

TOGETHER

GROWING, THRIVING, IMPROVING

Our Corporate Strategy
2018 - 2021

Due to the impact of the pandemic, the Representative Body and the Board agreed in July 2020 to extend the delivery of the current Corporate Strategy until 2022. This was ratified by a member vote at the Annual Members' Meeting held in September 2020.



Together: RBH's Corporate Strategy - Executive Summary

'Growing, Thriving, Improving - Together'

This vision sets out how RBH, England's first co-owned mutual housing Society, established in 2012 and now managing 13,000 homes, will be delivering our services and ambitions over the next 10 years, here in the heart of the borough of Rochdale.

Our fundamental priorities – **Growing Together, Thriving Together and Improving Together** – will link together to help us provide the right mix of new and existing quality homes.

We want to make sure that tenants at all stages of life have the opportunity to thrive in homes of their choice and to succeed in meeting their hopes and aspirations. We want Rochdale to be a great place to grow up, grow a career and grow older.

We will change and improve the way we work with a clear focus on value for money to deliver services that our customers value, whilst ensuring RBH is a strong, financially successful Society that's resilient to future challenges.

As one of Rochdale's most important employers and purchasers, RBH has a key role in helping to **build the local economy**. Our Strategy sets out how we will continue to pro-actively use local businesses and goods/services, offer apprenticeships and skills training and boost social impact through a range of community wellbeing programmes.

We will deliver on our promises, be clear on progress and the changing risks we face and be open to scrutiny by our members and external investment partners. We will continuously improve our robust and transparent performance management processes to provide assurance at all levels.

We want to ensure we are on track to deliver what we have set out to, and together with feedback from our customers, our Board, our Representative Body and our Executive Team, we will keep on track and publish updates on our Strategy and how we are progressing via our website www.rbh.org.uk

Together we will support Rochdale as a great place to grow up, grow a career and grow older.

rbh.org.uk

TOGETHER

ROCHDALE BOROUGHWIDE HOUSING'S CORPORATE STRATEGY

WELCOME FROM THE CHAIRS OF THE BOARD AND OF THE REPRESENTATIVE BODY

Thank you for taking the time to read our Corporate Strategy. This is an important document for RBH – it outlines how we will be delivering and developing our services over the next 10 years and explains how we will progress our mutual way of working. The development of our Strategy has been an incremental and progressive one – the Board and the Representative Body have worked collaboratively to shape our approach, drawing on the views, skills and experience of tenant and employee members.

We are acutely aware of the many difficult changes and challenges facing Rochdale today and will not shy away from helping to tackle these. We also know that we are seeing the emergence of some great opportunities to bring about significant growth and improvement across the borough – not least the strength, commitment and innovation of our membership, the transformation of Rochdale town centre and the growing national importance of Greater Manchester.

At the heart of what we do is delivering a great quality and mix of affordable homes within the borough and supporting our people to flourish. Key to how we deliver this is our mutuality. Drawing on Rochdale's renowned co-operative history, we have worked tirelessly to establish, develop and show the potential of our unique member-driven Society. Our core purpose is to be an excellent provider of genuinely affordable rented housing. However, we do

this and we do so much more and we do things differently – we bring together our assets, our investment and our members to work with our partners to create communities where people actively choose to live and where we can help them to thrive.

Developing our Society has been no easy task and it has taken over five years to reach the point where people understand the potential and trust the model we have set up. Our work now is to build on this to provide the quality and value of services and homes our members rightly demand and the strong relationships with our members, tenants and employees which will help us deliver these.

This is not a standalone document and it is underpinned by a series of work streams driving the delivery of each of our themes, and by a clear implementation plan to measure how we are performing and how we are managing risk to deliver the projects to help our communities grow and thrive. This will include building new homes to improve the quality and mix of options, delivering new services to support our tenants to thrive and improving existing services to provide great value.

We hope you will find our Strategy exciting and ambitious – we are confident that the work we outline will make a deep and lasting difference to the borough of Rochdale and to the lives of our growing membership.



Alison Tumilty
Chair of the RBH Board



Lynne Brosnan
Chair of Representative Body

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INTRODUCTION

For RBH, housing is not just about being a good landlord or simply providing bricks and mortar – it is about the provision of great homes for people and families, about improving the lives of communities, about great local neighbourhoods and about helping create a more inclusive economy.

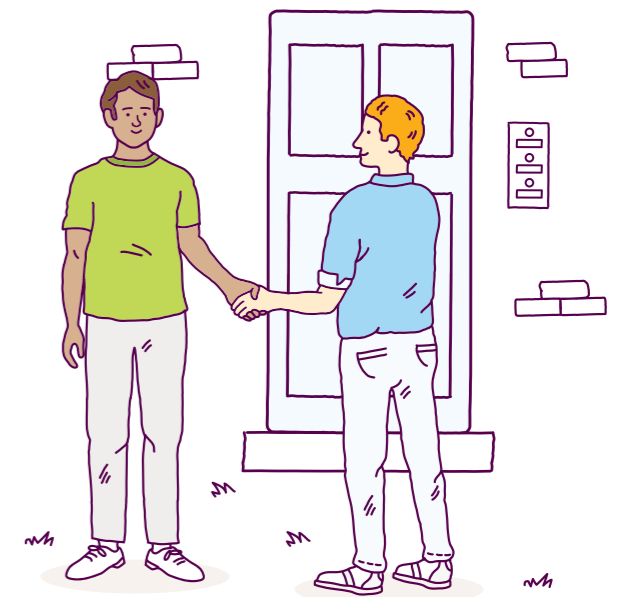
Stemming from Rochdale's pioneering co-operative heritage, RBH is England's only co-owned mutual housing Society – one that is driven by and accountable to our tenants and employees. Established in 2012, we now own and manage 13,000 homes and employ over 560 people, the vast majority of whom live in the borough. We work solely within and for the borough of Rochdale and, as such, are vital to and inextricably linked with, the area's local economy and wellbeing.

With this deep connection, we are proud of the contribution our unique model already makes to supporting the borough grow, thrive and improve. Against an often challenging economic and social backdrop, by placing our growing membership at the heart of what we do, we have been able to provide a valued sense of security and belonging in places that we are making great together.

Drawing from these robust foundations and inspired by our membership, we know we can further strengthen our services by progressively developing and tailoring

these to meet the borough's dynamic needs and opportunities. We have three principal priorities to meet our overall aims and objectives – Growing Together, Thriving Together and Improving Together – these are mutually dependant and reinforcing. They demonstrate effectively a consistent underlying theme to our work – that the whole is so much greater than the sum of the individual parts.

This Strategy describes how we will go about achieving our ambitions over the coming 10 years. We know that documents like this are all too often dry, lengthy or written in inaccessible management language. We want as many people as possible to understand the work we do and the reasons why we do it – and so we have deliberately looked to keep this Strategy short, and hopefully readable, with a focus on showing how we will meet our headline aims and objectives.



OUR VISION AND OUR VALUES

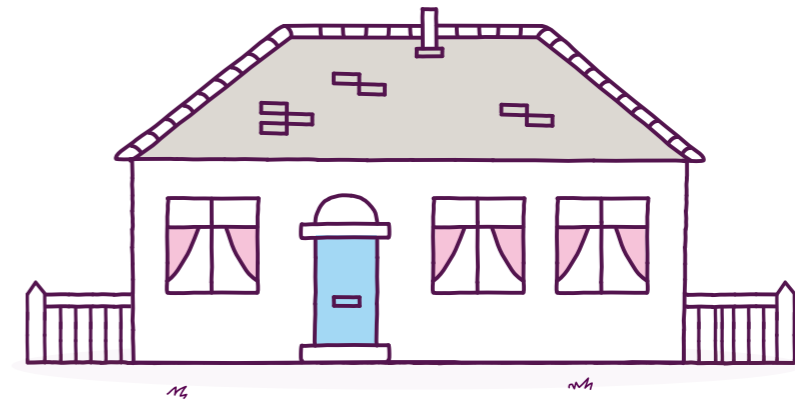
Our vision - People succeeding together to offer great services and places to live and work

Working together with our members, tenants and employees is integral to delivering our vision of offering great services, tailored to what our residents and communities need now and for the future and providing the quality and mix of homes to support great places for people to live. Our mutual starting question will always be 'what can we do together' and the influence of our members will ensure we make stronger decisions as we develop new approaches.

Our mutual values set out our ways of working. These were developed by some of our first mutual members and agreed by our elected tenant and employee representatives.

OUR VALUES ARE:

- **Responsibility** – We take responsibility for, and answer for, our actions
- **Equity** – We carry on our business in a way that is fair and unbiased
- **Democracy** – We give our members a say in the way we run our business
- **Pioneering** – We will seek to be a leader in the way we meet challenges and seek solutions
- **Openness & Honesty** – We will share information, do what we say we will do and when we make a mistake we will own up to it
- **Caring** – We will listen and respond to the needs of our members, tenants and employees
- **Championing** – We will encourage members to take responsibility for our communities and work together to improve them



Bringing our vision and values together

These values are important and strong individually – collectively they set the mutual framework and behaviours through which we will deliver our services. Below are some examples of how this works:

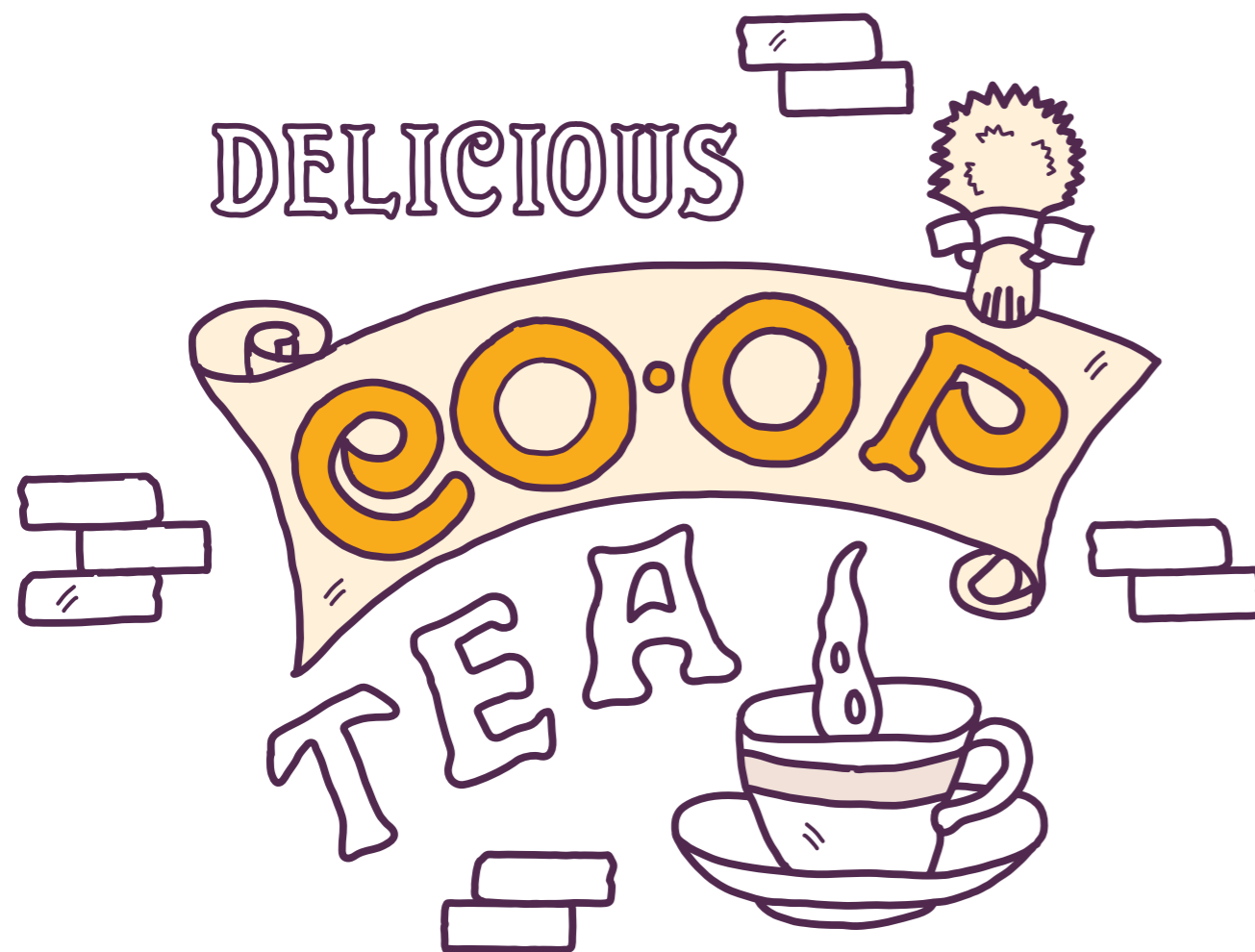
WE WILL TAKE COLLECTIVE RESPONSIBILITY

- We will not shy away from tough decisions and choices that are in the present and future best interests of the Society – we will be honest, fair, open and transparent about this
- We will play to our strengths and draw on the strengths of others through partnership working to best meet the changing needs of our members
- Where we are not best placed to help, we will be honest about our limitations and acknowledge that resources are finite and so need to be prioritised and focused



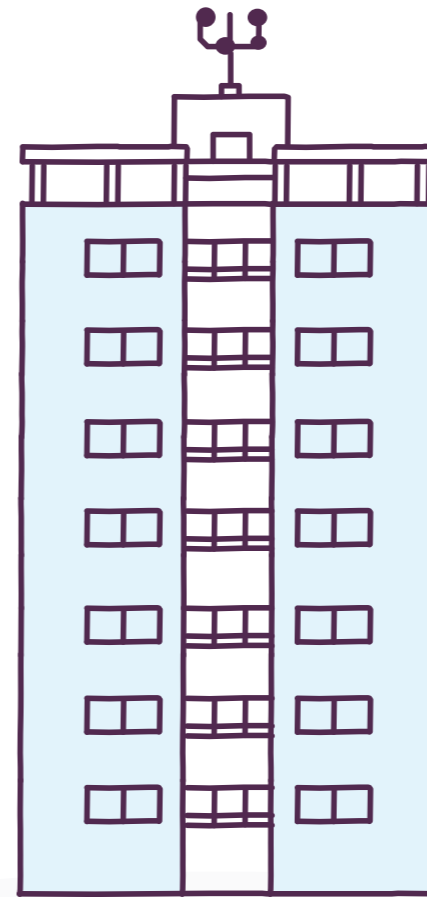
WE WILL CHAMPION OUR MUTUALITY

- We will be a local and national champion for the tangible benefits and strengths that mutuality and our participative democracy brings to members, tenants and employees, as well as the borough whilst learning from other likeminded organisations across the country
- We will remain dedicated to Rochdale as a community anchor in the borough – working in partnerships across Greater Manchester and seeking out opportunities for investment in the borough
- We will draw on opportunities to make profit for purpose and recycle all commercial returns for the long-term social benefits set by our member representatives
- We will invest in the development of our Representative Body to further their work in including, informing and challenging our membership



WE WILL BE OPEN AND HONEST AND EARN THE TRUST OF THE DIVERSE COMMUNITIES THROUGHOUT THE BOROUGH

- We will build on our robust track record through being recognised for our excellent core services, honest advice and being there when members need a helping hand
- We will understand the varying needs and aspirations of our diverse communities, tenants and customers and engage widely in shaping our approach and services
- We will be a dependable community anchor – providing local stability against an uncertain social and economic back drop
- We will invest locally and develop valued local supply chains
- We will work collaboratively with our local and GM partners in the best interests of the borough



WE WILL BE PIONEERING, INNOVATIVE AND INSPIRATIONAL

- We will pioneer realistic, achievable opportunities and in doing so help to give members the confidence and inspiration to raise their aspirations
- We will embrace the opportunities stemming from technological improvements in practical, inclusive ways

OUR PRIORITIES

At the heart of our Strategy we have three fundamental priorities – Growing Together, Thriving Together and Improving Together.

These priorities are inextricably linked and mutually dependant – one cannot succeed without the others succeeding too. They are the means by which collectively we will meet our aims and objectives and show tangibly what our values mean to members. They are underpinned by strong performance management to provide the assurance that RBH remains on a robust financial footing, is fully compliant and provides the quality our members, tenants and employees expect for the future.

The following diagram illustrates these relationships:



**Building Rochdale's Economy
Working Together – Creating Social Value
Performance Management and Assurance**

GROWING TOGETHER

We will deliver the right mix and quality of homes to make RBH communities strong and successful.

We know that the borough needs more new good quality, genuinely affordable homes of the right type, of the right tenure and in the right places to meet changing needs and aspirations and to widen the housing choices open to residents. We also know that we need to keep raising the quality of existing homes and of their surrounding environment.

RBH will be the lead partner in delivering quality affordable homes in the borough to provide and facilitate more housing, more choice, a more balanced mix and, crucially, to improve quality. By ensuring a better quality and mix of homes RBH will play an effective leading role in boosting the borough's future economic and social well-being.

We need to better respond to prevailing and predicted demand – we already know we need to provide more and better homes for older people, that we need more homes with four or more bedrooms and we can do more to help people into the tenure of their choice. We will work closely in partnership with Rochdale Borough Council, Greater Manchester and Government to provide the quality and mix of homes our communities need.



WE WILL GROW TOGETHER THROUGH:

DIRECT DEVELOPMENT OF NEW HOMES

- These homes would be a mix and quality like the 150 we have developed since our mutual transfer in 2012. This would include flats, bungalows, houses and extra care homes. Homes developed by RBH would include replacing homes to improve the quality in Rochdale Town Centre as well as homes to meet need in towns and villages across the borough. RBH will aim for its new homes to be environmentally sustainable and cheap to heat and run. The development of new, genuinely affordable homes for rent will remain a priority for RBH

FACILITATING NEW HOMES

- The local plan for Rochdale shows a need for 460 new homes a year and RBH cannot deliver all of these directly. However, we can support others to help grow the number of homes across the borough. For example RBH could manage homes that others have developed or look at how some of our land could help grow the number of homes across the borough

TOWN CENTRE REGENERATION

- Investment in Rochdale Town Centre is a priority for both RBH and the Council. Our ambitious proposals to provide a better quality and choice of homes in the town centre will help to unlock more homes overall. It will also support improvements to the roads and environment to support a thriving town centre with a good mix of homes and better routes to the new shopping and leisure facilities in Rochdale town

DIVERSIFYING TENURE

- A mix of homes to rent and to own in different neighbourhoods helps to offer choices for local people to stay in the area they live and a mix of different types and tenures of homes helps to support a vibrant community. Any additional income that RBH generates from providing homes for market rent or sale would be used to support the development of extra genuinely affordable homes

SMART INVESTMENT IN OUR HOMES

- We will look at how we plan and make decisions about the right investment in our homes to raise the overall quality and get the best outcomes for the people living in them. Sometimes this means taking difficult decisions about disposal of empty homes or redevelopment of homes that do not meet the quality that our tenants deserve

Cumulatively, these actions and measures will allow us to make sure that each neighbourhood has a strong and attractive supply of homes. This strength is critical for the future wellbeing of RBH:

- It provides homes of choice for tenants and residents
- It builds and protects the viability of the business
- It is the bedrock for improving economic and social sustainability in all neighbourhoods

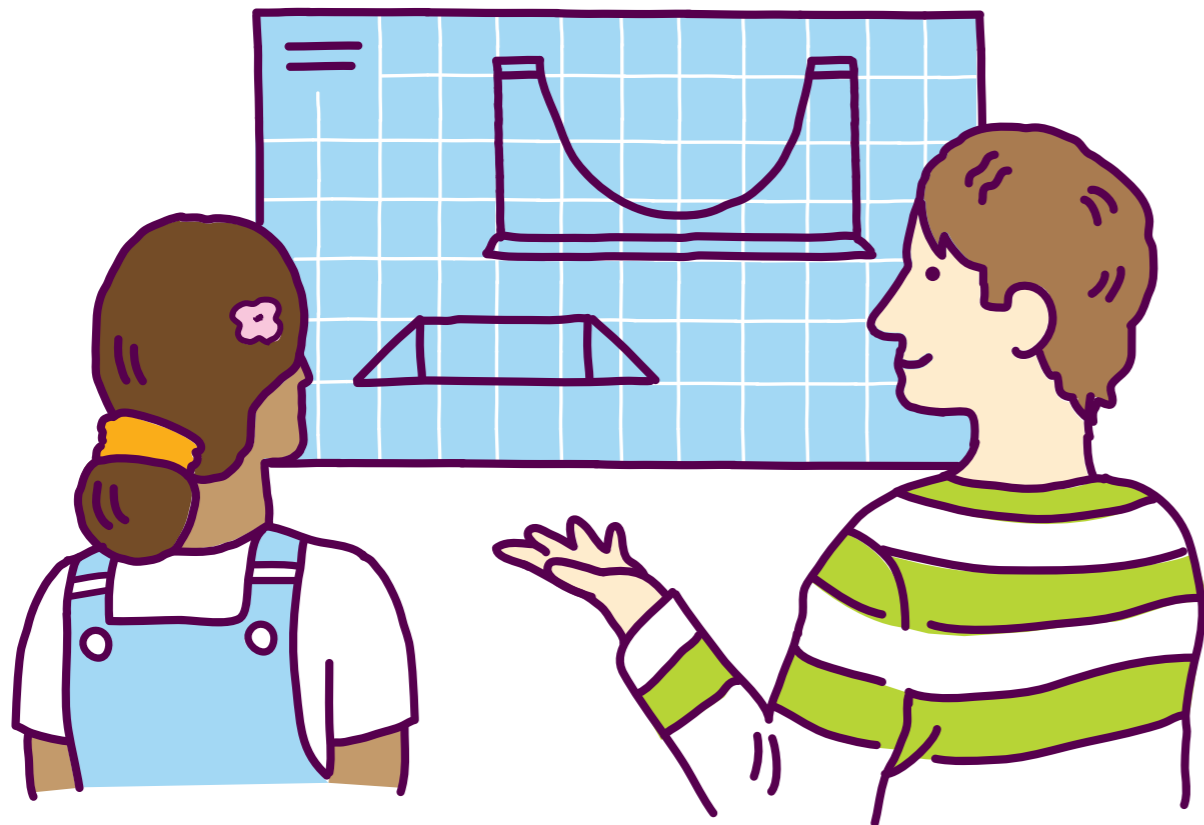


Impact on supporting sustainable employment

Our work to support people and place in Rochdale Town Centre will include pioneering approaches to helping people living there into good quality careers. We will also use the additional investment in regeneration and new development to increase investment in training, apprenticeship and local employment opportunities.

WE WILL MEASURE DELIVERY THROUGH STRETCHING TARGETS ON:

- The number of new homes built
- Milestones around delivery
- Optimising the financial contribution made by our existing homes
- Attracting significant public and private investment
- The impacts of partnership working
- Achieving locally appropriate mixes of housing tenure and type



THRIVING TOGETHER

We will make the borough a great place to live and age. We will support people through life changes by offering new and tailored services.

We want to make sure that tenants at all stages of life have the opportunity to thrive in homes of their choice and to succeed in meeting their hopes and aspirations. Sometimes our tenants will need a helping hand to do this and we will develop or facilitate the services to make this happen and to support Rochdale as a great place to grow up, grow a career and grow older.

This may involve providing honest and carefully assessed advice on available options to help find the most appropriate housing solution to meeting immediate or foreseeable need. In the early years of this work we will be prioritising the needs of older people by reviewing our services so that we can offer increased choice and aid independent living wherever possible.

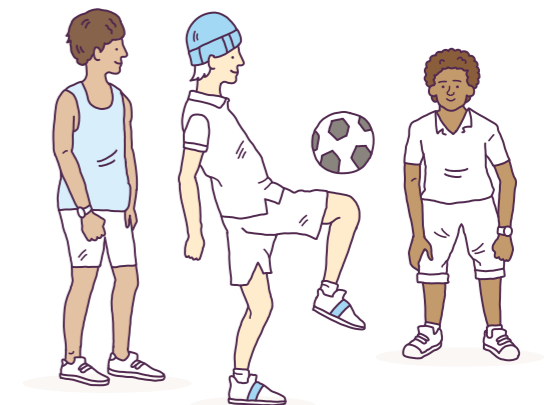
We will develop our holistic housing options approach so that all those who are seeking homes with RBH are offered support and guidance in making the best housing choice. We will seek to provide tailored support services for those who may need further assistance to stay in their homes; this could range from providing adaptations or using technology to sustain independence through to working in partnership to provide tenancy support services.

For younger people and BME communities we will ensure that our services and products also promote choice, whether that is in tenure or in the support we offer, to help people to thrive in their tenancies and their communities. Our mutual approach means we will deliver projects together with our communities, working with them to help them thrive, whether in bringing up children,

health and wellbeing, work or a flourishing older age. We will not be doing this alone – we will continue to strengthen links with the health and social care sectors via our proactive engagement with Locality Plans and Integrated Neighbourhood teams. We will work with other supporting organisations across Greater Manchester, for example, working with other Housing Providers on Mayoral Pledges on homelessness and rough sleeping, to enhance the range of support we can offer or facilitate.

We will work with the Council and local partners to deliver a modern and effective homelessness service, focusing initially on prevention and overcoming barriers to tenancy sustainment.

Enhanced provision for older people will be our starting point, we will go on to explore options for tailored services for other people or groups who may need additional support or new kinds of service. This will include the provision of services to help people sustain a tenancy – which could be around help with budgeting and debt, help around hoarding or addressing anti-social behaviour issues.



FOR OLDER PEOPLE THRIVING TOGETHER MEANS:

- A new offer** - Currently 42% of our tenants are aged over 55 and this proportion is expected to increase over the next 5-10 years. We will make sure that, by working with health and social care partners, we have a plan in place to support those who may find that they need more care and support to stay at home. We will also make sure that we provide an age-friendly environment which is attractive and welcoming, including for those who are currently active and well
- An independent living service offer** - We will undertake a review of our Independent Living and Community Response service to see if we are providing the right services in the right places to meet demographic challenges around increased frailty and dementia. We will examine whether it is right to offer a more differentiated service in Independent Living so that some schemes become more specialist around care, support and frailty. We will be mindful of the need to achieve a balance in the mix of people who live in our schemes to ensure that they continue to be attractive and welcoming homes for people whose support needs are not so high
- Additional Extra Care provision** - We will seek to build on the success of our scheme at Hare Hill by providing additional Extra Care facilities in the borough to meet this identified need and facilitate greater independence and less reliance on residential and/or nursing care provision
- Housing options** - A personalised and individual housing options assessment - Housing Options for Older People or HOOP
 We will develop an approach which identifies barriers which may be stopping older people from living at home. We will also look at whether there are options for people to move into a home which is better suited to meet health and care needs. We will do this by working closely with all providers, commissioners and Integrated Neighbourhood Teams
- Age friendly** - We will play a full and leading role in moving toward age friendly neighbourhoods and ensure that we are the lead housing partner in the emerging district ageing strategy



FOR ALL OUR CUSTOMERS, THRIVING TOGETHER MEANS:

- Support to sustain tenancies** - Based on our housing options assessment we will look at what support or services may need to be provided either directly by RBH or by a clear pathway to support from partners. We will participate in Greater Manchester initiatives to prevent homelessness and at a borough level will develop a housing options service which identifies at the outset those services which need to be in place to help someone to sustain a tenancy
- New products and services** - We will look to develop new products and services which widen people's choices - this may be a new offer around shared tenancies for younger people, a market rented offer or a specific offer for older BME people

WE WILL MEASURE DELIVERY THROUGH STRETCHING TARGETS ON:

- Reduced tenancy turnover and increased tenancy sustainment
- Number of homelessness preventions
- Increased external income received to sustain tenancies and provide tenancy support services
- Performance of the Independent Living Service
- Our commitments in the Greater Manchester Social Value pledge
- Increased service satisfaction across age groups and communities moving to top quartile by 2025



IMPROVING TOGETHER

We will change and improve the way we work with a clear focus on value for money to deliver services that our customers value whilst ensuring that RBH is a strong, financially successful Society resilient to future challenges.

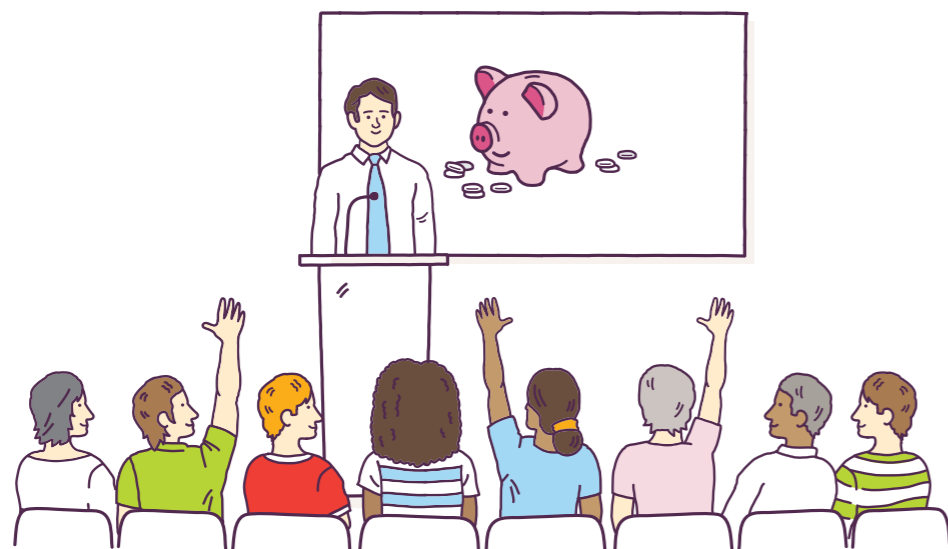
We know that to grow and to help RBH communities thrive we must first and foremost cover our bases – making sure that our services around repairs, rents and rehousing are right, performance-driven and continuously improving. Through this, we provide assurance to our members on our delivery as a good landlord and on the financial strength of our core business.

Through our People Strategy we will create a working environment where people have clarity of expectation and appropriate levels of responsibility, reward/recognition and team commitment. We are proud that the great majority of our employees live in the borough – we want the People Strategy to go further through building our reputation as a great employer with talent, diversity and a passion for the area at its heart.

There are huge opportunities for us to better utilise advances in technology to transform

our service delivery. We will offer our customers more choices about the way we transact so that those who can use digital, do. We will accelerate the digitalisation of data to better share information across employees and between employees and customers and simplify our business processes. This, coupled with changes such as effective use of social media, will give us access to a new breadth of information about our customers, allowing us to know and understand them much better and to anticipate their needs.

We will ensure that business decisions are driven by the effective use of customer and business intelligence – this will inform current and future service delivery. We will develop support mechanisms to help tackle digital exclusion to ensure all customers are able to use enhanced services.



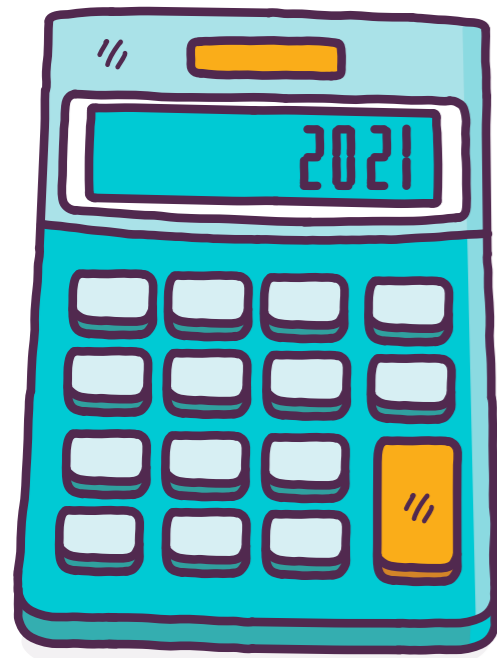
WE WILL IMPROVE TOGETHER THROUGH:

- ◆ **Bringing mutuality to life** - As a mutual housing Society we need to be able to demonstrate the difference that being a mutual brings. We have worked hard to extend our mutual approach beyond our formal governance structures, for example member influence and decision making in allocating priorities and budgets for community based projects. Widening and strengthening our member engagement will continue to be a priority, including extending opportunities for member influence, publicising and celebrating our pioneering approaches to member engagement and embedding a shared understanding of what mutuality means
- ◆ **Achieving quality services** - Our core landlord services; letting homes and managing and looking after our homes and neighbourhoods and collecting our rents, will continue to be the bedrock of our activity. We will continue to get feedback from customers and will compare performance with other housing providers to ensure our customers are getting good value for money. We will prioritise the areas for improvement based on those that our customers tell us are most important to them and which provide opportunities to enhance efficiency and value for money
- ◆ **Developing our People Strategy** - RBH employees are critical to successfully delivering the ambition set out in this Strategy. Our workforce will need to be efficient, agile, creative, diverse and resilient and we will need to have teams and skills to deliver this Strategy. Together with employees we will develop a new People Strategy to set out the support, training, recruitment, health and wellbeing, reward, productivity and leadership approaches to make sure we have the right people in the right roles to deliver the growing together, thriving together and improving together priorities and ensure that RBH is a great place to work



WE WILL IMPROVE TOGETHER THROUGH:

- ◆ **Accelerating business transformation around technology** - We will ensure that we have the current infrastructure (technology and people) in place to provide customers with increased choice in how they contact and interact with us. We will ensure that employees have the right tools in place to deliver an efficient digital service. Our processes will be lean and efficient and geared towards an increased digital offer for our customers. This will include ensuring that we bring together business intelligence drawn from customer insight and internal/external data, to ensure that our services are performing in the best way for RBH and are designed and shaped around projected customer demand and customer segmentation
- ◆ **Ensuring financial sustainability and excellent value for money** - Making sure, and being able to demonstrate, our long term financial sustainability is critical to the ongoing success of RBH as a mutual housing Society. Demonstrating that we will have the resources in place, year on year, to carry out our activities and invest in our strategic priorities underpins the rest of this Strategy. We will continue to define value for money in terms of what this means for RBH and our members to consider the balance of money, quality and local social and economic benefits and will clearly set out how we are achieving our financial and social value goals



WE WILL MEASURE DELIVERY THROUGH STRETCHING TARGETS ON:

- ◆ How we are engaging our members and demonstrating the impact of mutuality
- ◆ Progress on transforming key services
- ◆ Employee motivation and productivity
- ◆ Accelerating business transformation around digitalisation
- ◆ Financial sustainability and value for money

BUILDING ROCHDALE'S ECONOMY

RBH, as one of the borough's most important employers and purchasers, has a key role in helping to directly build the local economy through delivering our Strategy. In meeting our three objectives we have an underlying purchasing strategy which pro-actively contracts with local businesses and social & community enterprises, making it easier for them to bid for contracts and work. We already procure around 50% of goods and services locally.

How money is spent locally, on local employees, is of crucial importance to us in meeting our objectives as a mutual and as an anchor institution in the borough.

WORKING TOGETHER

Linked to the above, collectively the delivery of our three priorities will directly create vital local employment opportunities for the borough. To ensure these are fully realised, we have established Working Together as a cross-cutting theme for our Strategy. There are two main aspects to this:

We will use our role as a leading community anchor and mutual employer to be more than just a landlord and contribute positively to sustainable employment apprenticeship, training and volunteering opportunities.

We will strengthen our commitment to, and maximise the impact of, developing local procurement opportunities and to delivering inclusive growth within Greater Manchester.

WE WILL ACHIEVE THIS THROUGH:

- Work and skills
- Direct volunteering
- Anchor procurement
- Support for social enterprise and pioneering employment opportunities

WE WILL MEASURE THIS THROUGH STRETCHING TARGETS ON:

- People in our communities accessing work or training linked to RBH activity
- Those undertaking volunteering or training opportunities provided directly by RBH achieving successful outcomes in moving on to their agreed personal career or training goals
- Ensuring that we meet our commitments in the Greater Manchester Social Value pledge

BOOSTING SOCIAL IMPACT

RBH is involved in a range of activities which accrue social impact which we will continue to grow and develop. In addition to the employment benefits resulting from our capital investment in housing improvement and growth, we also run a range of community wellbeing programmes including health, digital inclusion, community cohesion activity and work with schools and young people.

We will deepen our relationship with other public bodies, Rochdale Borough Council in particular, to further develop this role and to enhance the wider impact of our work.



THE CONTEXT WE ARE WORKING IN

This section helps explain the environment we are working in and the reasons why we have developed our priorities.

The economic and housing market backdrop to our work is a challenging one. The borough has yet to experience the return to growth seen in other parts of the region and consequently has consistently remained in the 50 most deprived districts in England. Employment and income levels have persistently remained below regional and national averages compounded by the fragile nature of many new jobs.

There remains a close correlation between concentrations of economic deprivation and the neighbourhoods where RBH have high numbers of homes. It is these areas which have been most severely affected by on-going welfare benefit changes and reduction in public spending – reflected by a growing call on food banks and emergency fuel payments.

Although overall Rochdale borough does have a reasonably diverse housing supply,

there remain too many neighbourhoods characterised by a lack of choice and poor quality homes. There has been a significant growth in the private rental market to the point where this is now greater than that of the social housing sector. There are particular concerns about the growth in the bottom end of this market where the impact of unsatisfactory standards is felt in the living environment of the wider neighbourhood.

In such a diverse market, there can be limited value in drawing too much from average house price information although it is worth noting that prices in the borough have persistently remained below regional norms. Average figures do mask neighbourhoods where low values have impacted on the viability of potential development sites, meaning some kind of subsidy is needed to bring about the development of much needed new homes to widen choice.



The demographics of the borough are changing with clear implications on the nature of services and housing offer RBH will need to provide in the future. In particular, the number of older people in the borough is set to grow significantly.

Taken cumulatively, these are clearly deep-seated challenges needing a collective, large scale response. There are signs, however, that this is now starting to take shape and gather some momentum with RBH set to play a critically important role at the local, regional and, even to an extent, at the national level.

Locally, there are important opportunities now emerging from the structural transformation of Rochdale Town Centre to provide new homes and to create much better links with established adjacent residential areas. RBH are well positioned to play a leading role in developing new ways to tie in new residential, regeneration and employment opportunities to the stronger leisure, transport and retail services that are starting to flow from the significant investment made in the town centre.

Regionally, the establishment of the elected Mayor for Greater Manchester has provided a welcome acceleration of progressively devolved power. Rochdale has worked hard to make sure that the importance of supporting all communities to benefit from the region's growing economic strength is a cornerstone of future policy, including in the emerging Greater Manchester Local Industrial Strategy. A strong partnership

between all the major housing providers in Greater Manchester is ensuring a powerful voice in informing and influencing the role that housing can play in supporting far more inclusive growth.

And nationally our pioneering approach has brought us into contact with organisations such as the Centre for Local Economic Strategies (CLES) and the RSA. Working with these organisations and representative bodies, such as the Northern Housing Consortium and National Housing Federation, we are helping to build the case that is seeing a progressive shift in housing policy to put a greater emphasis on housing quality and on ensuring places are empowered to find the best ways of delivering the type of housing and housing services sought by local residents.



MAKING SURE WE ARE ON TRACK

Our Strategy is meaningless unless we deliver on our promises, are clear on progress and the changing risks we face and are open to scrutiny by our members and external investment partners. We will continuously improve our robust and transparent performance management processes to provide assurance at all levels of RBH.



**A DASHBOARD WILL SHOW OUR PROGRESS
IN MEETING THE STRETCHING TARGETS
FROM THIS STRATEGY WHICH WE WILL
PUBLISH AND UPDATE ON OUR WEBSITE AT
WWW.RBH.ORG.UK**

COLLECTIVELY

- To work together to ensure RBH is a strong viable Society, for the long term meeting the needs of its members and maximising local impact
- To listen to and respect the expertise and experience that each member brings
- To act in the best interests of the Society
- To support and champion our mutuality

OUR BOARD'S ROLE

- To ensure compliance with the objects, purpose and values of the Society
- To oversee and challenge performance
- To be assured of delivery, risk management and financial security
- To ensure the Strategy is up-to-date and relevant

OUR REPRESENTATIVE BODY'S ROLE

- To approve the Strategy
- To monitor, scrutinise and comment on progress
- To champion the Strategy and its impacts
- To build a more engaged membership by providing members with opportunities to influence the Society as it delivers the Strategy

OUR EXECUTIVE TEAM'S ROLE

- To performance manage the Strategy delivery
- To lead delivery of the Strategy through the development of a robust Implementation Plan
- To report on progress to the Board and Representative Body
- To communicate and champion the Strategy to employees
- To build strong partnerships within the borough and across Greater Manchester
- To attract sustainable investment





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