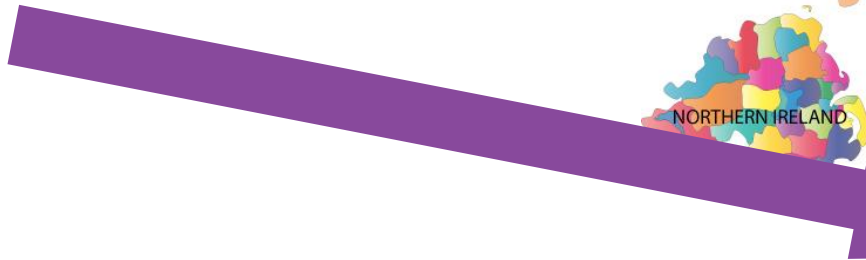


# **Rochdale – a new mutual housing model for the UK**

Gareth Swarbrick, Chief Executive  
10 October 2012

# Rochdale





# Rochdale – a place of contrasts

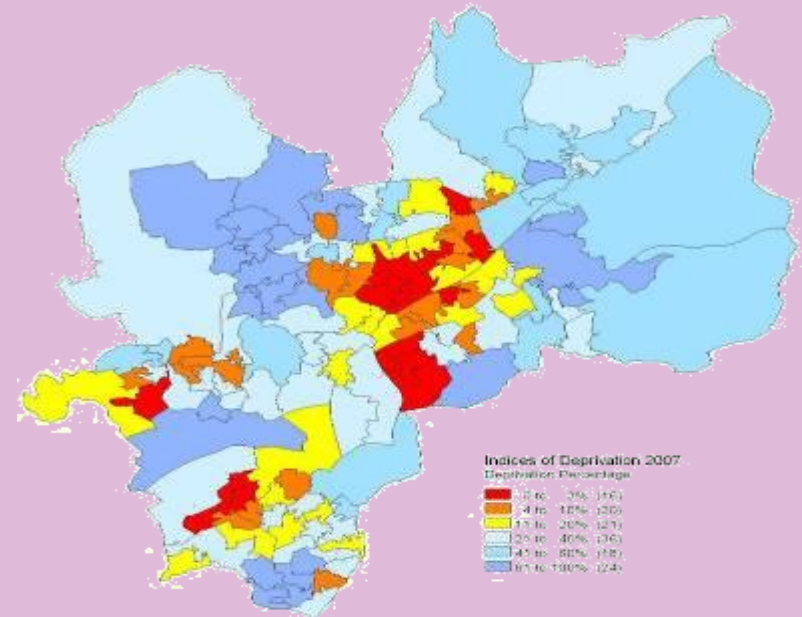


# Rochdale - the challenges

- Local economy
- Concentrations of acute deprivation
- Skills
- Work
- Income
- Health



ID 07 - Index of Multiple Deprivation



2007

# Rochdale – housing in 2009

- 14000 homes on 50+ estates
- Service employs c600 people – predominantly local
- Existing “arms length” company
- High tenant and employee satisfaction rates
- Not just focused on “bricks and mortar” core services
- Facing financial challenges – system and austerity
- Commission set up to look at future options

# Finding a new model – the starting-point

## People

- The community served by RBH
- Those who work for RBH



# Rochdale people – what do they need?

- Secure and decent home to live in
- Access to warmth and essential services
- A safe environment
- Ability to look after their own health and well-being
- Opportunity to learn and be trained
- Jobs and work
- **Tenants need these things, so do many staff, 85% of whom live locally**



# Rochdale people – willing to take more responsibility

- Tenants
  - 81% satisfied with service but only 58% satisfied with opportunities to participate in decision-making
- Employees
  - 86% satisfied with RBH as employer but other survey results show a desire to take more responsibility

# The vision

- Co-ownership
  - tenants and employees as members
- Culture change
- Co-production
  - shared priorities
  - working together



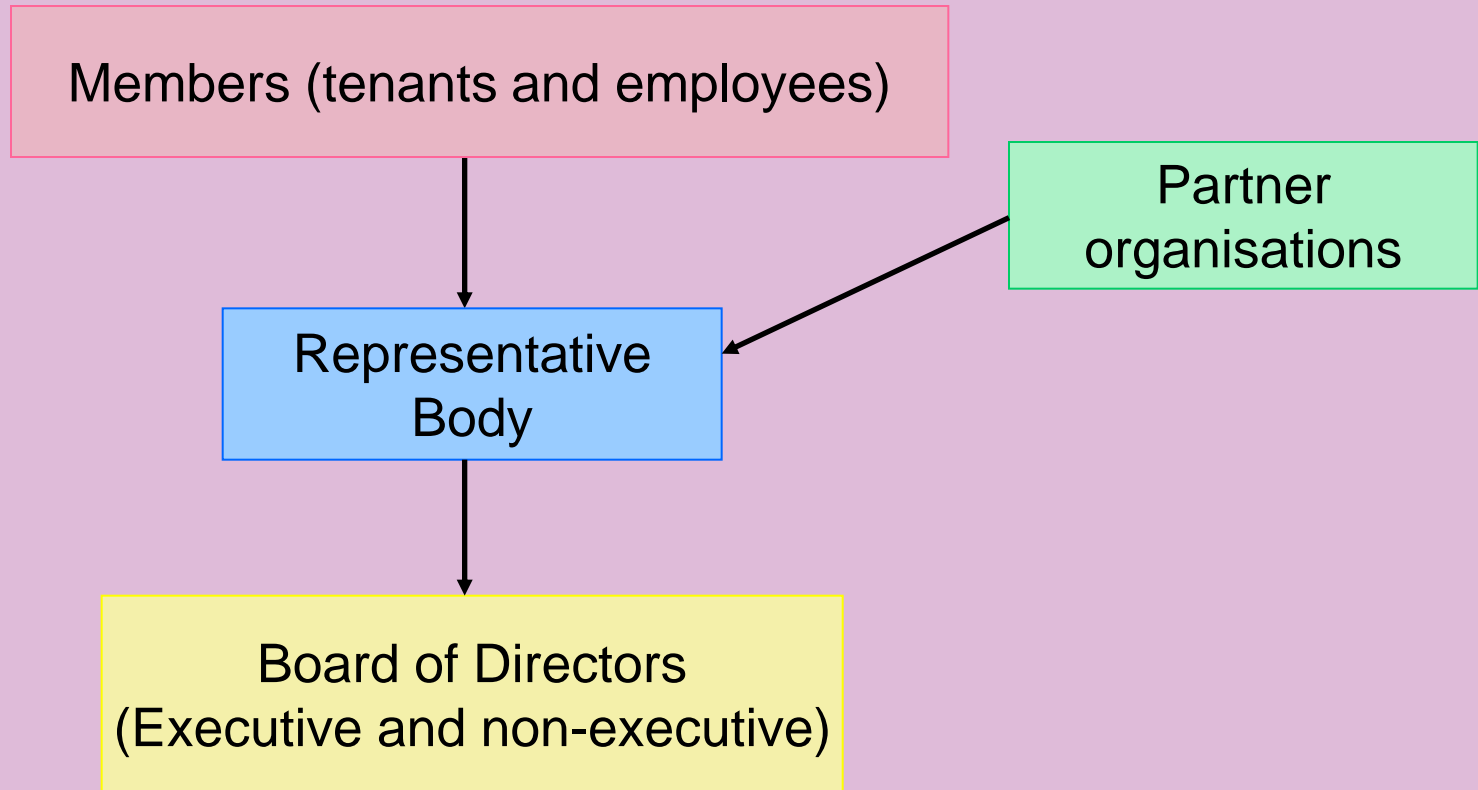
# Commission's recommendation

- Transfer to a new mutual model, co-owned by tenants and employees
- Best way to secure long-term financial sustainability
- Giving tenants and employees stronger sense of ownership in providing high quality housing service for the future

# The new model

- No existing template in social housing for tenant and employee membership
- No obviously comparable organisations
- Need to be creative
- Need to learn from developments over past decade – health, leisure, education, etc.

# The governance model



# Rationale

- Membership – a direct means of engaging tenants and staff - basis of ownership
- Representative Body - forum in which key voices can be heard: tenants, staff, Council
- Main role: to set policy framework within which Board works
- Recognises widening role – financial inclusion, energy, ageing population, training and employment, young people
- Board members (incl. Executives) directly accountable to Representative Body and Members
- Framework to support new/different way of working – a new culture

# Current position

- 21 December 2011 - tenants voted in favour of transfer – 76% vote Yes
- Transfer completed - 26 March 2012
- Nearly 2,400 members to date
- Representative Body – elections held – training and development underway
- Full mutualisation by 26 June 2013

Rochdale - birthplace of co-operation

