਲਈ ਸਾਲੀ ਸਾਲਾਨਾ ਰਿਪੋਰਟ ਹੈ।

ਜੇ ਤੁਸੀਂ ਇਹਦੇ ਕਿਸੇ ਹਿੱਸੇ ਦਾ ਮਤਲਬ ਸਮਝਣਾ, ਜਾਂ ਇਹਦਾ ਤਰਜਮਾ ਆਪਣੀ ਥੋੜੀ ਵਿਚ ਕਰਵਾਉਣਾ, ਜਾਂ ਇਹ ਰਸਾਲਾ ਕਿਸੇ ਹੋਰ ਰੂਪ ਵਿਚ ਲੈਣਾ ਚਾਹੁੰਦੇ ਹੋ - ਜਿਵੇਂ ਵੱਡੇ ਅੱਖਰਾਂ ਵਿਚ ਜਾਂ ਸੁਣਨ ਵਾਲੀ ਟੇਪ 'ਤੇ - ਤਾਂ ਤੁਸੀਂ ਆਪਣੀਆਂ ਲੋੜਾਂ ਬਾਰੇ ਦੱਸਣ ਲਈ ਫੋਨ ਨੰਬਰ 0800 980 9272 'ਤੇ ਸਾਡੇ ਨਾਲ ਗੱਲ ਕਰੋ।

مکینوں کے لیے یہ ہماری سالانہ رپورٹ ہے۔

اگر آپ کو اس کے کسی بھی حصے کو سمجھنے کے لیے مدد چاہیے یا اس کا ترجمہ درکار ہو تو برائے مہربانی اپنی ضرورتوں کے بارے میں بتانے کے لیے نمبر 0800 980 9272 سے رابطہ کریں۔

