

Annual Report to Members

2024/25





Welcome from Andrew

Welcome to the 2025 Annual Report to Members

A message from the Chair, Andrew Johnson

I am delighted to welcome you to our 2025 Annual Report to Members. This year marks another important chapter in our journey as a mutual organisation—one built on participation, cooperation, and shared values. At the heart of our work is a steadfast commitment to ensuring that our customers and colleagues have a genuine voice and meaningful influence in how we shape and deliver services. We believe that open membership of our Society is more than a principle—it is a promise to champion those who wish to be heard and to foster a culture where engagement truly matters.

Looking ahead, we will continue to embed this spirit of mutuality deep within our Corporate Strategy, making sure that it is not just a philosophy but a lived experience for both our colleagues and the people who live in our homes. This long-term commitment underpins everything we do, driving us to create an inclusive and empowered communities.

I am incredibly proud of the dedication and efforts of the Representative Body throughout this past year. Their achievements are a testament to the power of collaboration and shared purpose. Yet we recognise that we are operating within a challenging environment, particularly as the ongoing cost-of-living pressures

continue to affect so many. In response, we will remain focused on working with teams across RBH to provide timely support, guidance, and signposting for both customers and colleagues wherever possible.

We are also committed to strengthening our collaboration with Members, encouraging their continued involvement in shaping vibrant and active communities. By working together, we believe we can drive continuous improvements in our services and help ensure that everyone in Rochdale has access to high-quality homes within neighbourhoods that support wellbeing and opportunity. Together, we can help make Rochdale not just a place to live, but a place to truly thrive.

Finally, I would like to extend my heartfelt thanks to Claire Dalton of Co-op UK, who recently concluded her role as Independent Chair of the Representative Body. Claire's leadership has been instrumental in guiding the development of our new three-year Membership Strategy and in reinforcing the vital role of scrutiny within our governance structure. Her contribution has left a lasting impact, and we are sincerely grateful for her dedication and support.

Andrew Johnson,
Representative Body Chair

Membership data and performance

This year saw Representatives deliver on their one year interim membership strategy. The strategy had three main aims. These are:

Aim 1 - ensure customers and colleagues understand what mutuality means

- We revised our election materials to strengthen understanding of mutuality and the benefits
- We held a successful election, with new members joining the Representative Body
- We held drop-in sessions prior to the elections to encourage membership
- We mobilised our scrutiny function with three reviews completed

Aim 2 - develop the membership offer

- We held a joint meeting deep dive into the Corporate Strategy
- We looked at how to expand the scrutiny function to include members with specific interests and skills
- We shared the details of the first scrutiny review in RBH Neighbourhood News

Aim 3 - make it easier for members to have their say

- We increased involvement in committee membership, including the Customer Services Committee and Complaints Panel
- We shared our "menu of engagement" in Neighbourhood News, outlining key areas where we could enhance member voice
- We got involved with key events organised by RBH to help us to harness the views of our members and communities.

Membership in numbers



The Representative Body met **seven times** in 2024-25.

As at 31 March 2024, we have **4,356 tenant members** and **325 employee members**.

31.1%
of all
tenants are
members

57%
of all
employees are
members

The Representative Body also held one special briefing session and held three joint sessions with the Board and Executive Team.

Enhancing Customer Scrutiny Led by the Representative Body

This year marked an important shift in how we do scrutiny at RBH. For the first time, our Representative Body took the lead in reviewing services and holding the organisation to account.

The Representative Body is made up of elected RBH members – including tenants – who represent customer views and challenge how things are done. Their scrutiny reviews looked in-depth at how we handle some of our most important services.



Why scrutiny matters:

- It gives customers a direct role in checking and challenging RBH's performance
- It leads to real service improvements
- It brings accountability and transparency

Scrutiny Review 1: Gas Servicing

The first review focused on gas servicing, particularly the issue of no access for appointments. The aim was to understand why there are so many missed appointments and what we can do to improve the service, enhance safety, and save money.

Key Recommendations:

- Put in place a process to record reasons for no access during missed appointments.
- Improve customer and operative safety, including asbestos compliance and safety checks.
- Use more direct communication methods, such as phone calls or text messages, instead of traditional card notices.
- Clarify the 48-hour notice policy in tenancy agreements and revise notification cards to include clear rescheduling options.
- Enable customer self-service updates through the 'My RBH' portal.
- Establish a central planning team to assist the Gas Service team with booking appointments.
- Implement a new Customer Relationship Management (CRM) system to enhance information sharing and support service delivery.

Actions Taken:

- We have started recording why appointments are being missed.
- A year-round campaign on property safety has been launched, covering many of the recommended points.
- Text message alerts and phone reminders will be implemented (rolling out with new system upgrades).
- The tenancy agreement is being reviewed to make appointment expectations clearer.
- A new CRM system has been procured and will be implemented during 2025, enabling better tracking of appointments.



Scrutiny Review 2: Complaint Handling

A new and creative approach called Game of Homes was used to look at our complaints handling process. Bringing together customers and employees, the session used gamification to engage the group in identifying, designing and developing solutions to issues.



Key Findings and Recommendations:

- The use of agency staff was affecting customer experience.
- There was a need to recruit a permanent staff team, support new colleagues, and create a culture of learning and resilience.
- Communication during complaints wasn't always clear. We should set standards for communication, ensure complainants are aware of timescales, and provide regular updates.
- We weren't learning enough from complaints, we need to identify trends and communicate learnings.

Actions Taken:

- We have begun to recruit a permanent complaints team.
- We have set clearer communication standards and service level agreements.
- Lessons learned from complaints are shared regularly with Senior Managers and service teams.
- Involved panel members in shaping future complaints training.

"I found this session to be really exciting. It's good to be able to input how we see things as opposed to how management and staff see things in RBH. I feel it's a start of good things between RBH and the tenants that they're, they're there to help and to look after us."

Customer Member of the Complaints Panel

Scrutiny Review 3: Anti-Social Behaviour (ASB)

The third review focused on anti-social behaviour (ASB), aiming to improve how we handle ASB cases and support our communities. This review has only recently been completed and therefore some actions have yet to be taken.

Key Findings:

- We need better tools and technology for ASB officers.
- Support needs to be faster and more consistent.

Actions to be Taken:

- Introduce mobile access to case files for staff.
- Start using noise-recording devices.
- Roll out ASB mediator training.
- Start exploring longer-term solutions like home soundproofing.

These scrutiny reviews have and will lead to real change – and they were shaped by customers and employees, together.

Our Membership Strategy for 2025-28

A Membership Strategy has been developed alongside the new three-year Corporate Strategy which includes a commitment to having a positive impact in all that we do.

Our mutuality gives us a great opportunity to demonstrate how we are listening to customers and colleagues, ensuring their voice is heard loud and clear throughout our business.

Our Membership Vision Statement:

"To create an engaged, inclusive and values-driven Membership that drives positive change. We will redefine the Member experience ensuring a lasting impact for customers, colleagues and our communities".

There are three key aims of this Strategy which support the long-term vision of a thriving Society that puts the views of the Membership at the heart of the governance framework:

- Aim 1: Develop the Membership offer to provide clarity on the benefits
- Aim 2: Ensure all Customers and Colleagues understand what mutuality means
- Aim 3: Make it easier for Members to have their say and communicate the outcomes of their contribution



Membership Strategy priorities

The Strategy aims to deliver measurable success across several focus areas, ensuring growth, engagement and enhanced Member experience. There are clear milestones which we aim to achieve in Years 1, 2 and 3 which means by 2028 we will:

1. Membership Growth – increase in the number of new Members and strong retention rates of existing Members.
2. Member Engagement – higher levels of actively engaged Members with strengthened connections between Members and RBH.
3. Member Benefits – development of benefits and improvements of existing ones, leading to greater Member satisfaction.
4. Community Building – stronger sense of co-ownership, community and networking opportunities among Members.
5. Feedback – range of two-way feedback mechanisms with Member driven influence on strategy, policy, and service delivery.
6. Communication Advancements – adoption of new technologies to improve Member communication and enhanced overall Member experience through digital innovation.
7. Brand Recognition – enhanced visibility and reputation within our Communities and wider stakeholders.

Developing, maintaining and monitoring the Membership Strategy is the responsibility of the Representative Body. The Representative Body have established a sub-group who have developed and monitor the delivery of the Year 1 action plan, and the Representative Body regularly review the progress against the action plan to ensure that we are delivering on what our Membership tells us is important.

This annual report to Members outlines how we have engaged with Members and the progress made in implementing the Membership Strategy.



Feeding back

What your Representatives have been up to on your behalf this year.



Appointed a new Chair and Deputy Chair of the Representative Body, and approved two new Council Representatives



Approved a three-year Membership Strategy



Carried out three scrutiny reviews (gas safety access, anti-social behaviour and complaints)



Approved three areas for scrutiny for 2025-2026 (allocations and lettings; reactive repairs; and communications)



Reviewed the election process for 2025



Received a presentation on the Culture and Values Review, and a report on the Repairs Service improvement plan



Received an annual Corporate Performance Report for 2024-2025



Approved the budget spend on Representative Body Support and Development



Deep dive into the Grounds Maintenance and NET Team



Review the policy and strategy framework and agreed the policies and strategies they wish to be consulted on



Approved the Annual Report to Customers



Reviewed the organisational key performance indicators and considered the risk environment

Representative Body

The year ahead

As we look ahead to the coming year, we do so with a deep sense of purpose and a renewed energy that reflects our unwavering passion and commitment. Our ambition is clear: to make a meaningful and lasting difference to our Members, our valued customers, our dedicated colleagues, and the wider community we proudly serve here in Rochdale.

The Representative Body remains firmly focused on driving forward the objectives outlined in the Membership Strategy. We are determined to strengthen engagement, amplify Member voices, and foster a culture of inclusivity and transparency across all our initiatives. We will monitor the delivery of the new three-year Membership Strategy to ensure that: Customers are empowered and that their voices are heard throughout the organisation and ensure they are shaping the services they want and need.

We will ensure that our Members feel listened to and develop ways where we can work together to deliver great outcomes for the people of the Borough of Rochdale.

Equally, we are committed to fulfilling our scrutiny role with diligence and integrity—ensuring that services continue to improve and evolve in ways that truly respond to the needs and expectations of both our customers and colleagues. Through collaboration, innovation, and accountability, we will strive to deliver excellence across the board and champion positive change where it matters most.

We held a Scrutiny workshop on 29 May 2025 where we reviewed the data and analysis from key performance indicators, tenant satisfaction measures and complaints. We agreed that our scrutiny areas for 2025-26 would be:

- Lettings and Allocations
- Repairs
- Communications

As part of the Representative Body commitments outlined in the Membership Strategy, Members will be given the opportunity to get involved in various ways in these scrutiny exercises, as well as being given the opportunity to vote on which specific area the Communications scrutiny exercise will focus on.



Tenant Representatives



Andrew Johnson
Representative Body Chair



Rob Dyson
Representative Body Deputy Chair



Samantha Scotson



Andy Brown



Atif Hussain



Antony Mallinson



Andrew Butterworth



Bernard Cass



Mark Slater



Olufemi Shangobiya



Dylan Williams



Shakil Ahmed

Employee Representatives



James Coutts



Jamie Kelly



John McDermott



Sam Purdy



Piotr Sipowicz



Rachael Ray



Council-appointed Representatives

Thank you to the Representatives who have retired from the Representative Body over the past year:

Customer Representatives: Muhammed Ansari, Kate Lowerson, Ziggy Prusinowski, Donna Chadwick, Donald Ferguson, Roy Kitcher, Harold Hull, Rosa Lima De Abreu

Colleague Representatives: Stephen Edwards

Council Representatives: Sameena Zaheer

Get in touch with your Representatives

Email rep.body@rbh.org.uk, call Freephone **0800 027 7769** and ask for the Governance Team, or visit www.rbh.org.uk.

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