
Corporate plan 2010-11

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Executive Summary

Where we have come from:

Rochdale Boroughwide Housing (RBH) was first inspected in October 2002 and was judged to provide a good, two star service with promising prospects for improvement. That assessment enabled RBH to receive an additional £106 million of funding to bring Rochdale's council housing stock up to the Decent Homes standard.

A further inspection in May 2005, reinforced that original judgement and identified a number of strengths including:

- a strong and clear customer focus throughout all services
- residents are effectively involved in all aspects of service delivery
- customer satisfaction is regularly monitored for most services; shows improving levels of satisfaction and information is regularly reported and used to improve services
- access to services is easy and a web site offers helpful information and a range of online services
- high level of performance completing repairs on time and by appointment
- value for money savings have been achieved in many service areas, particularly through a comprehensive partnering agreement for the decent homes investment programmes.

Where are we now?

Having completed the Decent Homes programme, in 2006, RBH has been working to support the borough's priority of increasing the number of affordable homes in the area.

During 2009, work started on the first council house new build in the borough for over 20 years and RBH are pleased to have been one of the first ALMO's to secure funding from the Homes and Communities Agency for this first scheme which will produce 22 new homes.

In addition, the approval of a scheme to buy back previous council housing sold through the 'Right to Buy programme' should result in a further ten affordable homes in the borough in the next year.

RBH are also proud to have recently been announced as the pilot ALMO for the Mortgage Rescue Programme and anticipate this supporting a further ten families to remain in their homes over the forthcoming year.

Where are we headed?

This Corporate Plan outlines our key priorities for the coming year.

These are exciting times for RBH and we are looking forward to working with our customers and partners to continue to improve our services and support the development of successful and sustainable communities within Rochdale.

Mission, Vision and Values

Our Vision

To be a champion for the neighbourhoods in which our tenants live, ensuring that they are sustainable, strong, safe, clean and well managed, receiving high quality local services and with a good standard of local amenities and facilities.

Delivering Excellent Services – Building Stronger Communities

Our Mission is to

- Become recognised locally, regionally and nationally as a top performing housing organisation – achieving a 3 star rating from the Audit Commission, helping our parent local authority achieve a high Comprehensive Area Assessment (CAA) rating and being recognised for providing excellent, value for money services across the board
- Make the maximum possible contribution to meeting the housing needs and demands of local people through building new homes and remodelling estates
- Deliver a targeted and customer focused programme of environmental and sustainability investment across our estates
- Maintain Decent Homes and improve on that standard where possible, achieving the highest standards of energy efficiency for all the properties we manage
- Ensure that all our activities make the maximum possible contribution towards achieving the aims of the Local Strategic Partnership and the strategic plans of our local parent authority.

Mission, Vision and Values

Our Values

RBH has adopted a series of key values to shape how it operates and delivers services. In order to achieve our vision and mission we will be an organisation that:

- Aligns all our efforts and resources to working constructively in partnership with our customers, parent authority, other partners and stakeholders to deliver our overall vision and mission
- Is open, inclusive and friendly – listening to and taking account of customers, staff and stakeholders, using active and creative ways to involve them in developing what we do and the way we work
- Sets itself challenging but achievable targets – systematically measuring progress against these
- Is dynamic, progressive and innovative – open to new ideas and always learning from best practice
- Is an employer of choice, recognising that the key to excellent performance is the people who work for us – ensuring that they are committed, passionate, well rewarded and have all the means at their disposal to deliver the best possible services to our customers
- Has the highest standards of integrity and probity, setting an exemplary standard to our peers in the housing sector.

Background and Context

RBH was established in April 2002, to manage the Council's housing stock and its major investment programme 'Raising the Standard' was designed to bring all of the Council's housing stock up to Decent Homes standard by 2006.

Although the Council wholly owns RBH, it operates at arms length with its own board of directors made up of tenants, councillors and independents. More information on the composition of the Board is included in **Appendix 2**.

Group structure

The Group is made up of:

- RBH, the arms length management organisation, a not for profit company
- Brighter Horizons, a charitable subsidiary established in 2009 with the primary purpose of increasing the supply of affordable housing to those in need
- Safeguard Security Services Ltd (SSSL), a joint venture company established in 2009 with our partner Securecom. The company is jointly owned on a 50/50 basis. Its main purpose is to provide security for our communities.

Core business

RBH manages around 14,000 tenanted properties and provides all of the landlord services to these properties. In addition, RBH manages 500 leasehold properties.

The Council's requirements from RBH are set out in a management agreement. Under this agreement RBH is responsible for the provision of the following services:

- Day to day repairs
- Planned maintenance
- Collecting rent (which includes water charges) and dealing with rent arrears
- Dealing with neighbourhood nuisance
- Managing tenancies
- Letting properties
- Consulting tenants
- Managing sheltered housing
- Right to buy
- Home contents insurance
- Leaseholder services

Background and Context

Additional services

RBH provides a number of additional services, these include:

Asset Management Services

New homes – RBH, through its charitable subsidiary Brighter Horizons, has commenced construction of the first new Council housing in the borough for over 20 years. Croft Street will comprise 22 new units and is expected to be completed in 2010.

Buy backs RBH, again through its charitable subsidiary Brighter Horizons will be buying back properties previously sold under Right-to-buy. Properties will also be bought back under the Government Mortgage Rescue scheme.

Regeneration – Rochdale has some areas of severe deprivation and both RBH and Brighter Horizons are focused on helping those communities through both physical and social improvements.

Access to Housing

HomeChoice – RBH, on behalf of the Council, manages the local Choice Based Lettings scheme, HomeChoice. The scheme maximises the choices and help available to people looking for accommodation in the borough and beyond, whilst continuing to give priority to people with urgent or special rehousing needs.

PinPoint – RBH on behalf of the Council is a lead partner in the North West's flagship sub regional choice based lettings pilot PinPoint. The scheme, now in it's second year allows all of our applicants access to properties from over 20 landlords (Local Authorities and Registered Social Landlord's -RSL's) across the sub region, whilst also allowing their applicants access to a percentage of our properties. This enables all the partners to ensure best use of their stock, whilst also allowing applicants the increased flexibility, mobility and choice.

Housing Plus Services

Money Matters – The Money Matters team was established in 2009 to provide a range of services on behalf of our tenants who need help and advice around financial issues. These include access to affordable credit, debt and welfare benefits advice, preparation for taking a tenancy and how to get the best deals for energy supply.

Communities First – This scheme recognises, promotes and rewards good behaviour and the contributions made by tenants and groups to increase community spirit. It was set up partly in response to the Governments Respect agenda and partly as a move to consolidate and develop our approach to improving the quality of life on our estates.

Background and Context

Anti-Social Behaviour - RBH works with its partners to use a wide range of measures to combat and prevent anti social behaviour. Part of our Legal Services and Enforcement Team, our inhouse service, which is unique amongst ALMO's, plays a major part in helping the Council deliver its Safer Communities strategy.

National Fraud Initiative – RBH has recently been successful in bidding for funding to deliver a pilot project aimed at reducing Housing fraud. The scheme allows RBH to access information at a National level in order to identify cases of illegal subletting within the borough. Once identified the project staff will then seek to regain possession of the property and to thereby bring it back into use for our clients. As part of the pilot project we will be working with the borough's RSL's to assist them to tackle this problem within their stock as well.

The Jericho Foundation – RHB and the Vision for Kirkholt have partnered with the Jericho Foundation, a registered charity which helps the most disadvantaged and 'hardest to reach' groups overcome social problems and get back into employment. It does this largely by offering training in construction.

Operating Environment

Overview

RBH manages approximately 14,000 properties (excluding leaseholder and commercial) on behalf of Rochdale Metropolitan Borough Council (RMBC).

According to the Rochdale Borough Profile 2008, the housing stock is as follows:

- Owner occupied – 66%
- Private rented – 9%
- RSL – Social rented – 9%
- Council housing – 16%

Demand for Group Property

Homechoice is the choice based letting system used by the Group. The Rehousing Team deals with a waiting list of over 3,000 applicants, and around 700 personal enquiries and 1000 telephone calls a week. It receives around 2500 bids for properties per month, at a rate of 27 bids per property, from a total of 3170 registered applicants eligible to bid for around 25 properties per week.

Population Growth

Rochdale has a growing population. According to a study by the University of Manchester, the borough's population is set to rise to 217,250 by 2021 (an increase of 5% from 2001).

In addition there is a growing older population in the borough. Some of these residents are very vulnerable, either because they are living in unsuitable homes, have low incomes or are in poor health.

The number of Pakistani or Bangladeshi residents in Rochdale are expected to grow from 18,550 in 2001 to 35,550 by 2021. Other minority ethnic groups, such as black Afro-Caribbean, are also expected to increase by 2,000, to a total of 7,500 by 2021.

Housing Supply

Rochdale is a metropolitan borough on the north east edge of Manchester with a population of around 206,000.

The borough consists of a series of small towns and villages, each having its own distinct character. This is reflected in the partnership structure of the four Townships – Heywood, Pennines, Middleton and Rochdale.

Although thought of as an urbanised district, nearly two thirds of land in the borough is actually countryside or 'urban fringe', with the bulk of the population concentrated in well-defined urban areas.

Operating Environment

According to the 2001 census the population is housed in 86,897 dwellings. The housing stock in the Borough reflects its industrial heritage in textile and manufacturing, with 39% being terraced accommodation, compared to 33% for Greater Manchester, 30% for the North West and 26% for England and Wales.

In 2006 Rochdale Council commissioned Fordham Research to undertake an update of the housing needs study which was carried out in 2003. Fordham's were requested to provide information at both a Township and Sub Area level (based on Ward boundaries).

A key finding of the survey was that for the five year period 2007 – 2011 there will be estimated shortfall of affordable housing (rent and low cost homeownership) in the borough of 451 units per annum. The shortfall is across all property sizes although the largest need is for two and three bedroom properties. The survey also recommended that the need for affordable housing should be met from a range of sources, eg new build, acquisitions of existing stock and conversions,

The Council has recently commissioned a Strategic Market Assessment to update the housing needs data for the borough.

House Prices and Affordability

According to the Index of Multiple Deprivation, Rochdale borough is the 46th worst off Local Authority area out of 354 in terms of income levels. Of the 135 Local Super Output Areas (LSOAs) in the borough 14 are in the 3% most deprived in the country (ID 2007). This is an increase of 5 since previous report in 2004.

Affordability measures how easy or difficult it is to buy a house within an area. One method of calculating this is the affordability ratio, the ratio of house price to household income within an area. An area is considered to have affordable housing if the house price to household income ratio is below 3:1. In Rochdale, 122 out of 135 LSOAs has an affordability ratio of over 3:1, with the borough average being 3.9:1

Average house prices in the borough steadily increased from 2006 – 2008, closely mirroring regional and national trends. Despite an increase of 12% during this period the average house price, at March 2008 was still £15,000 lower than the North West and £61,000 lower than the national average.

Supporting Local and Regional Priorities

RBH's objectives link closely with those of the Local Strategic Partnership, The Pride Partnership.

- Increasing jobs and prosperity
 - Through our Money Matters team we help our tenants access training and employment opportunities, linking into the existing infrastructure within the borough

Operating Environment

- RBH has a long history of taking on apprentices and trainees and has recently extended this by becoming actively involved in the Future Jobs Fund initiative to create additional jobs for the long term unemployed.
- Making sure every child matters
 - We provide safeguarding training for front line colleagues, ensuring they are vigilant and know how to ensure support can be accessed where necessary
 - Through our Communities First initiative we do lots of work in schools, for example our Prison No Way project.
- Creating a cleaner, greener environment
 - Clear links through achieving the Decent Homes standard and improving the quality of design for example in relation to sustainable energy, designing out crime and lifetime homes.
- Improving community safety
 - We work closely with residents on our estates to eliminate anti-social behaviour through mediation and support where possible but also through taking action and working with the local police where necessary.
- Improving health and wellbeing
 - Decent homes have a significant impact on the health and wellbeing of our residents and decisions are regularly made with health impacts in mind, for example the decision to install a higher specification boiler has meant tenants have access to more affordable heating and has helped contribute to reducing winter deaths in the borough.
 - In addition RBH takes seriously its responsibility in relation to the health and wellbeing of its colleagues and has in place a whole array of opportunities to support colleagues, including for example the annual health awareness promotion week.

In addition, in July 2008 the Local Public Service Board agreed a new multi-agency approach to alleviating deprivation and poverty in the borough. This initiative 'Tackling Deprivation Together' (TDT) centres attention on skills, work, income and health and in particular focuses on the estates falling within the 3% most deprived in the borough, where naturally many RBH properties can be found.

RBH, as part of the LPSB is fully signed up to this initiative, which will underpin investment priorities for the borough and our Chief Executive is Champion of the Tackling Deprivation Together sub-group.

Following the announcement that Manchester has been successful in its bid become recognised as a City Region, this will have significant influence over investment into Rochdale and RBH will continue to work closely, in conjunction with the Council, with the Association of Greater Manchester Authorities (AGMA) and its successor body to ensure that the issues facing the borough are reflected at regional and sub-regional level.

Operating Environment

Economic Environment

The recession is increasing the number of people who are deprived and is expected to have a negative impact across a range of quality of life indicators. The number of residents being made redundant and in receipt of Job Seekers Allowance (JSA) is increasing. The total number of people living in income-deprived households in the borough is expected to reach 88,000 during 2010 (some 43% of the population).

There will be more people living in poverty due to loss of savings income and reduced pensions. There will be an increase in the number of young and old unable to get jobs and an increase in child poverty in the borough.

Based on previous recessions there is also an expectation that this may lead to :

- Increase in crime rates – particularly acquisitive crime (ie burglary), violent crime and domestic violence
- Increase in anti-social behaviour
- Increased alcohol and drug misuse
- Increased fear of crime
- Increase in tensions between communities
- Health inequalities expected to worsen
- Further deterioration in already low levels of aspiration
- Mental health and wellbeing declining
- Increase in suicide

In an area where deprivation is already high this leads to more competition for fewer jobs and a greater demand for services (social housing, health and other care services, voluntary sector and the police) at a time when resources and particularly funding are reducing significantly.

RBH are responding to these issues by increasing support in a number of ways:

- Extending the work and resources of the Money Matters team, to help signpost and support tenants to access benefits, training and employment opportunities
- The creation of new homes for social rent, through our new build programme, buy backs and being the ALMO pilot for Mortgage Rescue
- Creation of employment – through apprenticeships, trainees, Future Jobs Fund and positive action schemes to support the creation of local employment through our procurement choices
- Being vigilant, ensuring early interventions in community unrest or issues of anti-social behaviour, help to avoid difficulties escalating.

Strategic Themes

RBH have 4 key strategic themes: customer; people; place and business.

Customer

To be a customer focused organisation.

Why

We aim to

- Increase customer satisfaction
- Ensure customer involvement is able to influence decision making and improve services
- Understand and meet customer needs
- Improve communication, embracing the diversity of our customers
- Provide a wide range of opportunities for involvement
- Provide customer choice
- Enhance accountability
- Improve the health, wellbeing and life chances of our residents

What

We measure a range of performance indicators. The key targets are:

Tenant satisfaction with neighbourhood)

Tenant satisfaction with opportunities to participate

% of customers about whom we hold diversity data (6 strands)

Turnover

(targets for the year will be published separately)

How

Our priority projects for 2010 – 2011 are:

Customer Involvement – a full review of how we engage with our customers and the range of opportunities that we offer for involvement and consultation.

Supporting Residents into work – a review of how we support our customers into working, including signposting to and the provision of training. We will review our recruitment and selection practices and maximise the benefits of local employment and training from the services we buy in.

Fair Service Monitoring – in order to improve our understanding of customer needs we are collating additional diversity data. Once compiled this will be used to inform the development of new targeted services.

Data Protection – the security of our customers information is very important to us and we are therefore going to undertake a review of our current procedures to ensure that they meet best practice.

Strategic Themes

Supporting New Tenancies – there are currently too many tenancies that do not last more than a few months, and their failure impacts financially on both tenants and ourselves. We are planning a more proactive approach to the preparation of applicants for taking up a tenancy, with training around budgeting, life skills and healthy living.

People

To be an employer of choice.

Why

We aim to have

- Motivated colleagues & teams
- Strong values and ethics
- Well developed colleagues, with access to learning and development to enable each to fulfil their potential
- Multi-skilled workforce – flexible in approach and style
- Professional approach – reflective of our values
- Positive attitude
- Promote and support equality and diversity
- Committed leadership team
- Excellence in recruitment and retention

In addition we will

- Offer excellent working conditions for all
- Support colleagues in improving their health and wellbeing
- Provide opportunities – through our commitment to apprenticeships & trainees and through development of our most talented colleagues
- Be inclusive
- Maintain our accreditation with Investors in People
- Be compliant with all relevant legislation

What

We measure a range of performance indicators. The key targets are:

Satisfaction with RBH as an employer

Confidence in senior management

(targets for the year will be published separately)

How

Our priority projects for 2010 – 2011 are:

HR Strategy – the establishment of a strategy document outlining our approach to people within RBH, incorporating the principals around which our policies will be created and covering colleagues entire career from the start of the recruitment process, through an individuals working life and their ongoing development.

Strategic Themes

Consultation Review – a review of the consultation process with colleagues across the organisation to ensure that it is fair and accessible to all.

Skills analysis – A review of the skills available and needed within the Company to meet future demands and changes.

Admin review - the assessment of administrative need across the organisation and a review of how resources are currently deployed, with a view to their realignment in order to maximise effectiveness.

IIP Preparation – maintaining our IIP Accreditation is an important priority for RBH. We are in the second year of our current accreditation and will therefore be undertaking a self assessment of our performance (against the new criteria) ahead of a formal reassessment.

Training Strategy – following the implementation of our new Performance Development Agreement framework in 2009/10, we will be reviewing the training needs identified and putting in place a strategy to ensure that we offer our colleagues a wide range of development opportunities.

Role Development for Front Line Managers and Staff – in conjunction with the Learning and Development team providing a wide ranging refresh of the skills and attributes required to provide a quality service for our customers

Place

To champion the neighbourhoods in which our tenants live.

Why

We aim to

- Have well managed neighbourhoods
 - Good quality housing & environments
 - Maintain Decent Homes Standards
 - Deliver effective repairs and manage the demand for repairs
 - High quality services to both our tenants and leaseholders
 - Cleaner and greener
 - Improved community safety
- Support our communities
 - Understand our customer profile
 - Offer tailored services
 - Joined up vision and approach with our partners
 - Help address issues of worklessness through employment opportunities and access to training
 - Encourage health and wellbeing in our communities
 - Assist those in poverty through providing advice and signing posting

Strategic Themes

- Invest in our communities
 - Accessing grants and funding
 - Targeted investment to improve our stock
 - Increasing the supply of affordable homes through new build, buy backs and mortgage rescue.
- Incorporate high quality design
 - Future proofing our homes
 - Use emerging technology to best effect
 - Energy efficient homes
 - Creation of sustainable homes and communities
- Consider the role of the assets that we manage in making 'place'
 - High quality homes in locations where people want to live
 - Masterplanning
 - Modern office and depot facilities, well located to deliver services

What

We measure a range of performance indicators. The key targets are:

% Non Decent homes

Overall satisfaction with repairs service

% urgent repairs completed within timescale

SAP rating

(targets for the year will be published separately)

How

Our priority projects for 2010 – 2011 are:

Increasing supply of new homes – a key priority for the borough is to increase the number of affordable homes. RBH via Brighter Horizons will utilise a full range of options for extending the number of homes available for rent, including new build, buy backs and mortgage rescue schemes, supported by a combination of grants from the Homes and Communities Agency and Prudential borrowing from the Council and potentially homes for sale. It will effectively transfer to RBH, management of new Brighter Horizons stock

Neighbourhood Investment Strategy and plan - RBH are a principal partner for the local authority in delivering the wider neighbourhood management and sustainable communities agenda. RBH will develop priority action plans for each estate based on an evidence base which sets out the key issues for each area. Our neighbourhood investment plan will link social and physical regeneration with a focus on those estates which fall within the 3% most deprived neighbourhoods nationally, supporting housing market renewal priorities and helping to improve prospects for communities in terms of skills, work, income and health.

Strategic Themes

Neighbourhood Profiling - in order to enable the above mentioned strategy and plan, we need to understand the profile of our neighbourhoods, starting with housing and tenancy information but later, extending to incorporate other aspects that are important in creating sustainable communities ie healthcare and education provision, access to amenities, community safety and crime levels.

Update Asset Management Strategy – The RBH Asset Management Strategy (AMS) will be updated to include revised financial projections relating to the housing stock investment profile, building upon work currently being developed as part of the HRA Future Options Review. The increasing role being played by Brighter Horizons in the new build and the re-acquisition of Right to Buy properties will be incorporated into the overall procurement strategy, together with the developing use of local labour organisations to deliver capital projects. The Repairs and Maintenance section of the AMS will be updated to include forward planning activity and service delivery improvements implemented as part of the repairs market testing agreement. Current activity being implemented by the Creating Great Neighbourhoods project and the options available for the longer term environmental improvement strategy will be addressed.

New HQ – RBH is currently based in The Old Post Office. The lease on this property ends in March 2013 and it is appropriate to give consideration to alternative premises, given the unsuitable nature of the building (lack of flexibility in use of space and poor parking facilities); the increasing cost of running and maintaining the building, and the master plan for the regeneration of the centre of Rochdale which includes the area around the Old Post Office.

Completion of the rebranding and relaunch of the Caretaking service – Establishing common standards and methods across the team of site based staff, as well as widening the range of activities they contribute to.

Over Crowding and Under Occupancy – RBH in partnership with the Council is delivering a pathfinder project aimed at reducing overcrowding by working with tenants who are currently living in properties too big for their needs, and who have expressed an interest in moving to something more suitable. The project officer, who is seconded from RBH staff, works with the under occupying tenants to provide assistance, incentives and support to move. The freed up property is then allocated to a family living in overcrowded conditions. The success of the project is critical in order to ensure ongoing funding in future years.

Intensive Offender Management (IOM) – RBH has been selected as Greater Manchester Police's partner of choice to assist in the delivery of an IOM project in Rochdale. The project pulls together staff from a range of agencies, including Police, Probation, RBH and the Council who are working together to tackle the boroughs most prolific offenders. The success of the project is key to tackling the fear of crime and disorder in the borough and reducing re-offending (two of the Council's key priorities).

Strategic Themes

Business

To be a viable organisation, structured effectively to deliver efficient and effective services in conjunction with our partners.

Why

We aim to be an organisation that

- Has a 3 star and excellent assessment from the Audit Commission
- Is viable in the short and long term
- Is award winning
- Creates and maintains effective partnerships
- Delivers efficient and effective services that offer value for money
- Continuously strives for improvement
- Meet the challenges of internal and external forces
- Embraces opportunities to change and develop its service offer
- Makes effective use of technology
- Communicates well internally and externally
- Has effective governance arrangements
- Is innovative and ambitious
- Is open and transparent
- Is a partner of choice
- Influences both national, regional and sub-regional housing strategy and local community development

What

We measure a range of performance indicators. The key targets are:

Income greater than or equal to expenditure

% rent collected

Void loss

Average relet times

(targets for the year will be published separately)

How

Our priority projects for 2010 – 2011 are:

HRA Future Options Review – RBH, working jointly with our parent Local Authority, are undertaking a review of the future of long term Council Housing across the Borough. The review is being undertaken by an independently chaired Investment and Involvement Commission whose membership includes Councillors from all parties, RBH Board members and tenants. This review incorporates consideration of the impact of the proposed changes to the national funding arrangements for Council housing.

Strategic Themes

Repairs Service Review – The repairs service has the potential to increase the efficiency and effectiveness of its operations. There is an opportunity to increase the use of new technology within the service and ensure consistency in the way the service operates. The service will be market tested in 2011 and to enable the in-house repairs team to competitively tender for the service it is important that both productivity and profitability are optimised. The review will encompass best practice from comparable organisations, the ICT requirements of the service and management and supervisory structures.

Leadership and Governance – the sector faces significant challenges over the next few years and it is therefore important to ensure that the leadership arrangements of the organisation are robust enough to respond positively and to effectively lead RBH through the inevitable change. This review encompasses best practice Board Excellence and also ensures that Executive arrangements are robust.

Corporate Planning – the introduction of a new approach to Corporate Planning to ensure that activities are focussed on areas where the organisation can have most impact and to deliver the 'golden thread' whereby colleagues throughout the organisation have a clear understanding of how their day to day jobs contribute to the bigger picture strategic objectives of RBH.

Regulation and Inspection Readiness – On 1st April 2010, the Tenant Services Authority (TSA) takes over regulation of Local Authority Council Housing, in addition to its existing remit over other Registered Providers. This change in regulation, along with emerging changes at the Audit Commission in relation to the inspection regime, mean that it is timely to review how RBH complies with regulation and best practice across the whole range of services.

Business Intelligence – high quality, reliable, timely and user friendly information is essential for effective decision making. Business Intelligence utilises data warehousing technology to bring together data from a wide variety of source systems and translate it into information, providing trend analysis on historic performance; predictive data to inform action plans and a flexible report writing format. BI enables much of the manipulation of data (which is time consuming and subject to error) to be automated. The technology is however only one aspect of the project, the wider objective is around cultural change, embedding performance management across the organisation.

IT Strategy – information technology is essential to underpinning many of the services that RBH provides. Technology progresses quickly and the current arrangements, having been in place for some time need reviewing to ensure that technology continues to be seen as an enabler. The first step in this process is the creation of an IT Strategy to very clearly outline our expectations from IT. This will, for example, inform how front line services will be delivered using mobile technology in the future.

Strategic Themes

Project Management – to effectively support change within the organisation and ensure that these projects are delivered in a timely and structured manner it is important to have a consistent approach to the management of projects across the organisation. There are a number of standard models already in existence and the adoption of these will be considered, alongside more customised models to ensure that RBH has the processes in place to support delivery.

Increasing income– the generation of additional income through the selling of services and the accessing of grants will help the organisation grow, improve services and maintain viability as the Management Fee reduces year on year. Resource is being increased in this area so that markets can be identified and tested and a more strategic, co-ordinated approach to grant applications can be achieved.

Budget Setting and Monitoring – in order to increase ownership of budgets and transparency of the cost base the budget process and monitoring arrangements are being reviewed. This will be one of many ways of ensuring that Value for Money is embedded into day to day thinking.

Performance Management Software – the implementation of a new system will make recording and tracking Performance Indicators easier, increasing the profile of performance and helping to support a performance management culture.

Sheltered Housing Review – as part of the Council's wider examination of the future options for older person's housing, RBH and Strategic Housing are working with partners to decide the medium and long term approach to our sheltered stock, including any potential for extra care provision. Senior officers continue to be at the heart of plans for developing strategy in this area.

Service Delivery Plan

The strategic priority projects identified above under the four key themes form RBH's Service Delivery Plan with the Council. This is attached (Appendix 7)

Resources

Customers

RBH's has a diverse customer base. Work is ongoing to increase our understanding of our customers' disabilities, religion and sexuality in order to ensure that we can continue to develop appropriate services.

Ethnicity	%
Bangladeshi	0.6%
Black African	2.45%
Black British	0.29%
Black Caribbean	0.23%
Black Other	0.31%
British Asian	0.23%
Chinese	0.08%
Indian	0.07%
Kasmiri	0.68%
Pakistani	2.47%
Poland	0.07%
White and Asian	0.16%
White and Black African	0.13%
White and Black Caribbean	0.1%
White British	57.97%
White Irish	0.77%
Any other mixed background	0.04%
Any other White	3.73%
Refused	0.02%
Not stated	18.75%

Gender	%
Male	56.05%
Female	32.84%
Not stated	11.11%

Age	%
16-24	5.49%
25-34	12.12%
35-44	11.34%
45-54	8.84%
55-59	2.63%
60-64	3.47%
65-74	5.76%
75-84	4.69%
85+	2.31
Not stated	36.96%

Resources

Board

The Board structure is out lined in **Appendix 2**.

Staff

RBH has approximately 650 employees working across the Group.

The **Executive Management Team** comprises the Chief Executive, three Directors (of Operations, Property Services and Resources – who each report to the Chief Executive) along with the Head of Business Development, the Head of Finance and the Assistant Director of Operations, who each report to a Director. The organisation structure is outline in **Appendix 3** and a profile of each member of the Executive Team is included in **Appendix 4**.

Recruitment

RBH has a policy of Fair Recruitment and Selection which follows guidance provided by the Equal Opportunities Commission. During 2010/11 RBH intends reviewing and updating this policy.

Training and Development

RBH have recently implemented a new Performance and Development Agreement (PDA) framework which incorporates a competency framework, the agreement of work based objectives in line with Corporate Strategies and the identification of Learning and Development needs. PDA reviews will all be completed during the first quarter of 2010 and the outcomes will be used to inform a Learning and Development Plan for 2010/2011.

Reward

During the year RBH have completed a review of its pay and reward mechanism through a job evaluation exercise which has been used to assess role levels relative to the 'size' of other roles within the organisation.

In addition RBH offer a Final Salary Local Government Pension, along with addition benefits including generous holiday entitlement, a work life balance scheme, sickness scheme and access to healthcare through Westfield. Colleagues are also entitled to take advantage of a range of discounts through the YouatWork scheme.

Partners

RBH has a number of key strategic partnerships which are important in the delivery of its objectives.

RMBC – is our parent authority. The relationship is governed through a Management Agreement which runs until 2017. In addition RBH both receives services from and provides services to RMBC. RBH's priorities are strongly linked those of RMBC and aligns with the Council's 'Delivering Change' Housing Strategy.

Resources

Local Strategic Partnership (LSP) – Rochdale's Local Strategic Partnership is named 'The Pride Partnership'. Its membership comprises public, private, voluntary and community organisations, all of whom work together to bring forward inventive solutions to local issues.

The vision for Rochdale is of "a thriving place where people want to live, work, visit and do business – a place in which we can all take pride".

The Pride Partnership have a community strategy 'Pride of Place' which is in place for 2007 – 2010.

RBH actively participate with the LSP and the Chief Executive is member of the Pride Partnership Local Public Service Board. In addition the Director of Resources is a member of the working party responsible for the next version of the Community Strategy which is due to take effect from April 2011.

ALMOs – RBH is a proactive member of the North West ALMOs Group (NWAG). This group also includes Bolton at Home, First Choice Homes Oldham, Northwards, Salix Homes, Six Town Housing and Stockport Homes. The group work on sharing best practice and on joint procurement, for example the group recently entered into an innovative framework agreement to secure Legal Services from Pannone. Membership of the group is expanding to bring in other northern ALMOs.

In addition ALMOs across the north work together at Chief Executive and Head of Finance level in sharing best practice.

Regulators – With effect from 1st April 2010, RBH will be regulated (through its parent Local Authority) by the Tenant Services Authority (TSA). Inspections will continue to be carried out by the Audit Commission, working in conjunction with the TSA. The TSA are currently consulting on its proposed framework and standards. Once finalised the Audit Commission will be reviewing its Key Lines of Enquiry (KLOE's) to align with the TSA standards.

Brighter Horizons, as a recipient of grant funding from the Homes and Communities Agency (HCA) will be directly registered with the TSA.

RBH will be working proactively with the regulators and its parent Local Authority to ensure a smooth transition to the new regulatory regime.

Rochdale Housing Initiative - RBH plays an active role within RHI, a company which brings together social landlords, the Council, developers and voluntary sector organisations to promote partnership working for mutual benefit. RBH's Chief Executive is a Director of RHI. RBH also commissions RHI to carry out specific projects. In 2009/10 RHI led on negotiations with estate agents to secure the purchase of ex-RTB properties on estates for RBH's charitable subsidiary, Brighter Horizons.

Resources

Executive Management team links

Gareth Swarbrick – Chief Executive is:

- A fully qualified housing professional
- A Non Executive Director of Rochdale Housing Initiative
- A Non-Executive Director of the South Rochdale Innovation Trust
- A member of the Pride Partnership Local Public Service Board (Rochdale's Local Strategic Partnership)
- A fellow of the Royal Society for the encouragement of Arts, Manufactures and Commerce (the RSA)

Andrew Toft – Director of Operations is:

- A member of the Chartered Institute of Housing (past Branch Secretary of the Yorkshire and Humberside Regional Committee)
- Chair of Harrogate Youthbuild Trust

Eugene Wilson – Director of Property Services is:

- A Fellow of the Royal Institute of Chartered Surveyors (FRICS)
- A member of the Association of Project Safety (MAPS)
- A Non-Executive Director of GM Procure
- A Non-Executive Director of Safeguard Security Solutions Ltd
- Immediate Past President and Council Member of the Society of Construction and Quantity Surveyors.

Nickie Hallard – Director of Resources is:

- A member of the Chartered Institute of Housing
- ACMA qualified
- A member of the Chartered Institute of Management Accountants
- A member of the Councils Health Improvement Group

Jane Allen – Assistant Director of Operations is:

- A fully qualified housing professional
- A member of the Chartered Institute of Housing
- A member of the PinPoint Project Board
- A member of the Vision for Kirkholt Project Group
- A member of the Rochdale Safeguarding Vulnerable Adults Board
- A member of the Rochdale Safer Communities Partnership

Clare Tostevin – Head of Business Development is:

- A member of the National Federation of ALMOs – ALMO Development Group
- A PRINCE 2 Practitioner

Ian Metcalfe – Head of Finance is:

- CIPFA qualified

Resources

Organisational infrastructure

Premises

RBH does not own any properties. It pays rent to the Council for the use of some of its properties and in addition has leases on a number of other properties including a stores facility.

The Old Post Office -	10 year lease expires March 2013
Sadler Street Office	5 year lease expires March 2011
Milnrow Office	10 year lease expires June 2011
Kingsway stores facility	10 year lease expires 2016
Haynes Street depot	3 year lease expires June 2011
Globe House Office	short notice lease
Parkfield House Office	expires November 2014

ICT Systems

RBH is linked to Rochdale Council's network. RBH's main servers run Microsoft Windows Server 2003. Where possible applications are accessed via a Citrix farm running Citrix Presentation Server 4.5.

The housing management system is Capita OPENHousing and the financial system is Capita OPENAccounts

RBH is investing in new Asset Management and Performance Management software.

Business Continuity

All services have a Business Continuity Plan in place.

Financial Plan

RBH's Business Plan is attached (see **Appendix 6**). This financial plan goes up to 2017, being the end of the current Management Agreement.

Over 80% of RBH's income comes from its Management Agreement with the Council, and the underlying assumptions in terms of the payments to be received through this Agreement have been reconciled to the councils 30 year Business Plan.

RBH have set itself a floor of retaining a minimum of £600k in reserves. In order to achieve that throughout the majority of the plan, a £80k stretch efficiency target per annum is required. This target can be delivered through increased income, cost savings or a combination of both.

RBH have a proven track record in making cost efficiency savings and for the past three years have delivered cost savings of £986k, £586k, and £819k – all of which have been reinvested to improve front line services for the customer.

In addition a key strategic priority for RBH is to increase other income through the sale of services. As at February 2010 the business plan has relatively unambitious targets in this area, pending the outcome of a restructure designed, amongst other things, to put an increasing focus on this area of activity.

Of more pressing concern is the situation at a national level with the funding of council housing. At present a subsidy system is in place. All rents collected locally are effectively paid over to central government and each local authority with retained housing, receives a subsidy made up of various allowances underpinned by certain assumptions. Each local authority is then expected to manage the provision of housing within this allowance. This system however is widely discredited, with all party support for its abolition. Proposals have been made for a self financing option, and further details are awaited.

In the mean time, based on the current subsidy system, Rochdale Council's Housing Revenue Account (HRA) is projected to go into deficit in 2014 – this is the account which funds the day to day running of housing in the borough. In addition to this there is a substantial amount of capital spend in order to keep properties at the Decent Homes standard and meet our ongoing commitments to tenants in respect of their properties. Under the current financing arrangements it appears that RBH will be unable to meet those commitments beyond 2011.

The HRA Future Options Review project, outlined under the business theme is therefore of critical importance to ensuring long term sustainability of council housing in the borough.

APPENDIX 1: ENVIRONMENTAL ANALYSIS

RBH has considered both the external and internal factors which have, or may have, an impact on the Group. These have been used to inform the Strategic Themes and the organisational priorities.

External Analysis – (PESTIE)

Political	Economic
General election Local election Local political initiatives eg TDT ALMO futures Regulatory framework, introduction of TSA, changing Inspection Regime European policy & funding International policy & funding Legislation changes HCA Legislation – environmental, equalities High profile cases – eg Baby P GM City Region – increasing influence	National review of Council House funding Local HRA Future Options review Level of National debt and its impact on future public finances Scope for and cost of public borrowing HCA future grant levels Reduced capital receipts from sales National rent and benefits policy Funding for climate change issues Recession – impact on customers and demand for services, mortgage reposessions & empty homes Inflation – impact on future rent levels Procurement opportunities & site availability
Social	Technology
Ageing population – older persons schemes Increase in smaller households Eastern European influx – diversifying communities Lack of quality trained trades people Level of unemployment/worklessness Increasing expectations from tenants (and impact on new build on this) Levels of deprivation increasing High level of demand for homes plus services Health inequalities Poverty/low income/high benefit dependency/high levels of debt Low levels of aspiration Crime/ASB/Neighbourhood nuisance	Customer expectations of technology used in construction Changing legislative requirements – eg environmental/lifetime homes Sustainable energy sources Ever changing technologies <ul style="list-style-type: none"> – keeping awareness up to date – quickly becomes obsolete – short pay back on investment needed – training/capability to use IT trends; virtualisation; cloud computing; mobile/home working. Improved use of data – personalisation agenda Assistive technology
International	Environmental
EU Legislation and funding European Investment Bank International legislation and funding EU Procurement rules EU/International case law impacting on UK legislation Sharing best practice across borders International environmental targets EU social/economic equality targets Higher expectations (customer and employees) from tourism & internet Global trends having local impact International migration	Government direction/G20 Climate change Carbon emissions & targets Lifestyles/travel Legislation (including planning and contamination) Pollution Population changes Sustainable energy Waste disposal/recycling Fuel poverty Sustainable communities

APPENDIX 1: ENVIRONMENTAL ANALYSIS

Internal Analysis – (SWOT)

Strengths	Weaknesses
<p>Reputation of RBH Experienced and skilled colleagues Drive and commitment Cohesive management Sound financial base High performing and achieving High levels of customer satisfaction Decent Homes achieved Good relationships with the Council and kye partners Group structure – Brighter Horizons and SSSL Internal legal services team Low turnover of colleagues Flexibility & willingness to consider opportunities eg New Build</p>	<p>Lack of expertise to meet some of our challenges/deliver new services Traditional skills can mean lack of flexibility Risk adverse Change management not consistency managed well Lacking decisiveness Can on occasions be constrained by Council relationship Need to further develop a wide range of knowledge/skills on the Board Insufficiently diverse range of tenants influencing service delivery Understanding of cost base</p>
Opportunities	Threats
<p>Longer term/strategic planning Gain 3 *'s Selling services Improving quality & mix of stock through new build Mortgage rescue Neighbourhood management Diversify skills of colleagues Establish our role in 'Place' Providing new services – eg extra care Greater cost transparency/control EU Funding Collaboration in service delivery and procurement Championing the ALMO ethos</p>	<p>Declining performance Loss of key colleagues (older workforce) Failure to control costs/deliver efficiencies Failure of key stakeholder relationships (eg local politicians) Poor communication (internal & external) Diversify too quickly – take the eye off core business Failure to manage new technology Failure to deal effectively with new legislation/regulatory requirements Tenants satisfaction reduces</p>

APPENDIX 2: Board Members

RBH's Main Board comprises six tenants, four councillors and three independents.

Tenant Board Members

Tim Bryne
Thomas Hilton
Philomena Renshaw (Vice Chair)
Peter Brierley
Roy Thompson
There is currently one vacancy

Independent Board Members

Desmond Morris
Ian Harlow
Ian Agnew (Chair)

Elected Members

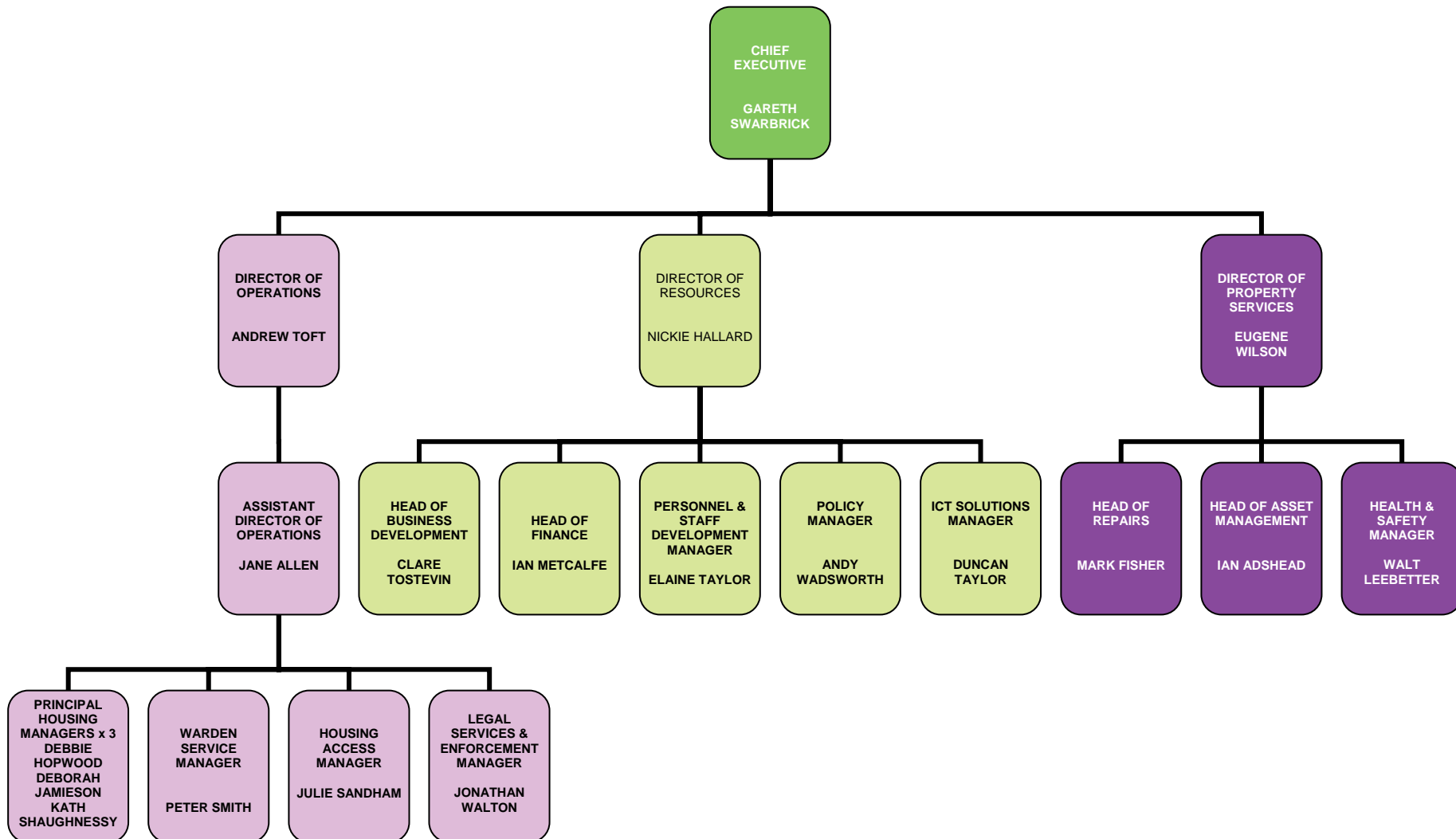
Cllr Teresa Fitzsimmons
Cllr Pat Colclough
Cllr Dale Mulgrew
Cllr James Gartside

Advisors

Dr A Wahid Choudhry
Noel Chambers
Mark Thompson

Sub-Committee Structure and membership	
Audit, Risk Management and Governance I Harlow P Renshaw P Brierley	Finance and Value For Money D Morris R Thompson T Byrne N Chambers
Performance Management D Morris P Brierley T Hilton P Colclough	Staffing I Harlow R Thompson P Brierley P Renshaw T Bryne

APPENDIX 3: Organisational Structure



APPENDIX 4: Executive Management Team

Gareth Swarbrick – Chief Executive

Gareth started his career in housing with Oldham Council in 1989 as a scale 1 Clerical Officer. He moved into housing management in 1990 and moved to work in Rochdale in 1992 as a Neighbourhood Housing Officer. Between 1996 and 2002 he worked in Rochdale's Housing Strategy Unit and he led on Rochdale's bid for ALMO status and on the implementation of the ALMO model. From 2002 to 2007 Gareth was RBH's Business Support Director. He was appointed permanent Chief Executive in December 2008. Gareth's role is to lead the Executive Management team so that it is working effectively with the Board in delivering RBH's organisational Mission and Vision, and to ensure that RBH is playing its full role in working collaboratively with partners to improve the lives of people right across the borough.

Andrew Toft – Director of Operations

Andrew started his housing career in Scotland and has worked in the Housing Association sector, for local authorities and as a consultant in the North of England and the Midlands. A qualified member of the Chartered Institute of Housing, he has been Director of Operations at RBH since January 2008. He is responsible for the delivery of all front line management services in the organisation, including housing management, responsive repairs, rehousing, legal & enforcement and elderly and vulnerable person's provision. He established the financial inclusion team Money Matters in 2009 and has implemented the Access to Services review in order to improve efficiency and increase the breadth of services available to RBH customers. As lead for Every Child Matters in the organisation he sits on the Borough's Children's Trust and Safeguarding Children Board, and is one of the Heywood Champions.

Eugene Wilson – Director of Property Services

Eugene joined RBH in August 2002. Eugene brings 35 years of experience in Construction and Property Maintenance field, having worked for medium sized and national building contractors and then Rochdale Council's Technical Services Department where his last position was Chief Quantity Surveyor. He qualified as a surveyor in 1979 and became a Chartered Surveyor in 1983. He established and managed the team that delivered RBH's Major Investment Programme between 2002 and 2006 and continues to maintain properties to the Decent Homes Standard. He has lead responsibility for implementing the housing investment programme, for asset management, the strategic management of the in-house repairs service and managing a range of central repair functions, including central hearing servicing, alarm installations, CCTV, transport and the central stores function. He also has lead responsibility for Health and Safety within the Company including asbestos and legionella management. Between 2006 and 2008 Eugene was National President of the Society of Construction and Quantity Surveyors.

APPENDIX 4: Executive Management Team

Nickie Hallard – Director of Resources

Nickie has had a varied career in sectors as diverse as Local Government, Retail and Financial Services. She moved into housing in July 2007 and joined RBH in June of 2009. She qualified as a management accountant in 1999 and has over 14 years financial experience. As Director of Resources, Nickie is responsible for all central services functions, including Finance, HR, ICT, Policy & Performance and Business Development, as well as front facing services including Tenant Participation and the Priority Areas Team. Nickie also has lead responsibility for Health within the Company.

Jane Allen – Assistant Director of Operations

Jane has worked in Public Sector Housing for 24 years. Over 20 of which have been in Rochdale. She was responsible for the Best Value Review of Tenancy Management which led to the establishment of RBH's unique Legal Service and Enforcement Team. She took up her current post in 2006 and since that time has been responsible for supporting the Director of Operations by leading on Operational delivery. She is also responsible for leading on a number of key projects, such as PinPoint, The National Fraud Initiative, Vision for Kirkholt and Shelter Inclusion Project, and Family Intervention Projects. Most recently she has been working with the Council's Strategic Housing Services to drive forward a number of critical projects including the Allocations Review, Housing Options, Extra Care provision, the Overcrowding and Under occupancy Pathfinder and PSA16 development.

Clare Tostevin – Head of Business Development

Clare Tostevin joined RBH in November 2008 as Head of Business Development. Her responsibilities include leading on new build development for the ALMO and identifying and delivering on opportunities to generate new sources of income to RBH. Clare has over 20 years experience in the housing sector. Prior to joining RBH Clare worked as an Associate Director for consultancy Ecotec and was leading work on a range of housing projects across the North. Prior to this Clare was working at the Housing Corporation delivering projects across the North and based in the North West Regional Office. Clare started her career in housing with Manchester City Council where she has worked for almost 10 years in a range of strategic, policy and delivery roles.

Ian Metcalfe – Head of Finance

Ian began his career in the Treasurers Department of Rochdale Council in 1987, became a qualified accountant in 1991 and worked as HRA Accountant until with RMBC until RBH was established in April 2002. He transferred to RBH as Senior Accountant and then was appointed to the post of Finance Manager in 2003. Ian's current role as Head of Finance gives him responsibility for the provision of a full range of financial services to support the Company including risk, VFM and procurement together with lead responsibility for rent accounting, RTB and Leaseholder Services.

APPENDIX 5: Strategic Risk Profile

No.	Description	Risk Owner	Initial Score	Revised score
1	Business interruption - major failure of IT system	1. I.T. Manager 2. Director of Resources		
2	Business Ops unable to continue due to disaster	1. Property Services Director 2. I.T. Manager		
3	Successful Claim - unfair dismissal, DDA breach, etc	1. Director of Resources 2. Personnel & Staff Dev. Manager		
4a	Injuries to employees due to our neglect	1. Property Services Director 2. Health & Safety Manager		
4b	Injuries to Public / Tenants due to our neglect	1. Property Services Director 2. Health & Safety Manager		
5	Failure of Board re Overview, Scrutiny & Strategy	1. Chief Executive 2. Director of Resources		
6	Failure in change management resulting in poor morale	1. Chief Executive 2. Director of Resources		
7	Reputation/integrity of RBH tarnished by negligence/fraud	1. Chief Executive 2. Director of Resources		
8	National political change - lack of support for ALMOs	1. Chief Executive 2. Director of Resources		
9	Loss of local Political support - RBH back into Council	1. Chief Executive 2. Director of Resources		
10	Deterioration in relationship with parent authority	1. Chief Executive 2. Director of Resources		
11	Poor communication with customers & stakeholders	1. Director of Resources 2. Policy Manager		
12	Significant reductions in Management Fee income	1. Director of Resources 2. Head of Finance		
13	Job Evaluation increases costs, service levels or morale	1. Director of Resources 2. Personnel Mgr/ Head of Finance		
14	Ineffective management of capital & revenue budgets – overspends	1. Director of Resources 2. Head of Finance/Head of Asset Mgt		
15	Reduction in housing stock through 'Right to Buy'	1. Director of Resources 2. Head of Finance		
16	Business failure of a key supplier impacts on RBH	1. Director of Resources 2. Head of Finance		
17	The Pension deficit becomes unmanageable	1. Director of Resources 2. Head of Finance		
18	Insufficient funding available for capital / major refurbishment programme	1. Property Services Director 2. Head of Asset Management		

APPENDIX 5: Strategic Risk Profile

No.	Description	Risk Owner	Initial Score	Revised score
19	Unable to recruit or retrain key specialist staff due to market/financial issues	1. Director of Resources 2. Personnel Manager	Medium	Minor
20	Failure to perform on key perf. indicators - increased customer dissatisfaction	1. Director of Operations 2. Assistant Director of Operations	Minor	Minor
21	The risk that industrial action impacts on service delivery	1. Chief Executive 2. Director of Resources	Minor	Minor
22	Unsuitability of current housing stock for RBH customer demographic	1. Chief Executive 2. Director of Resources	Medium	Medium
23	Staff not developed and trained to meet current & future service needs	1. Director of Resources 2. Personnel Manager	Minor	Minor
24	Poor service received from RMBC or partners under existing SLAs	1. Director of Resources 2. Head of Finance	Medium	Medium
25	I.T. provider ceases to develop the management IT software package due to takeover / merger with another supplier	1. Director of Resources 2. I. T. Manager	High	High
26	RMBC commitment to RBH new build.	1. Chief Executive 2. Head of Business Development	Medium	Minor

Extreme
 High
 Medium
 Minor
 Negligible

APPENDIX 6: Financial Plan

	2010	2011	2012	2013	2014	2015	2016	2017	Total
Management Fee Income	29,497,500	29,862,000	30,778,693	31,550,767	32,513,836	33,194,982	33,730,957	34,273,031	325,866,662
<u>Other Income Council</u>									
Capital Income	3,557,800	641,000	657,025	673,451	690,287	707,544	725,233	743,363	9,938,647
Strategic Housing	652,400	596,100	611,003	626,278	641,935	657,983	674,432	691,293	6,586,289
Supporting People Grant	931,200	724,600	724,600	724,600	724,600	724,600	724,600	724,600	7,452,600
Accommodation Recharges	34,800	23,100	23,678	24,269	24,876	25,498	26,136	26,789	264,749
Other Income Council Total	5,176,200	1,984,800	2,016,305	2,048,598	2,081,698	2,115,625	2,150,401	2,186,046	24,242,285
<u>Other Income Non Council</u>									
Grant Income	358,100	358,800	358,800	358,800	358,800	358,800	358,800	358,800	3,587,300
Fees	8,700	8,700	8,918	9,140	9,369	9,603	9,843	10,089	95,304
External Income	61,500	74,300	76,158	78,061	80,013	82,013	84,064	86,165	801,121
Supplier Rebates	50,000	25,000	25,625	26,266	26,922	27,595	28,285	28,992	298,863
SSSL Ltd	99,100	101,100	103,628	106,218	108,874	111,595	114,385	117,245	1,105,502
Investment Income	15,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	195,000
Other Income Non Council Total	592,400	587,900	593,128	598,486	603,978	609,607	615,377	621,292	6,083,090
Total Income	35,266,100	32,434,700	33,388,125	34,197,850	35,199,511	35,920,214	36,496,735	37,080,369	356,192,036
General Management	11,471,400	11,166,700	11,542,918	11,727,915	12,017,863	12,129,935	12,274,308	12,581,166	121,025,988
Special Services	5,265,000	5,344,000	5,477,600	5,614,540	5,754,903	5,898,776	6,046,245	6,197,402	58,461,948
Repairs	13,684,800	13,483,500	13,820,587	14,166,102	14,520,255	14,883,261	15,255,343	15,636,726	147,906,554
Capital	5,163,300	2,758,500	2,827,463	2,898,149	2,970,603	3,044,868	3,120,990	3,199,014	32,622,840
Total Expenditure	35,584,500	32,752,700	33,668,568	34,406,707	35,263,624	35,956,840	36,696,886	37,614,308	360,017,331
Net Surplus (Deficit)	-318,400	-318,000	-280,442	-208,856	-64,113	-36,626	-200,151	-533,940	-3,825,294
Efficiency stretch target		80,000	80,000	80,000	80,000	80,000	80,000	80,000	
BALANCE BROUGHT FORWARD	1,561,000	1,242,600	1,004,600	804,158	675,302	691,189	734,563	614,412	
BALANCE CARRIED FORWARD	1,242,600	1,004,600	804,158	675,302	691,189	734,563	614,412	160,472	

APPENDIX 7: Service Delivery Plan

	Project	Champion	Lead	Start date	End date	Status Update	RAG
Customer							
1	Customer Involvement	A Toft	A Wadsworth	Started	Dec 2010		
2	Supporting Residents into Work	E Wilson	A Havens	Started	Beyond Mar 2011		
3	Fair Service Monitoring P1 Data collection P2 Analysis	1 N Hallard 2 A Wadsworth	C Stewart	1 Started 2 Jul 2010	1 Jun 2010 2 Dec 2010		
4	Data Protection	N Hallard	N Allen	Jan 2010	Oct 2010		
5	Supporting new tenancies	J Allen	A Havens R Sillence	January 2010	July 2010		
Place							
6	Increasing Supply of New Homes	C Tostevin	I Adshead	Started	Beyond Mar 2011		
7	Neighbourhood Investment Strategy & Plan	A Toft	C Tostevin	May 2010	Mar 2011		
8	Update Asset Management Strategy	E Wilson	I Adshead	Apr 2010	Jul 2010		
9	New HO	G Swarbrick	E Wilson	Jan 2010	Beyond Mar 2011		
10	Re-brand and re-launch of Caretaking Service	D Jamieson	LHM	Started	June 2010		
People							
11	HR Strategy	G Swarbrick	E Taylor	May 2010	Nov 2010		
12	Consultation Review	G Swarbrick	N Hallard	Apr 2010	Jan 2011		
13	Skills Analysis	E Wilson	I Adshead	Sept 2010	Mar 2011		
14	Admin Review	J Allen	A Toft	March 2010	June 2010		

APPENDIX 7: Service Delivery Plan

15	IIP Preparation	E Taylor	A Gregory	Jun 2010	Oct 2010		
16	Training Strategy	E Taylor	A Gregory	Apr 2010	Oct 2010		
17	Role Development for front line mgrs & staff	K Shaughnessy	A Toft	Jan 2010	Sept 2010		
Business							
18	HRA Future Options	G Swarbrick	N Hallard	Started	Beyond Mar 2011		
19	Repairs Service Review	E Wilson	M Fisher	Jan 2010	Jul 2010		
20	Leadership and Governance	G Swarbrick	N Hallard	Started	Dec 2010		
21	Regulation & Inspection Readiness	N Hallard	A Hamied	Started	Dec 2010		
22	Business Intelligence	A Toft	A Wadsworth/ D Taylor	May 2010	Beyond Mar 2011		
23	IT Strategy	N Hallard	D Taylor	Started	May 2010		
24	Project Management	J Allen	N Hallard	Started	May 2010		
25	Increasing Income	G Swarbrick	C Tostevin	Jun 2010	Sept 2010		
26	Budget Setting and Monitoring	N Hallard	I Metcalfe	Started	Mar 11		
27	Performance Management Software	N Hallard	A Wadsworth	Started	Sept 2010		
28	Communications Strategy	A Wadsworth	J Howard	Started	May 2010		
29	Sheltered Housing Review	A Toft	J Allen	Started	Beyond Mar 2011		

APPENDIX 8: Glossary

Term		Definition
AGMA	Association of Greater Manchester Authorities	A joint committee of the 10 district councils in Greater Manchester
ALMO	Arms Length Management Organisation	Not-for-profit companies set up by local authorities primarily to manage and improve all or part of their housing stock.
ASB	Anti-Social Behaviour	Behaviour that lacks consideration for others and that may cause damage to society, whether intentionally or through negligence.
Audit Commission		Independent body responsible for ensuring that public money is used economically, efficiently and effectively.
CAA	Comprehensive Area Assessment	The new way of assessing local public services in England. It examines how well councils and other public bodies work together to meet the needs of the people they serve.
CBL	Choice Based Lettings	A scheme which allows applicants to bid for council and housing association tenancies.
Decent Homes		All social housing must meet the Decent Homes standard. To meet the standard, property must have reasonably modern facilities, be warm and weatherproof.
HCA	Homes & Communities Agency	The national housing and regeneration agency for England. The HCA was formed on 1 December 2008
HRA	Housing Revenue Account	This is a ring fenced account, maintained by each Local Authority with council housing, which holds all of the income and expenditure relating to its housing provision.
IMD/ID	Index of Multiple Deprivation	Combines a number of indicators, chosen to cover a range of economic, social and housing issues, into a single deprivation score for each small area in England

APPENDIX 8: Glossary

Term		Definition
IIP	Investors in People	Standard recognising quality organisations, who are committed to effective investment in all of their people to achieve business goals
Lifetime Homes		Homes incorporating 16 Design Criteria that can be universally applied to new homes at minimal cost. Each design feature adds to the comfort and convenience of the home and supports the changing needs of individuals and families at different stages of life.
LSOAs	Local Super Output Areas	Geographical area designed for the collection and publication of small area statistics
LSP	Local Strategic Partnership	A variety of organisations agreeing to work together to improve the life for local people.
LPSB	Local Public Service Board	Strategic overall decision making body of the LSP. Includes the heads of thirteen service providers in the borough.
RMBC	Rochdale Metropolitan Borough Council	The local Council and parent of Rochdale Boroughwide Housing.
RSL	Registered Social Landlord	Independent housing organisations registered with the TSA under the Housing Act 1996. They may be Industrial and Provident Societies, registered charities or companies.
SLA	Service Level Agreement	Part of a service contract where the level of service is formally defined.
TDT	Tackling Deprivation Together	An LPSB initiative which outlines the approach to tackling deprivation in the borough and sets out proposals for a range of interventions focusing on skills, work, income and health.
TSA	Tenant Services Authority	The new regulator for affordable housing, dedicated to raising the standard of services by putting tenants first.