



Building foundations for people to thrive

Corporate Strategy 2025-28





This information is available in Braille, audio and community languages.
Please phone: **Freephone 0800 027 7769** or email: **customer@rbh.org.uk**.

Para traduzir estas informações, ligue
para o número **0800 027 7769** ou envie
um email para **customer@rbh.org.uk**.

Aby przetłumaczyć tę informację, prosimy
o kontakt na **0800 027 7769** lub poprzez
e-mail **customer@rbh.org.uk**.

اس معلومات کا ترجمہ کرنے کے لیے، براہ کرم
0800 027 7769 پر کال کریں یا
customer@rbh.org.uk پر ای میل کریں۔

برای ترجمہ این اطلاعات، لطفاً با شماره
0800 027 7769 تماس بگیرید یا به
customer@rbh.org.uk ایمیل بزنید .

Kevin Brady
Board Chair

Amanda Newton
Chief Executive

Introduction

A home that is safe and warm is the basic foundation for a successful life. At RBH we understand that getting this right is the one thing that can make the difference to how well the people who live in our homes and communities thrive. Our number one priority is to provide homes where people want to live, want to raise their families and are proud to call home.

The world that we live in continues to change at a rate never before seen, and the housing sector is no exception. The pace of change in the external environment at a local, national and global level is unprecedented and this brings both risk that has to be managed and mitigated, but also a wealth of opportunity to do more and achieve more to enable the people who live in our homes and communities to thrive.

The past two years have seen RBH return to its core purpose – a landlord that provides homes that are safe, warm and free from hazards. We are clear that being a good landlord goes beyond the fabric of the homes that we provide. Our customers rely on us to provide support that enables them to stay safe in their homes and we do this directly where it's within our remit, and alongside our brilliant partners where it's not. We work together positively and see clearly that our collective role is to keep people safe and support those people and families living in our homes to realise their ambitions through the work we do as a partnership. Our role as a partner complements the work of others in the Borough of Rochdale.

We are proud to be the first and largest Mutual Society in the housing sector in England. This means that we are co-owned and managed by our customers and our colleagues. It provides a platform for a diverse range of people with shared ambitions to have a collective voice to make positive changes. This Corporate Strategy provides a platform for ensuring that every decision that we take is focused on the positive impact it can create for the people who co-own RBH, our customers and our colleagues.

Our mutuality presents a unique opportunity to engage the people who live in our homes and the people who work as part of RBH in a different way – a way that gives real voice and influence in all that we do. It enables us to demonstrate how we are listening to customers and ensuring their voice is heard loud and clear throughout our business. It will help us to demonstrate how we are delivering positive change that is felt behind the front doors of the people living in our homes.

Our colleagues are at the core of what we do and are fundamental in delivering great services and creating a successful future for the business. They understand the communities we serve and feel a genuine sense of ownership and pride in making them successful. We will continue to invest wisely in our people and the services we provide for the benefit of all.

As we set out a new three-year strategy for RBH, we focus on the work that we will deliver to support the people who live in our homes today and making the organisation one that our customers are proud to call their landlord.

We also have a duty to focus on the future generations that will call the Borough of Rochdale home. We will set in place the foundations and make decisions that will create a positive impact for the generations of customers that will follow. This will require creativity, bravery, and at times some tough decisions. We do this in the spirit of the positive legacy that we leave for the people that will follow us.

Amanda Newton

Kevin Brady



Who we are

We own and manage around 13,000 homes across the Borough of Rochdale in Greater Manchester. We are the largest provider of affordable housing in the Borough and, in an economic environment where the supply of housing is at its most challenged, we take very seriously our responsibility for supporting the people who live in our homes and communities to live well and thrive.

Our core purpose is to be a provider of quality homes and services to our customers who live across the towns and villages of the Borough of Rochdale. Our role in making places and building a sense of community through the provision of homes and services is the core of our role.

Our primary focus is on providing warm homes in safe communities where people want to live and raise their families. We have spent the past two years focusing our investment into our homes to address many years of underinvestment. We have committed significant resources to do that, and our customers are telling us the positive impact this is having on their lives and on the lives of their loved ones. Our work here continues and the impact we are seeing makes us both proud and spurs us on to do more.

In the coming three years we will be making decisions which will change some of the homes we provide and the communities we serve for the better.

Many of our homes are reaching the end of their life and in a world where climate change and ensuring the sustainability of how we live is becoming a real priority, we as a housing provider have a duty to future proof the homes and services we provide.

We firmly believe in the power of the local economy and work alongside our local, regional and national partners to focus on delivering great outcomes across the Borough of Rochdale. In addition to providing quality homes, this means helping people with issues that they face like support with the cost of living, help with employment and skills and supporting health and wellbeing. We also see the value in investing in young people who will be the customers and colleagues of the future.

In this ever-changing economic, social, and political climate, the challenges we face do not get any easier. But we see the opportunities available to us and we remain determined to tap into these and tailor our services to continue offering the right support in ways that are easy to access.

RBH is an organisation anchored into the wonderfully diverse and culturally rich communities that it serves. We will play a key role in making the Borough of Rochdale a great place to grow up, build a career, raise a family, flourish and grow older.



The way we work Our Mutual Society

The way in which we run our business is unique – we are proud to be a Mutual Society, which means we are co-owned by our customer and colleague members. Anyone who lives in one of our homes or works as part of our team is welcomed into the membership.

Our mutuality is focused on challenging inequalities and making a positive difference to the lives of the people who live in our homes and communities across the Borough of Rochdale and those colleagues who bring their passion for doing good into our business every day.

Our values and the culture we embrace is focused on enabling everyone who interacts with RBH, either as a customer, as a member, as a colleague or a combination of any or all of the above can bring their unique self. This is what drives our inclusivity and is what will help us to play our part in creating a more inclusive and fairer society. We want people to feel valued and have a strong connection and sense of belonging with our organisation.

We are focused on bringing ever increasing and genuine voice and influence to our customers and our colleagues in how we deliver our services. We work hard to bring power, voice and participation to those who want to be heard through open membership of our Society.

Over the past two years we have invested time and effort into bringing to life our mutuality and establishing it into the way we work. There is more to do and this remains a focus weaved throughout this strategy but this is not a badge we wear, it is a tangible and meaningful way of governing our business to bring benefit to the members of the society, our customers and our colleagues. Every decision we make is taken in the spirit of co-ownership.

Our governance model has three component parts; Our Board who sets our strategy and oversees its delivery, our Executive Team who is responsible and accountable for delivering the strategy and achieving the strategic outcomes set, and our Representative Body which is made up of customers and colleagues who set the membership strategy and is responsible for ensuring the voice of the membership is heard and reflected in strategy and service delivery. We refer to this as the three cogs in the wheel of making RBH a success – each of which must move together to continue to proceed.

The Representative Body has used its powers to undertake scrutiny on the core services that RBH delivers. They have reviewed the experience of customers, made recommendations for how we can improve, and they will continue to hold the business to account to deliver the change needed for our customers.

In April 2025, a new Membership Strategy is being published sitting alongside this Corporate Strategy. This frames how we take our mutual governance model to the next level of positive impact. It articulates how every decision is taken together and owned across the three elements of our governance model and how we will create a 'golden thread' through our work that engages with the mutual ethos throughout.

We take collective ownership of all of our decisions based on the greater good and the things that will benefit our customers, their homes and the communities they live in. These are often not easy decisions and require compromise and understanding but this is the way that we govern our business for the success and benefit of the many.

This Corporate Strategy reflects the views across all elements of our governance structure and the objectives and promises to our customers and communities are owned and supported by all.

Our vision

Over the past two years, we have successfully re-focused the organisation back to its core role as a great provider of housing with our customers at the centre of everything we do.

Our vision is now shifting into the next level of ambition, which is to focus on the needs of our population over the next two decades and beyond. Whilst the challenges of today already bring with them significant work to improve homes and services, it is also our duty as a provider of homes to be planning for the needs of the generations of the future.

This balance of delivering for today and developing for tomorrow will see over the coming years a focus on regeneration and shaping places where people aspire to live.

Building strong communities and providing homes fit for the future where everyone is empowered, valued and respected.

This will require us to take decisions in the short term which will benefit the people living in the Borough of Rochdale in the long term. It will be a fine balance of strategic planning alongside our partners, followed by investment in the right places at the right time. We will also review the markets in which we work to ensure that we are directing our efforts and resources to those where we have the expertise. Where we don't, we will look to either exit the market or it will not feature in our plans.

This is where our renewed ambition and vision lies. This Corporate Strategy sets out the first three years of the work that will be delivered to realise this vision.

As we move forward, we continue to build a highly skilled team to support our ambitions without compromising our fundamental reason for being – to deliver great services to the people who live in our homes. Behind every front door is a person or a family that relies on us to go beyond just the provision of a home.

Through our partnerships and through pioneering new ways of working we will shape a new future, informed by our customers, alongside delivering great services.

RBH is an organisation that is firmly anchored in its local communities. We understand the places where we work, and this gives us a unique opportunity to tailor what we do to the people who call the Borough of Rochdale home.

The Borough of Rochdale as a place is wonderfully diverse and its make up is changing all the time as new communities develop. RBH has an unwavering commitment to meeting the needs of the people who live in our homes today and those who will in the future. We have many opportunities to learn and tailor what we do as the richness of the diversity of our four townships evolves. Our vision is centred around this.

We are here for the long term and will change how we deliver our services with and for our customers to enable them to live fulfilled lives in places that embrace, value and welcome diversity.





Our values

Our values were developed with our customers and colleagues in 2024.

They get to the root of who we really are and what we stand for. They set out the culture that we aim to deliver every day, and we expect and welcome to be held to account for delivering against them at every level in our business.



Putting People First

We listen with empathy, respond with compassion, and make it easy for our customers to access our services.



Working As One

We embrace our mutuality and work together to deliver great outcomes for the people living in our homes and communities.



Doing What We Say

We earn trust through honesty, integrity, caring and keeping our promises.



Delivering Quality

We invest wisely in our people and make it easy for them to deliver services and create places that our customers are proud to call home.



Open & Transparent

We are curious, embrace diverse ways of thinking and seek feedback to help us improve.

Our Achievements in the past year

The past year, 2024, has seen RBH fully return to its core purpose of being a landlord that provides warm, safe homes. We have focused on rebuilding the organisation, reconnecting with our customers and investing significantly in our homes.

We continue to focus on improving the services that RBH provides to the people living in our homes and communities and listening, learning and improving will remain a focus for the organisation as we move forward. In March 2025, this unwavering determination to improve saw the Regulator of Social Housing confirm that RBH is now meeting the outcomes of the regulatory standards and has returned to compliance and to a grading for governance of G2.

We face the future with a passion for what we do, a determination to always do better and above all, a relentless focus on bringing our mutuality to life and working with our customers and members of the Society to progress.

We continue to share our learning from the past with others and what we are doing to build a business where customer safety is first and foremost in the services we deliver. We continue to engage extensively across the social housing sector and beyond to share our learning openly and honestly. We will not stop doing this until there is no more learning to take and nothing else to share.

The significant changes made to the way in which we are governed have been embedded and we have a strong Board that is leading the organisation with integrity and purpose. As part of our development, we have strengthened the Board with two new members, which completes the membership. This brings new skills focused on Diversity, Inclusion and Belonging and Technology into the boardroom.

Our previous strategy made commitments to improving the data we hold and bringing new insight to ensure all that we do is focused on facts and that we are making decisions based on what our customers tell us is important. We have invested heavily in this area in the past year and have made significant progress towards being the data driven organisation that we aspire to be. This includes having detailed data on almost all of our homes with only those where we have been unable to gain access being outstanding. These are being targeted to ensure we are able to understand all of our homes and the people who live there.

Overall RBH has made great strides forward in delivering for its customers and has achieved all of the customer focused outcomes set out in its Corporate Strategy 2024-25. We have delivered great outcomes for customers across our core services including:



£29M investment
in existing homes



480 Stock
condition surveys
completed



1396 customers
had their voice
heard to shape our
services



102,343 calls
answered in our
Contact Centre



72.3%
Customer
satisfaction



650 new
kitchens fitted



62,400
number
of repairs
completed



12.5% colleagues
included in
community
volunteering



1421 tenancy
audits



3 scrutiny reviews
undertaken by the
Representative
Body



£1.75m back into
customers' pockets
from financial
support



290 new
bathrooms
fitted



532 families
supported via our
pantries



94.6% customer
email enquiries
answered



622 homes let
to customers



1098 customers
supported with
Money Matters



Our Plan for 2025-28

Our one-year Corporate Strategy 2024-25, delivering for our customers and communities, focused on re-setting the organisation, getting back to basics, being a great provider of homes in the Borough and rebuilding confidence in RBH as a great landlord.

This strategy was framed around five strategic themes and set out how RBH would focus on getting the basics right whilst putting in place the building blocks for a longer term strategy. Following successful delivery of the commitments in this strategy, RBH is now ready to re-set its ambitions for the future with a three year strategy.

After talking to our customers, colleagues and Representative Body, the Board has taken the decision to retain the same five themes, each with a renewed statement of ambition that reflects our progress to date and takes RBH to the next level of delivering for its customers.



Customers



Communities



People



Homes



Governance

These themes continue to reflect the things that our customers and colleagues tell us are important to them. Underpinning all of the themes is a continued drive and commitment for continuous improvement, which we continue to embed as part of our culture.

We remain very clear, there is more to do to deliver the aspirations of our customers – as well as living in social housing, they are consumers of services and we should expect to be held to account to deliver services that benchmark with the best service providers. We will only know we've got there when our customers tell us we have and living our values will be central to how we deliver our services.

Achieving value for money, with decisions driven by data and insight, and success monitored through key performance indicators will underpin our approach.

What our customers told us

We are really clear that we exist to provide safe, warm and affordable homes for our customers and services that they can rely on and value as they go through their lives being an RBH customer.

The people who live in our homes are the those best placed to tell us where our ambitions should lie and, in developing this strategy, we engaged with our customers to understand their ambitions and the services they want to receive.

We wanted to understand what they want to see under each of themes of our Corporate Strategy and a summary of what they told us follows:



Customer

There was a strong sense that the overall service delivered by RBH has improved including wait times in the Contact Centre but that there was more to do to further improve the Repairs service. Progress has been recognised in the quality and frequency of communications from RBH and we need to continue to consider a wide range of channels to ensure that all of our customers can access and engage with RBH. This includes making provision for and supporting those people who are excluded from digital channels and those who prefer exclusively digital engagement. Customers feel there is a need for more opportunities to meet face to face and have a place to visit RBH colleagues to discuss their tenancy and their home.



Communities

The value of seeing an increased presence of RBH colleagues in and around the communities across the Borough was recognised and customers want this to continue and grow. They felt there are opportunities to tap into the wealth of existing communities and use this to build cohesion and togetherness. Visibility of RBH in the communities we serve was seen as critical and suggestions around proactive community walkabouts to build local confidence and deter antisocial behaviour was seen as a key ask. When we discussed the increased focus on regeneration that will follow in the coming years, customers very clearly fed back that this investment needs to be spread across the Borough to ensure that the benefit is fair and equitable and felt by the many.



People

Much work has been done over the past year to strengthen the voice of our colleagues in our business. Customers view our colleagues as the eyes and ears of the organisation and see this as an essential part of ensuring that the services continue to reflect their feedback. Customers have found the changes to customer facing teams confusing and disruptive and want continuity to enable them to build trusted relationships. They want to see RBH doing more to recruit local people through apprenticeships and other opportunities to bring more of our customers into our business. Overall, they want our colleagues to take a pride in their work and treat their home like it was their own.



Homes

Customers are very satisfied with the quality of our homes when they move in. They also told us that they valued the investment work we have delivered over the past two years with many commenting on the quality of the new kitchens and bathrooms they have had installed and the difference this has made to their home. They want quality of work delivered to be a priority and where we use contractors to deliver services, they need to be held to the same exacting standards as the RBH team. The work to improve communal areas and outside spaces was recognised as improving but more to do.



Governance, Finance & Risk

Doing more to share the benefits of our mutual status and continue to bring customer voices into RBH to influence our work was seen as an ongoing priority – it should be embedded into the formal structures of RBH with regular messaging about the difference it is making shared through our communication channels. Customers want to be clear how and where their rents are being spent and that RBH is making good decisions that show value for money.

The detailed feedback from customers is captured in our priorities for the next three years.

Customers



Our services are shaped through an ongoing meaningful conversation with our customers and delivered to a high standard consistently.

The people and families who live in our homes are the reason why we are here. We want to deliver services that are valued by our customers and are continuously improving based on the feedback we receive. To do this effectively we need to understand who lives behind our front doors – we need to know our customers, and they need to know and trust us.

As a Mutual Society we have solid foundations to build upon when it comes to customer engagement – we will continue to drive this forward to ensure we amplify the voices of our customers in our business and continue to have two-way conversations that are meaningful and inclusive.

The Borough of Rochdale is richly diverse, and we will strive to tap into this diversity to ensure that the voices of the many are heard loud and clear in our business and reflected in the services we deliver. Customer engagement means seeking out the views of the people who live in our homes and communities, valuing what they say and being able to demonstrate that their feedback is informing our decision making. We will continue to review and improve our overall approach to customer engagement to make sure we are capturing views that are representative of all of our customers and this will change as communities change.

We're focusing on making sure it's easy to get in touch with us and we are making more channels available to take account of how our customers preferences differ – from face-to-face contact and being visible in our communities, thorough to web enabled interactions, we will be here for our customers when they need us.

This strategy focuses on delivering for today and preparing for the future generations of customers. Alongside delivering for our existing customers, we will engage widely to understand the aspirations of future customers.

To enable us to deliver tailored services to the rich and diverse communities that make up the Borough of Rochdale, we will continue to refresh our understanding of the people and families that live in our homes. This will enable us to properly tailor our services and the way in which we interact with our customers fully and professionally.

Our fundamental objective is to deliver good and consistent services that our customers want and need. This consistency will see us build a trusted relationship with our customers. The way we do this is by capturing a breadth of views that represents the people living in our homes and communities, understanding what they want and then delivering it to the highest of standards. We want our customers to feel that given the choice, they would choose us as their landlord. They will be proud to be a customer of RBH.

What we'll do

- Create imaginative ways for our customers to participate in reviewing and developing the services through meaningful and trusted conversations and targeted engagement to capture the voices of the many.
- Provide choice in the channels that our customers can access our services.
- Evidence how customer feedback is driving improvements through tangible outcomes that are meaningful to the people living in our homes.
- Get the basics right - resolve customer queries at first point of contact and deliver improvements in their homes more efficiently.
- Continue to improve the data we hold to enable us to embrace that diversity that makes up our communities and better tailor our services to the people who live in our homes.
- Encourage an increase in membership of the Society to further strengthen the impact of our mutuality on delivering customer outcomes. Use our mutual status to good effect in tapping into the voices of the many.
- Keep customers safe in their homes.
- Provide support to those customers in need by being clear about the priorities and shaping the foundations of our community investment and tenancy support work around them.
- Make it easier for our colleagues to deliver for our customers - simplify and automate our processes to create efficiency and an improved and seamless experience for our customers.
- Measure the services we provide through the eyes of our customers and seek out of sector benchmarks for customer service organisations and seek to learn from good practice.
- Learn when we get things wrong and make changes to stop repeating the same mistakes.
- Be a great partner and share information across agencies to build a better understanding of need and opportunity to serve.
- Consistently do what we say we will do – if we get things wrong, we put it right quickly. We learn and make tangible changes from complaints and feedback.

What we'll achieve by 2028

- Involve at least 1,300 customers each year to shape services, through our feedback and engagement channels. We'll seek to ensure those involved match the diversity profile of our neighbourhoods.
- Commit to proactive estate walkabouts in each of the five localities every month including partners where appropriate.
- Demonstrate the outcomes and service improvements being delivered from engagement with our customers and members.
- Broaden out the role of scrutiny to include customers from across our membership and customer base. Deliver three scrutiny reviews each year led by our Representative Body with wider customer involvement.
- Upper quartile results in the Tenant Satisfaction Measures.
- Respond to 100% of initial complaints from customers within 10 working days (excluding those where extensions have been agreed with the customer due to complexity).
- Deliver a service improvement plan that captures the improvements we need to make from Tenant Satisfaction Measures and learning from complaints.
- Improve data maturity through implementing structured frameworks, measured through periodic assessments, benchmarking and feedback.
- Increase the membership of the Society to 50% of all households.
- 90% of customer queries resolved within the Contact Centre at first contact.
- Every customer has a tenancy audit once every three years.
- 100% compliance on statutory health and safety indicators (with plans in place for any where access is an issue).
- Deliver the Foundation Plan for Community Investment in 2025, leading to a wider strategy developed in 2026.
- Establish strategic partnerships with agencies serving the same communities of people.
- Consistently achieve 90% overall customer satisfaction (TPO1).
- Benchmark favourably against out of sector comparators.
- Resolve 80% of responsive repairs on the first visit.

Communities



We'll focus on placemaking and supporting the building of successful, sustainable and inclusive communities that reflect the diversity of the Borough of Rochdale and are great places to live.

RBH is the largest landlord working across the Borough of Rochdale, which presents an opportunity to play a lead role in the creation of places where people today and in the future will aspire to live, raise their families and grow old.

Working alongside our partners, there is much to do to deliver the homes and neighbourhoods that the people across the Borough of Rochdale aspire to live in. It is with this in mind that we set out in this strategy that our work across the next three years will not extend beyond the boundaries of the Borough of Rochdale. Our commitment is here and there is much work to do to deliver much needed homes and safe communities for the people who call the Borough of Rochdale home.

As a locality based landlord that is anchored into the places and communities where we operate, our role in creating places where people want to live is critically important. Many of our homes are reaching their end of life, are ageing and are increasingly difficult to maintain to the standards rightly expected by our customers in 2024. This requires us to look at our homes and determine where we invest, where we regenerate and where we replace.

We will create plans for how we prioritise investment across our existing homes as well as focusing on regenerating the areas and neighbourhoods that need it the most. We have a unique opportunity through our role as a major stock holding landlord and a partner to make a difference to the people and communities across the Borough of Rochdale.

Through our strategic asset investment, we will take the intelligence that we have gained on our homes over the past year, alongside working with the communities we serve to understand their needs and aspirations.

We will use this to develop locality and neighbourhood plans that will prioritise our investment over the long term. This will include a focus on regeneration of those homes that are at end of life and require replacement.

Our role as a landlord goes beyond the fabric of the home – the social and economic value of supporting people to stay safe and well and be able to play a role in developing the communities where they live cannot be underestimated. We will expand our partner networks into education, employment and health to increase and improve social inclusion and prosperity.

The vulnerabilities that exist in our neighbourhoods as a result of the external challenges in the economy and in wider society mean that people often need support to be able to live well and independently. The support we provide to customers every day as part of our community investment programme shows the real value of the contribution that we make as an extension of our role as landlord.

Many of our homes are in areas where shared spaces are an integral part of the place. There are occasions where these can present challenges as a result of people's differing lifestyles and expectations. Our role as a partner is to challenge inappropriate behaviour and tackle anti-social behaviour working alongside our partners to tap into our respective powers.

We are committed to playing a role in making the four townships which make up the Borough of Rochdale as vibrant and inclusive as possible. The richness of diversity in each of the areas means there are untapped opportunities for us to understand these communities more and work with them to thrive.

What we'll do

- Be a lead partner in the delivery of the regeneration and place making across the Borough of Rochdale.
- Exploit opportunities for accessing grant funding to deliver regeneration projects that are seen as exemplar by our peers.
- Create regeneration and investment plans for our lowest performing assets.
- Use our strategic asset management decisions to shape the plans for regeneration and placemaking alongside our partners.
- Develop a clear plan that will see a return to the development of new homes by end of 2028.
- Create clear neighbourhood plans that capture the ambitions of the people and communities that live there.
- Continue to invest in communal areas and shared spaces to make improvements that customers value and create safe spaces.
- Continue to have a zero tolerance approach to anti-social behaviour and work with partners to use respective powers to address perpetrators and support victims.
- Continue to contribute to community development activity through our colleague volunteering programme which brings customers, partners and colleagues together to make a difference.
- Celebrate and acknowledge the contributions that different communities make to wellbeing and cohesion in the Borough of Rochdale.
- Invest in people and communities to create social value as part of delivering our Community Investment Strategy.

What we'll achieve by 2028

- Develop regeneration masterplans alongside our partners for those areas deemed a priority across the Borough of Rochdale.
- Create regeneration and investment plans for the 25% lowest performing assets, using our investment and regeneration programmes to prioritise and programme the work.
- Neighbourhood plans for our key localities in place and delivering improvements.
- Upper quartile satisfaction that communal areas are clean and well maintained (TP10).
- Upper quartile satisfaction with our approach to handling anti-social behaviour (TP12).
- Continue to work as part of the Community Safety Partnership and with partners to deliver joined up solutions to tackling ASB.
- 50% of colleagues have taken part in meaningful volunteering opportunities.
- Engage with community and faith groups building meaningful plans that enable all voices to be heard.
- Deliver the commitments set out in the Community Investment Strategy to deliver social value across the priority areas in our communities.





People

Everything we achieve is through our people. We will continue to develop a culture that is focused on doing the best for our customers, a great place to work that is supportive and inclusive and that reflects the diversity of our communities.

At RBH we believe that the right colleagues with the right skills and behaviours is the foundation of delivering great services to our customers. We will continue to make it easier for our people to do their jobs, simplifying processes and using technology to remove the barriers to customer service excellence.

We have spent the past two years driving cultural change to focus on our customer first. The people who live in our homes are telling us this is being felt but we aren't complacent and know there is more to do. This will be driven by strong and purposeful leadership and by our workforce which is made up of brilliant individuals who invest beyond their employment contract in caring for the people who live in our homes.

We now have a clear set of values which articulate our target culture which is one of customer centricity, building trust through doing what we say and embracing the wonderful diversity that is part of the Borough of Rochdale's DNA. Our people who work in our business and those who live in our homes are at the forefront of everything we do.

Over the past two years we have been fortunate to attract some exceptional talent which complements the great people we already have in our business. The culture we will continue to develop will be one of performance, passion, empathy and one that is focused unequivocally on doing the best for our customers.

Over the next year we will focus on getting the structures that underpin the services we deliver to our customers right. We will continue to develop

compassionate, caring and strong leaders who will take the business forward and engage our colleagues in service design activity.

Our service delivery model sees a blend of internal resources and external contractors in some of our trades. Our customers should not need to care which of these resources delivers their services and all should do so in the spirit of RBH's culture and values.

We will continue to ensure that onboarding of contractors is done effectively, and that performance and contract management are strengthened to ensure our customers only receive the best service.

The challenges in our communities are increasing and our customer facing staff are encountering situations that challenge their resilience daily. It's our job to keep people safe so that they can keep our customers safe. We will continue to focus on colleague health, safety and wellbeing and create support mechanisms.

The best businesses make colleagues feel valued, respected and ensure that everyone can be who they are – we aspire to this. We'll continue to invest in making sure that equality, diversity and inclusion are embedded across our business and within our culture.

We want everyone to believe in themselves, our business and our vision. We look after our people, and they look after our customers.

What we'll do

- Invest wisely in our people to ensure they have the skills and behaviours to deliver the services our customers want and need.
- Invest in new talent through our apprenticeship and trainee programmes.
- Right size our organisation to ensure that we deliver value for money and that resources are in the right place to deliver great service to our customers.
- Develop our managers and leaders to ensure they live our values and drive performance.
- Continue to develop a customer centric culture where everyone understands how they contribute to the achievement of our strategy.
- Focus on development for all colleagues to ensure that people can achieve their potential.
- Strong contract management protocols are in place to ensure that the jobs we outsource are delivered in line with RBH values, that our customers receive a seamless service and that we receive value for money at all times.
- Focus on wellbeing for our colleagues.
- Provide opportunities for our colleagues to collaborate as teams and work together to deliver great services for our customers.
- Embed a new performance management framework to ensure that it is fit for purpose and driving the appropriate behaviours, with specific focus on the impact of leaders.
- Develop colleagues to ensure they have the essential skills to undertake their roles safely.
- Create an inclusive place to work and a prominent and evidencable approach to delivering Diversity, Inclusion and Belonging through our work that is felt by our customers and the communities we serve.
- Deliver the commitments set out in the Diversity, Inclusion and Belonging Strategy, that provides the framework for RBH being an inclusive employer that values a diverse workforce.
- Use our People Strategy to frame our colleague offer and hold us to account for how we work, how we attract talent and how we keep the best people motivated.
- Deliver a working environment which is supportive of our culture and values.
- Strengthen our health and safety framework to ensure we continue to keep colleagues and customers safe.
- Demonstrate a positive health and safety culture through proactive indicators.
- RBH is regarded as an employer of choice.

What we'll achieve by 2028

- All colleagues have a clear development plan based on skills and career aspirations reviewed and updated at least annually.
- Clear careers pathways across the critical roles in the organisation.
- Target operating models developed, delivered and embedded to ensure resources and skills are aligned to the delivery of the strategy.
- A vibrant and inclusive culture and working environment including contractors that think customer first.
- Clear trainee and apprentice routes for local people.
- Attendance levels benchmarked with the best in sector.
- Revisit the culture survey to show progression around colleague engagement and customer satisfaction.
- Essential training 100% complete.
- Colleague satisfaction benchmarks favourably with comparator Special Interest Groups delivering tangible outcomes for minority groups in the organisation.
- People Strategy delivered and a review of the reward and recognition package delivered.
- Diversity, Belonging and Inclusion Strategy delivered including building a better understanding of neurodiversity and other less visible differences.
- Accident frequency rate compares with peer indicators.

Homes



We'll invest in our homes to ensure they are safe, warm and well maintained places to live that our customers are proud to call home.

The extensive work we have completed in building our understanding of our homes over the past two years means that we have detailed information on the condition of each of our homes and shared communal spaces. We use this information to prioritise the investment required to maintain them at the standard our customers should expect. Our finances are limited and we will need to make decisions that see investment spread across all of our homes across the Borough of Rochdale.

One of our priorities over the past two years has been tackling damp and mould in our homes. We have had a proactive approach to identifying issues through our stock condition surveys and through our customer facing teams who will ask every customer they visit whether damp and mould is an issue in their home. We have invested in understanding and dealing with the root cause issues that result in damp and mould and this has seen a reduction in recurrence from 41% at the start of the year to 22% at the end of the year. We will continue to drive this down through ongoing investment and through making decisions to replace those homes where damp and mould issues are exacerbated by the age and type of home.

We have some legacy regeneration issues which include places that may require a disproportionate level of investment. We will be clear what is affordable based on our financial resources and seek grant funding to deliver the most economic solutions which provide the right homes that people of this and future generations want to live in.

We will work with partners at the Council to understand long term housing need and the aspirations of the next generation of customer to ensure the decisions we take leave a positive legacy that future generations will benefit from value.

The next three years will see us continuing to deliver an investment programme for our homes that address historic issues and exploiting opportunities to improve the energy performance and affordability. This will have benefits that are twofold; our homes will become more sustainable into the future as we play our role in addressing the climate change challenge. It also means that homes will be warmer and more affordable for the people and families living in them.

The age and condition of some of our homes means in some cases, extensive works would be required to meet our customers' needs and aspirations. This means that we will need to take a strategic view on each of our homes and neighbourhoods to determine their long term future.

We are very clear that our income comes from the rent that our customers pay, and we must ensure that we deliver good value in any investment that we make. With this in mind, and where we are unable to make some of our homes warm, safe and affordable for the people and families living in them, we will create plans to replace them with homes that are fit for this generation and those to come.

This will not be a short term plan and the coming three years will see us using our data and working with our current customers and those that will be our next generation of customers to determine what the future looks like. We are committed to creating homes for the long term and working with our customers to ensure their homes are safe, warm and affordable. This will include understanding how we will deliver the sustainability and net zero carbon agenda in line with government targets.

The service that our customers call on and tell us they value the most is our responsive repairs. We are continuing to improve this to ensure that we deliver an efficient, effective and economical repairs service that resolves issues quickly and that our customers value. We'll continue to use customer feedback to help us shape a service that is informed by and for the people living in our homes to ensure that we are easy to deal with and always focused on making the customer's experience of us a positive one. We will stay aligned with any changes to legislation focused on keeping our customers safe in their homes.



Building new homes has been paused for up to five years (from 2023) to enable us to focus on investment in our existing homes. In the coming three years and as part of our placemaking and regeneration activity, we will start the journey back to developing much needed new homes. We will establish a development pipeline that sees an increasing year on year ambition to deliver new homes.

We have an ambition to start some early delivery before the five years expire. This will depend on affordability and will be subject to other priorities which are not yet known but could require additional funding, including revisions to the Decent Homes Standard.

In the meantime, we will use our strategic land holdings and look to enter into strategic partnerships that see the delivery of new homes alongside our partners.



What we'll do

- Create a strategic plan detailing long term investment and regeneration plans across our estates.
- Start the delivery of regeneration activity in those places already identified as priority.
- Continue to improve our repairs service to deliver the service levels our customers want and should expect.
- Listen to our customers and ensure their priorities shape our plans around improving their homes.
- Bring all homes capable of reaching EPC C to that standard to ensure our customers live in warm homes.
- Develop plans for those homes unable to meet EPC C.
- Build a clear view on what sustainability and net zero carbon means across our homes and develop plans to deliver and help address the climate emergency.
- Continue to use data we hold on our homes and the people who live in them to focus our investment to continue to improve quality and make them places that our customers are proud to call home.
- Meet the requirements of Awaab's Law and be ready to address any revisions to the Decent Homes Standard (2006 and the Building Safety regime).
- Continue to use data and information about the occurrence and reoccurrence of damp and mould by type of home to inform our prevention programme and our investment decisions.
- Begin to focus on a return to developing new homes and using our land assets as part of strategic partnerships to bring forward affordable housing.

What we'll achieve by 2028

- Deliver the first three years regeneration activity as set out in the long term plan including a way forward for College Bank and Lower Falinge.
- Build a customer informed repairs service that benchmarks with our highest performing peers.
- Upper quartile customer satisfaction with the quality of repairs.
- Contract management that confirms quality and value for money is being achieved.
- Focused engagement with customers to understand their priorities for place making and investment in homes.
- Deliver the strategic priorities set out in the Homes and Communities Strategy.
- Continue to refresh our stock condition survey on a five year cyclical programme.
- Develop a Sustainability Strategy.
- Deliver our three year investment programme in homes and communal areas.
- Achieve 100% statutory compliance across all of our homes *only exceptions will be those where access is an issue but we will be able to evidence that we are pursuing this in every case.
- Reoccurrence of damp and mould in our homes is no higher than 15%.
- Create a plan that will set out the roadmap to a return to developing new homes.
- Seek out strategic partnerships that will make use of our land assets to deliver new affordable housing.





Governance, Finance & Risk

Our ambitions to do the very best for our customers are underpinned by a well governed, data driven organisation with robust financial management and controls. We are clear about our purpose and make risk informed decisions to shape a future that delivers for the people living in our homes today and those that will follow in the future.

RBH is the largest housing provider in the Borough of Rochdale and we are focussed on continuing to develop our role as a valued and respected partner and leader both within the Borough and across the wider Greater Manchester region.

The housing sector as a whole is seeing unprecedented challenges as the external economic and policy environment shifts and the demands on the finances and service delivery models increase. RBH is no exception and has made significant progress in understanding the condition of our homes and making tough decisions about our finances to ensure that investment is directed appropriately.

All of this has required a relentless focus on re-establishing a governance framework and culture that ensures our customers are living in safe, warm homes. We are clear about our purpose as a provider of homes that our customers are proud to live in. Our ambitions lie beyond simply the provision of a home, we aspire to delivering a customer experience that people can compare favourably with the best service providers.

Building on the work done in the past two years to strengthen our governance structures and ensure that decision making sits in the right place with the correct authority, we can confidently say we have the elements of good governance well embedded in our business. Our Board has been further strengthened with specific skills that will help us to face the future with a renewed purpose and we have focused on succession planning to ensure its longevity.

Much work has been done to strengthen risk and assurance and this will be a continual process of evaluation and action to ensure that RBH is acting in the live risk environment. The risk factors facing the organisation at a local, national and global level are increasing at pace and things that historically felt remote are now impacting on the way we deliver our business daily. The Board is focused on embedding a risk informed culture throughout the organisation to ensure that we are continually risk aware and mitigating the impacts.

Our ambitions include becoming a truly data and insight driven organisation and we have made good progress over the past year. This will continue to form a key part of our focus for the coming years as we look to really understand the people and communities that we serve and shape our services according to their ambitions. We also need to be clear about where we do and don't operate, and this will see a review of the services and types of housing we provide to ensure we are delivering to our specialisms.

The past two years have seen us embed a culture of learning and sharing and this is something we value and will continue as we move forward.

Underpinning all of this is our ongoing financial stability – the past years have seen significant demands on our finances as we stabilise the organisation and invest in our homes to bring them up to the standard that our customers should expect.



The coming years will see financial challenge as we continue on this journey and make strategic decisions about investment and regeneration. All of this will be done with the long term financial stability of the organisation in mind. We will invest in change activity that will transform our services which will over time deliver efficiencies and improved operating margin.

Our Board is accountable for the strategic direction of the organisation and is governing with purpose, supported by a Representative Body made up of customers and colleagues who bring insight and share the responsibility for shaping the organisations future focus.

As a Mutual Society we are co-owned by members from across our customers and colleagues. We are working hard to bring this to life to demonstrate how mutuality makes a real and tangible difference to the people living in our homes. Our relatively unique model gives us greater opportunity to tap into the voices of the people living in our homes and communities and if we get it right, should be a differentiator when it comes to delivering both the requirements of our regulator in the consumer space but also in understanding and meeting the needs of our customers.



What we'll do

- Focus on our governance, financial viability and consumer activity to ensure that we are delivering all of the requirements of the Regulatory Standards.
- Be clear about our purpose and the markets where we will focus our expertise.
- Continue to focus on fraud prevention in our business and in our homes.
- Enhance our performance reporting to ensure that the Board is better equipped in its long term strategic decision making.
- Further strengthen our approach to mutuality to ensure it is making a positive difference to the people living in our homes.
- Continue to focus on financial stability and ensuring the organisation is delivering efficiencies whilst improving services delivered to customers.
- Ensure the organisation has the financial capacity and resources to deliver its ambitions.
- Understand the cost of our strategic ambitions and have these fully embedded into the long term business plan.
- Deliver value for money in all that we do.
- Deliver effective risk based decisions to drive continual improvement.
- Protect the business from external threats with a continued focus on risk identification and management.
- Continually enhance our risk and assurance framework to ensure it remains current, live and focused on protecting the business from external factors.
- Evidence our achievements through data, insight and feedback from our customers and partners.

What we'll achieve by 2028

- Achieve the requirements of the Economic and Consumer Standards with an ambition to achieve G1 and C1 and maintain V2 by the end of year three.
- Review the types of housing and services we provide to ensure we are playing to our strengths and delivering the best services for our customers.
- Develop an Environmental, Social and Governance (ESG) Strategy and adopt a reporting framework to better equip the Board with oversight and strategic decision making.
- Build robust fraud reporting, taking learning from cases and using this to inform prevention activity.
- Validate our performance against the Code of Governance annually to ensure we remain compliant and are evolving our approach.
- Deliver the Board succession plan.
- Demonstrate in the business plan that financial performance supports the financing of our future strategic ambitions.
- Improve the operating margin through the delivery of change activity and delivery of efficiencies.
- Deliver the ongoing requirements of Cyber Essentials Plus accreditation.
- Externally validate our approach to risk and assurance.
- Deliver top quartile performance against the strategic key performance indicators.
- Be transparent – publish an annual report to customers showing how their rents are being spent to improve services and the quality of homes.





Get in touch

Visit us at rbh.org.uk, log on to **MyRBH**,
or talk to us on **0800 027 7769** or **(01706) 274100**

Rochdale Boroughwide Housing Limited is a charitable community benefit society. FCA register number 31452 R.
Registered Office: Unique Enterprise Centre, Belfield Road, Rochdale, OL16 2UP.
Registered as a provider of social housing. RSH Register number 4607.

Follow **rbhousing**:

