

# Rochdale Boroughwide Housing Limited Report and Financial Statements

For the year ended 31 March 2024



# CONTENTS

<b>Legal Status</b>	<b>3</b>
<b>Administrative Details</b>	<b>3</b>
<b>Chair's Statement</b>	<b>6</b>
<b>CEO's Statement</b>	<b>7</b>
<b>Report of the Board of Management</b>	<b>8</b>
<b>Value for Money Statement</b>	<b>13</b>
<b>Risk Management, Internal Control and Regulatory Compliance Statement</b>	<b>19</b>
<b>Statement of the Board's Responsibilities in Respect of the Accounts</b>	<b>21</b>
<b>Strategic Report of the Board</b>	<b>22</b>
- Governance Arrangements	<b>24</b>
- Management and Employees	<b>24</b>
- Operating Performance	<b>25</b>
- Financial Review of the Year	<b>27</b>
- Going Concern	<b>29</b>
- Principle Risks and Uncertainties	<b>30</b>
<b>Independent Auditor's Report to Rochdale Boroughwide Housing Limited</b>	<b>31</b>
<b>Consolidated and Association Statement of Comprehensive Income</b>	<b>33</b>
<b>Consolidated and Association Statement of Financial Position</b>	<b>34</b>
<b>Consolidated and Association Statement of Changes in Reserves</b>	<b>35</b>
<b>Consolidated Statement of Cash Flows</b>	<b>37</b>
<b>Notes to the Financial Statements</b>	<b>38</b>



## LEGAL STATUS

The society is registered with the Financial Conduct Authority under the Co-operative and Community Benefit Societies Act 2014 and is registered with the Regulator of Social Housing (RSH) as a social housing provider.

## ADMINISTRATIVE DETAILS

RSH registration number 4607

FCA Registration Number 31452R

Registered office Unique Enterprise Centre,  
Belfield Road,  
Rochdale,  
OL16 2UP

# Board Members Non-Executive Directors



**Kevin Brady**  
Board Chair  
(Appointed 18 April 2023)  
Overall attendance 100%



**Paul Roberts**  
Non-Executive Director  
and Chair of Audit and  
Risk Committee  
Overall attendance 100%



**Larry Gold**  
Non-Executive Director  
and Deputy Board Chair  
Overall attendance 88%



**Tim Weightman**  
Non-Executive Director  
(Appointed 1 May 2023)  
Overall attendance 95%



**Linda Levin**  
Non-Executive Director  
(Appointed 1 June 2023)  
Overall attendance 100%



**Madeleine Nelson**  
Non-Executive Director  
(Appointed 1 June 2023)  
Overall attendance 100%



**Ajman Ali**  
Non-Executive Director  
(Appointed 1 June 2023)  
Overall attendance 79%



**Gary Graham**  
Non-Executive Director  
(Appointed 1 June 2023)  
Overall attendance 100%

**Alison Tumilty**  
Board Chair (Ms Tumilty was Chair until she resigned  
17 April 2023. She served as a Non-Executive Director  
from 18 April 2023 to 30 April 2023 inclusive and  
her term of office ended on 30 April 2023)

**Paul Joyce**  
Chair of the People and Remuneration Committee,  
Deputy Board Chair until 4 January 2023  
(Resigned 31 May 2023)  
Overall attendance 100%

**David Williams**  
Non-Executive Director and Chair of Growth Committee  
(Resigned 31 May 2023)  
Overall attendance 90%

# Board Members Executive Directors



**Amanda Newton**  
Chief Executive  
(Appointed 18  
September 2023)  
Overall attendance 100%



**Simon Mellor**  
Executive Director  
of Finance and  
Development  
(Appointed 18 March 2024)  
Overall attendance 100%

**Yvonne Arrowsmith**  
Interim Chief Executive (Resigned 14 September 2023)  
Overall attendance 100%

**John McGrail**  
Executive Director of Finance and Development (Retired 22 December 2023)  
Overall attendance 94%

**Jeremy Vickers**  
Interim Executive Director of Finance and Development  
(Joined 1 January 2024/17 March 2024)  
Overall attendance 100%

# Board Advisors

**Helen McHale**  
Special Advisor (Resigned 5 July 2023)

**Tim Weightman**  
Special Advisor (with effect from 1 January 2023 to 30 April 2023)  
Tim became a Non-Executive Director from 1 May 2023

Representative Body (represents Members and wider interests of the community in the governance of the Society's affairs)

# Customer Representatives

Mohammed Akhtar (Resigned 5 May 2023)  
Debra Anderson (Removed 20 May 2024)  
Muhammed Ansari  
Andrew Brown  
Andrew Butterworth  
Bernard Cass (Appointed 25 September 2023)  
Donna Chadwick  
Donald Ferguson  
Agata Gorczyca (Resigned 11 May 2023)  
Atif Hussain (Appointed 25 September 2023)

Andrew Johnson  
Kate Lowerson  
Haroon Mirza (Resigned 10 May 2023)  
Lucia Ogunniran (Removed 20 May 2024)  
Linda Petrecz (Resigned 17 April 2024)  
Ziggy Prusinowski (Appointed 1 January 2023)  
Olufemi Shangobi (Appointed 1 January 2023)  
Mark Slater (Appointed 25 September 2023)  
Jane Taylor (Resigned 16 May 2023)

# Executive Leadership Team

## Chief Executive



**Amanda Newton**  
(Appointed 18 September 2023)

**Yvonne Arrowsmith**  
(Resigned 14 September 2023)

## Executive Team Members



**Nadhia Khan**  
Executive Director  
of Customer and Community



**Sandra Coleing**  
Executive Director  
of Corporate Services  
(Appointed 9 October 2023)



**Simon Mellor**  
Executive Director  
of Finance and Development  
(Appointed 18 March 2024)

**John McGrail**  
Executive Director  
of Finance and Development  
(Retired 31 December 2023)

**Clare Tostevin**  
Director of Growth  
(Resigned 12 May 2023)

**Hilary Milne**  
Interim Executive Director  
of Governance and Risk  
(Resigned 30 November 2023)

**Jeremy Vickers**  
Interim Executive Director  
of Finance and Development  
(Appointed 1 January 2024,  
Resigned 31 May 2024)

## Secretary

Marcus Roe  
(Appointed 4 September 2024)  
Sandra Coleing  
(26 April 2024 to 3 September 2024)  
Stephen Wigley  
(Resigned 25 April 2024)

## Banker

NatWest  
Parklands,  
3 De Havilland Way  
Horwich, Bolton  
BL6 4YU

## Funders

Danske Bank  
Donegall Square  
West Belfast  
BT1 6JS

Santander  
298 Deansgate  
Manchester  
M3 4HH

MORhomes  
Future Business Centre  
Kings Hedges Road  
Cambridge  
CB4 2HY

## Solicitors

RBH has an in-house legal team. Where external advice is required, this will be obtained from the most appropriate legal providers.

## External Auditor

Beever and Struthers  
One Express  
1 George Leigh Street  
Manchester  
M4 5DL

## Internal Auditors

Wylie and Bisset  
168 Bath Street  
Glasgow  
G2 4TP

# CHAIR'S STATEMENT



Kevin Brady (Chair)

**The last year has been an exceptional twelve months focused on recovery and embedding changes across the organisation that will ensure our customers and communities are at the forefront of the services we deliver. Our overriding objective has been to restore trust and confidence in RBH as a great landlord that makes a significant contribution to the people and communities that it serves.**

The strategic priorities of the business were reviewed early in the financial year, which was followed in May 2023 with a move away from the agreed three-year Strategy approved in 2022 to a focus on investment in existing homes and a shift back towards our core landlord role. This was followed by the revision of the Business Plan to support this, which was approved in August 2023.

Throughout the year, we have continued to engage positively with our regulator. The Recovery Plan and Voluntary Undertaking that we agreed has continued to frame the changes to governance structures, improvements to operational processes and positive shifts in our culture that are delivering real and sustained change that our customers will feel in their homes and communities.

We have made significant progress. The Recovery Plan is all but complete, with a significant number of operational and structural improvements delivered. We are well on with embedding those actions that will deliver long term sustained change, which includes a focus on building a Customer First culture and ensuring that the voice of the people who live in our homes and communities is heard clearly in the business and the boardroom.

Our Voluntary Undertaking that frames our recovery and return to compliance include five key strategic themes:

## - Governance & Leadership

A new Board with the skills to deliver both the recovery and the requirement to keep pace with the wider changes in the sector was fully in place by June 2023. We made changes to the Rules that govern our Mutual Society to arrive at a governance structure and processes that are now fit for purpose and in line with the requirements of the Governance & Financial Viability Standard. This was done in consultation with our members and achieved a majority vote of 72% for the proposed changes. These changes transferred the responsibility for setting Strategy, monitoring performance and appointing and removing Board Members to the Board. Appointment of the new Chief Executive followed, who has now built an Executive Team with the capability and passion to lead the organisation through its recovery and into a positive future. The unique Mutual status of RBH is not lost in these changes - far from it. Bringing this model to life will see our customers having more influence in our business as we move forward.

## - Home

We believe that everyone deserves a quality home that they, and we, can be proud of. The past year has seen a pause on the development of new homes and significant resources directed towards investment in our existing homes. Addressing issues of damp and mould has remained a focus and we have developed a strategic approach to tackling issues quickly and effectively. We are identifying and dealing with root cause of problems, a Stock Condition Survey has been undertaken across all of our homes and we are underway with a review of our day-to-day repairs service which is now being improved through our Customer First change programme. Understanding and responding to the diverse needs of our customers is being prioritised.

Alongside our recovery, we are focusing on bringing resolution to legacy regeneration issues, including exploring the possibility of a sustainable solution for our seven tower blocks at College Bank. If successful, this would bring around 500 homes that have been empty for many years back into use. Working with partners across the Council, the Greater Manchester Combined Authority and with central Government to agree the funding model will be critical to achieving a positive outcome. This is vitally important for the customers living in the blocks who have been living with uncertainty for over eight years.

## - Tenant Involvement and Empowerment

While this is a priority in our recovery, the expectations of providers in providing opportunities for customers to have a strong voice in the decisions and priorities of the Board has increased significantly with the new Consumer Regulation framework and the other legislation that will come via the Social Housing Regulation Act and Building Safety Act. We have spent the past year setting up new ways for customers to engage with us to inform our services through locality panels and many other engagement routes. Our customers' voice is heard in the boardroom following the inclusion of three customer members of our Customer Services Committee, which is a sub-committee of the Board. The development of our new corporate Strategy and values included significant involvement of customers. This extensive programme of engagement sees us capture the views of the people who live in our homes early and at a point where their voice can truly make a difference in how we move forward.

## - Rebuilding Trust and Confidence

We have been working hard to demonstrate that customers, partners, colleagues and key stakeholders are listened to as we rebuild RBH. Our aim is for them to see us as a credible and valuable partner who can work together with them to deliver great outcomes for the people of the borough of Rochdale. We have focused our efforts on rebuilding relationships and living by our core values of Doing What We Say, Working As One, Delivering Quality, being Open and Transparent and fundamentally Putting People First. Our new Corporate Strategy sets out how we are returning to our core role of being a great landlord that delivers homes that are safe and warm. Our commitment to creating social value through our wider investment in communities has continued throughout our recovery and we are proud of our achievements in this space.

## - Lessons learnt

Our overall aim has been to ensure that we fully learn from the tragic death of Awaab Ishak and embed the learning from the detailed Lessons learnt review that was completed in early 2023. RBH was not joined up in its ways of working and is rebuilding systems, processes and technology that enable us to join the dots and deliver positive outcomes for our customers. A key part of our recovery is to rebuild a culture within RBH that is wholly customer focused. Our absolute focus is on our customers and ensuring nothing can fall between the cracks.

The last year has seen us rebuilding RBH to enable it to have a long term independent future, serving our communities across the borough of Rochdale. We are also fulfilling our commitment to share the learning from our recovery across the housing sector and beyond in order to ensure that no other family has to endure the loss that they have suffered.

We know that there is a desperate need for more affordable homes in Rochdale, and there is a need to tackle decarbonisation of our homes. In 2024/2025 we must remain focused on our core business; we must ensure we invest in our existing properties to provide quality homes and we must remain focused on our landlord services, ensuring our customer's voice is heard and has impact.

I am now one year into my role as Chair of RBH and see daily the commitment and dedication of our colleagues, many of whom have remained steadfast and loyal through the exceptionally difficult times we've faced. The Board, Committee Members, Representative Body and Colleagues remain determined to continue with our recovery and to return to compliance in the eyes of our regulator. Most importantly we have an unwavering commitment to provide excellent services and quality homes for our customers both today and in the future.

**Kevin Brady**  
(Chair)

# CEO'S STATEMENT



Amanda Newton

**As I look back over the last six months since my appointment as CEO, the thing that strikes me most is the level of commitment and the degree of focus and hard work that has gone into rebuilding the organisation.**

RBH is already a very different organisation and significant progress has been made to put right the things that were broken and to ensure that everything we do is focused on what our customers tell us they need. Our overriding objective of investing in our properties to ensure that our customers have safe, warm homes that they are proud to live in remains our number one priority.

The work to put things right started in December 2022 and was initially guided by our interim CEO, Yvonne Arrowsmith who began the journey of recovery, alongside staff, customers, stakeholders and partners. A new Chair of the Board was appointed in April 2023 and the new Board was fully in place by June 2023. They continue to govern the organisation with purpose and an unwavering desire to re-establish RBH as a great provider of much needed quality homes across the Borough of Rochdale.

I joined in September 2023 and have continued to direct and embed the changes we are making to focus on providing great homes and services for our customers, as well as building a culture within the organisation where people feel valued and are empowered to do the right thing at all times.

The past months have seen us continue to deal with any reports of damp and mould across our properties that come from our customers or that are reported by our colleagues. We have made great progress and where we receive reports, we have robust processes in place to deal with things quickly whilst supporting the people and families living in our homes. We are very much moving into the prevention space and focusing on investment in areas that could be the root cause of damp and mould appearing in a home.

We have almost completed inspections in all of our homes to determine the investment that will be needed in the longer term. We are considering how we can manage this financially in what continues to be a difficult economic climate. The decision of the Board in spring 2023 to pause the development of new homes while we ensure our existing homes are of a good quality standard remains. While the housing crisis is at the front of our minds and we see daily the impact that a lack of supply of homes has on people and families, this was fundamentally the right decision to ensure that we are able to focus our efforts on investing in our current homes. As I look across the sector and engage with peers, I can see that other providers will ultimately need to make the same or similar decisions to ensure that social housing homes remain safe and fit for purpose into the long term.

Over the past year, we have continued to work closely with the Regulator of Social Housing and the Housing Ombudsman in the spirit of co-regulation. Our recovery plan continues to frame the actions that were agreed at the start to underpin the improvement needed. This focused on all areas across our business which touch our customer and not just the areas identified through the regulatory downgrade and Housing Ombudsman review around damp and mould and complaints. Our plan is an holistic improvement focus across all areas of our business and it is shaping a recovery that is becoming embedded and sustained.

We have made significant progress in completing actions contained in the plan, but our recovery journey is much more than this; we are driving long term change that is underpinned by a culture with an unwavering focus on our customers. When we talk to our partners and stakeholders, we are hearing that confidence is returning and this is encouraging – it will be critical to RBH moving forward positively. We have also expanded our customer engagement and are talking to the people and families who live in our homes to understand their perspective.

Like any provider of services, we can get things wrong. The important thing is that our customers feel that when we do, we put it right quickly and with a focus on learning.

RBH was the first housing provider to adopt a mutual governance model back in 2012 when it became a Registered Provider. Part of our recovery has seen us make some changes to the Rules that govern the Society to ensure that accountabilities sit in the right place in line with the regulatory standards. It also provides a real and tangible opportunity to bring to life what mutuality means to the most important people in our business, our customers and our colleagues. I am excited to see the positive impact that the Representative Body will have as it takes forward its formal scrutiny role which will bring new levels of insight and engagement that make mutuality real to the people living in our homes.

In March 2023 the Board agreed our new Corporate Strategy and a new set of organisation values that informed by our culture survey and are now underpinning how we deliver our services. The priorities in the plan and the new values were agreed with our customers, colleagues, our Board and our Representative Body. The Values draw on the words and phrases used by all involved and I am told feel real and representative of their ambition.

We want to be a great landlord, a great employer and a trusted partner. We will continue to work hard to demonstrate our compliance with the regulator's economic and consumer standards. We are balancing all of the challenges that come with managing a recovery after a tragedy, alongside meeting the new expectations set out by our regulator, government and partners.

Rightly so, expectations of us from the people living in our homes are increasing and we welcome this. People living in social housing are finding their voices and are being provided with opportunities to say what they want. Our commitment to listening and acting on this feedback is unwavering, and we are really enjoying shaping our recovery and the services we provide with the voice of the people who live in our homes from all backgrounds heard loud and clear.

Today's social housing sector is a world of challenge as economic and social pressures shape what we do and how we do it. There is also great opportunity to improve the lives of people and communities for the long term. Those that work in the sector, do so with a strong social conscience and a real desire to enable people to be the best version of themselves. Despite the external challenges and financial pressures, RBH remains a robust organisation. We have strong liquidity and a sustainable long term business plan coupled with real ambition. We are making decisions for the long term and with the important legacy that we will leave for the people who follow us firmly in mind.

I would like to extend my personal thanks to our colleagues who make a huge difference to the lives of others every day. The past year has been challenging all round as we've pushed forward with our recovery with pace. The people who work across all areas of our organisation have embraced this and I am immensely proud to be part of Team RBH.

**Amanda Newton**

CEO

# REPORT OF THE BOARD OF MANAGEMENT

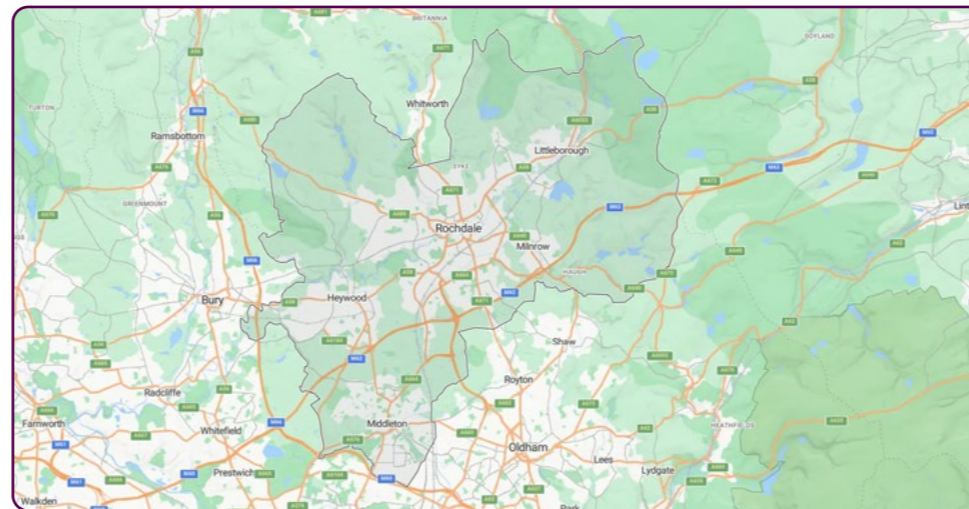
## About Us

**Rochdale Boroughwide Housing (RBH) is a registered provider of social housing with the Regulator of Social Housing (RSH) and a Community Benefit Society.**

A stock transfer took place on 26 March 2012, whereby Rochdale Council transferred 13,712 properties to RBH that were previously managed by the ALMO. RBH became a mutual housing society, owned by its tenant and employee members, on 26 June 2013. We are driven by our commitment to becoming a great provider of homes for our communities, and will do this by focusing on the things that make the biggest difference to our customers.

This means investing in our homes to ensure they are safe, warm and affordable places to live. It means improving our communities with better-maintained communal areas, improved green space and a zero-tolerance approach to anti-social behaviour. And it means recruiting and retaining compassionate, empathetic and hard-working colleagues who are dedicated to the communities they serve.

We'll do all of this while listening and learning from our customers, and ensuring sound governance and robust financial management throughout our mutual organisation that has tenants at its heart. There is much to improve, and we will only know we have succeeded when our customers tell us we have.



## Group Structure

**The RBH Group includes the following subsidiaries:**

### RBH (Design & Build) Limited

A private company limited by shares with its own Board of Directors, undertaking the design and build of new homes for RBH Limited. This subsidiary was incorporated on 23 December 2011 (company number 7891824). The Board met twice during the financial year. The RBH Board approved a recommendation for RBH (Design & Build) Limited to adopt its own Governance Statement on 10 March 2021. The RBH (Design & Build) Limited Board reviews its compliance with its Governance Statement annually.

### RBH Professional Limited

A private company limited by shares with its own Board of Directors, set up to undertake trading activities outside of RBH's charitable objectives in order to generate additional income to support work in our communities. It was incorporated on 12 October 2011 (company number 07807329) and completed its first trading activity during 2013/2014. The Board agreed that the company would cease trading during the 2015/2016 financial year and become dormant and as such the company has not undertaken any projects in 2023/2024.

All active group companies have banking arrangements during the financial year with NatWest Bank.

Beever and Struthers are the external auditors of the group and subsidiary RBH (Design & Build) Limited. RBH Professional Limited does not require an audit. Audited accounts of RBH (Design & Build) Limited and unaudited accounts of RBH Professional Limited are submitted to Companies House.

## Description

**The RBH Group has the following mix of homes in ownership and development:**

	RBH Group		RBH Limited	
	2024	2023	2024	2023
Properties in development	-	38	-	38
General needs	11,389	11,399	11,389	11,399
Supported housing	911	935	911	935
Shared ownership	46	47	46	47
Non-social housing	1	1	1	1
<b>Total</b>	<b>12,347</b>	<b>12,420</b>	<b>12,347</b>	<b>12,420</b>

All homes are located in the borough of Rochdale and are almost 100% (as at 31 March 2024) compliant with the Decent Homes Standard as defined by the Government, with just 23 properties failing to meet the requirements.

## Focusing on a year of recovery

**Following the regulatory downgrade of RBH in December 2022, we undertook a wholesale review of our strategic priorities. This was a critical part of our Recovery Plan and underpinned the commitments made in our Voluntary Undertaking agreed with our regulator. This saw the previously agreed three-year Strategy replaced with a return to our core purpose of being a landlord providing homes that are warm and above all else, safe.**

The Voluntary Undertaking is a regulatory document that sets out the commitments that will frame our return to regulatory compliance. It is underpinned by a detailed Recovery Plan which picks up the five key themes for improvement. The commitments we made at the start of our recovery journey will continue to shape and direct our work to ensure that we are delivering the services our customers need and homes that they are proud to live in.

The Recovery Plan is now close to completion and RBH has made significant progress in embedding the long-term impact of this into processes, ways of working and culture. Progress achieved to date is as follows:

### • Governance (including leadership)

Deliver a governance structure and processes that are fit for purpose including ensuring we have a skills based Board and a suitably experienced and skilled Executive Leadership Team. Fully comply with the Governance element of the Governance and Financial Viability Standard set by the Regulator of Social Housing whilst ensuring that the unique Mutual status of RBH starts to work effectively and delivers real value to the people living in RBH homes.



Achievements to date include:

- A revision to the Rules that govern RBH to ensure the setting of the corporate Strategy and accountability for performance of the organisation sits with Board, which is a direct requirement of the Standard.
- Recruitment of up to 10 non-Executive directors (NEDs) (including the Chair) to ensure there is a Board that is skills based to meet the significant challenges the organisation faces. Eight of these roles have been filled, with two to be filled in 2024. The aim will be to recruit into specific areas of skill to complement the current Board composition.
- A simplification of the wider governance arrangements to bring together the respective roles of the Board, Executive and Representative Body and the establishment of a scrutiny function that is led by our Representative Body. The focus is to bring the voice of the membership into the organisation and bring to life our mutual model.
- Changing the Board subcommittee structure to include a formally constituted Customer Services Committee that has two remunerated customer members, which will increase to three by autumn 2024. The strategic aim is to have in place a Board and committees that have the right blend of skills to provide constructive scrutiny and challenge at a time of significant change.
- A new Executive Team including a permanent CEO and a team of Executive Directors with the requisite skills and experience for an organisation in recovery.
- A much improved and data-led risk management and controls framework that ensures the Board is sighted on and gaining assurance on all emerging risks.

#### • Home

Achieve and maintain high quality homes for our customers, listen and respond to the people who live in our homes to fully comply with the Home Standard and wider consumer standards.

Achievements to date include:

- Developed a strategic approach to damp and mould, with root cause analysis being undertaken, heat mapping of properties across Rochdale, looking at prevalence in particular archetypes and planning investment works.
- Undertaking a full stock condition survey across all homes owned by RBH. This was completed in March 2024, apart from a small number of homes where we continue to try and gain access. This is informing our investment priorities and enabling us to deal with immediate risks in customer's homes.
- A full review of our day-to-day repairs service which is now being improved through our Customer First change programme.
- Embedding learning from complaints and the Housing Ombudsman's Para 49 report to drive sustained service improvement.
- Improving our systems and processes so that we are responsive to our customers and meet their diverse needs across all contact channels.
- Actively promoting the use of Language Line across our workforce to ensure we communicate as effectively as possible across all customers.
- Exploring the possibility of a sustainable solution for College Bank, with a focus on bringing circa 500 homes that have been empty for many years back into use. This is a complex project and one that will continue to challenge the RBH Board from an investment perspective. Working with partners across the Council and beyond to agree the funding model will be critical to achieving a positive outcome.

#### • Tenant Involvement and Empowerment

Empower our customers by ensuring we have structures in place that enable their voices to be heard throughout the organisation and ensure they are shaping the services they want and need.

Achievements to date:

- Setting up new ways for customers to engage with us to inform our services through locality panels and many other engagement routes.
- Formally including customers as members of our Customer Services Committee which is a sub-committee of the Board. Significant involvement of customers in the development of our new corporate values and assessment of our culture.
- A new scrutiny-based role for the Representative Body which is made up of customer and colleague members.
- Moving our Neighbourhood Teams back to a patch-based approach where they are located in the community and accessible to our customers.
- Using complaints as opportunities to learn and change our services for the good of our customers.
- Giving oversight of the customer voice directly to the Board through its complaints champion role but also in how customer voice is shaping strategic and operational priorities.

#### • Rebuilding Trust and Confidence

Ensuring customers, partners and key stakeholders feel listened to and see us as a valuable partner where we can work together to deliver great outcomes for the people of the Borough of Rochdale.

Achievements to date:

- Meeting regularly with colleagues, customers and key stakeholders including Councillors, Mayors, MPs and wider partners to rebuild trust in RBH as a partner.
- Development of a new corporate Strategy which takes RBH back to its core landlord role whilst also delivering social value activity that supports customers to stay safe in their homes.
- Continuing to raise colleague awareness of how to raise issues that they might see in customers' homes. This is particularly important as the cost of living crisis impacts on customers and the potential for safeguarding issues increase.
- Making our governance count – reducing the number of meetings and refocusing those that happen on delivering real outcomes.
- Continuing to adopt an open and honest approach in all our interactions.

#### • Lessons learnt

Our overall aim is to ensure that we fully learn from the tragic death of Awaab Ishak and embed learning from the detailed Lessons learnt review that was completed in early 2023. We continue to implement actions arising from the report and ensure that they are captured in our recovery plan.

- One year on from the inquest, RBH has done much to learn the lessons of Awaab Ishak's tragic death. RBH was not joined up in its ways of working and is rebuilding systems, processes and technology to enable us to join the dots and deliver good outcomes for our customers.



A key part of our recovery is to rebuild a culture within RBH that is wholly customer focused. We have undertaken a culture assessment across our organisation which has been informed by colleagues, customers and our Representative Body. In addition to providing a baseline on the culture within RBH, a new set of organisational values that are truly customer focused now underpin our Corporate Strategy that went live in April 2024.

- We are rebuilding RBH to enable it to have a long-term independent future, serving the communities of the borough of Rochdale. We are also fulfilling our commitment to the family of Awaab Ishak that we will share our learning across the housing sector and beyond, to ensure that no other family has to endure the loss that they have suffered.

Alongside delivery of the Recovery Plan, RBH has also been preparing for the new Consumer Regulation regulatory requirements and has been developing new ways of engaging with customers to ensure that their voice is heard within our business, shaping the work we do every day.

## Corporate Strategy 2024/2025

### Delivering for our customers and communities

In December 2023, the Board, Representative Body and Executive Team came together to develop a new Corporate Strategy that would take RBH through the next year. This was intended to ensure an absolute focus on the remainder of the recovery whilst making commitments around compliance with the new regulatory environment across consumer regulation and building safety.

The RBH Corporate Strategy for 2024/2025 is framed around five themes which take us back to our core role of being a landlord delivering warm, safe homes for the people who call them home:



#### Customers

Services will be shaped with customers with their voices heard in the business every day.



#### Communities

Supporting the building of thriving, inclusive communities where embracing diversity makes these communities great places to live.



#### People

A focus on building a great place to work with a supportive and inclusive culture.



#### Homes

Continuing to invest in their homes to ensure they are safe, warm places to live.



#### Governance

Strengthening foundations through good governance and managing money and risk well.

## Customer Engagement

Our Engagement Strategy sets out how we will engage and listen to customers. In the Strategy we committed to the following:



**A flexible engagement model**  
Offering a variety of ways to get involved.



**Two-way communications**  
We will work together to improve what, how, where, and when we communicate with RBH tenants, residents, and employees. A full new Communications and Marketing Strategy is also set to be adopted in 2024/2025.



**Accountability**  
We will make it easy for our tenants, residents and employees to hold us to account by reporting on improvement made as a result of feedback, insight or scrutiny.

The engagement Strategy is supported by an action plan with 1,500 customers and employees helping to shape our approach. In 2023/2024 we:

- Obtained more than 450 pieces of feedback from customers through various activities and using different methods.
- Offered customers a variety of accessible ways to feedback and engage on key services including regular activities like Customer Voice Forums, Community Drop-in Sessions, and the Complaints Panel, as well as ad hoc activities such as policy reviews, consultation surveys, and competitions.
- Supported the Representative Body in preparing for scrutiny. They have agreed on Terms of Reference and identified three priority areas for review over the next 12 months.
- Invited customers to a series of workshops to give their views as recipients of RBH services and to influence the new values and Corporate Strategy.
- Consulted with customers living at College Bank regarding a new Resident Engagement Strategy. This is a legal requirement under the Building Safety Act 2022. This is an important piece of work as it is crucial for ensuring building safety, complying with legal requirements, and fostering a strong, trust-based relationship between RBH and its customers.



## Complaints and Compliments

Complaints and compliments are essential in helping us identify and address the issues and concerns of our customers and stakeholders, while also helping us to see what is working well.

In the past year, we received a total of **753** formal complaints.



**84% of Stage 1** complaints were resolved within time frame, **an increase of 7%** on the previous year.



**83% of Stage 2** complaints were resolved within time frame, **a reduction of 16%** on the previous year.



The most common types of **complaints were related to the quality of homes, time taken to respond** to repairs and service delivery.



The most common sources of **complaints were through our website, social media and phone calls.**



**Repairs and neighbourhoods** service areas **received the most complaints.**

We have also had eight cases that have been investigated by the Housing Ombudsman Service. This resulted in four findings of maladministration, two cases relating to the handling of anti-social behaviour, the ending of a tenancy and repairs handling; two findings of service failure were found in respect of complaints handling and RBH has worked collaboratively with the Ombudsman following the Paragraph 49 report we received last year and have completed all recommendations.

## Supplier Engagement

**RBH's Board has responsibility for setting our Procurement Strategy, which guides the strategic direction and priorities for how procurement is conducted, focusing on quality, efficiency and cost-effectiveness. The Strategy aligns with the value for money aims as set out in our new Corporate Strategy, ensuring we achieve the optimum quality of goods and services, at the optimum cost, from the right supply chain.**

We are also committed to supporting local enterprises and small and medium enterprises (SMEs) to ensure that - where feasible and appropriate - RBH uses its influence as a local anchor institution to support the local economy. Improvements already made have included:

- Improving supplier pre-tender engagement and communication.
- Providing assistance and guidance to local suppliers on how to do business with us.
- Making use of social media and local networks to advertise upcoming opportunities.
- Reducing the barriers faced by SMEs by simplifying documentation.
- Breaking potentially large RBH requirements into smaller 'lots' to encourage smaller local suppliers' inclusion.
- Including Social Value as criteria of evaluation and performance, in addition to financial value and quality.
- Providing access to virtual learning through the Supply Chain Sustainability School to upskill SMEs.

We also promote the Real Living Wage and use our position as Rochdale's first member of the Greater Manchester Good Employment Charter to advocate best practice employment practices. We are an active member of the Greater Manchester Housing Providers Procurement Group, which aims for organisations to share ideas and best practice to help bring about further benefits and improvements.

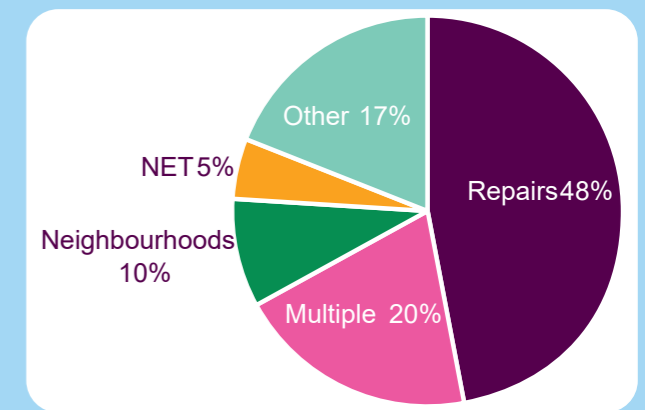
Following on from successful procurement, ongoing assurance of supplier competence is then achieved by the effective use of contract management, reviewing suppliers' performance, acting upon it where necessary and recording appropriately.

Based on customer feedback, we have made a number of real improvements to services:

- The Repairs Team have arranged for additional resources to clear the backlog of jobs and help reduce wait times. All results are shared with the repairs management team.
- Netcall (recorded calls) is being implemented for the Repairs Planning Team, to support service improvements and tracking of customer communication.
- The Neighbourhood Environment Team (NET) is getting more information out to customers on themes such as grass cutting and how to report fly-tipping.
- A deep dive Quality Assurance report was completed against anti-social behaviour (ASB) handling in Dec 2023, and the outcomes of this report are being considered as part of a wider review by the new Head of Neighbourhood Services.

We're also pleased that 245 compliments were captured in 2023/2024, which is an increase of 68% on last year. Most of these were related to the professionalism and workmanship of our repairs operatives.

## Complaints 2023/2024



## Diversity, Equity and Inclusion

**Empowering diversity, cultivating inclusion and fostering belonging is key to ensuring RBH's success as a landlord and workplace of choice.**

Through the principles of mutuality that underpin RBH we can and will work with our diverse communities to do better.

This means ensuring our workforce is reflective of the people of Rochdale, offering inclusive initiatives that support both customers and colleagues, and enabling all to feel heard, valued, and safe.

Part of this work has already included establishing a network of diversity advocates who help us in a number of ways, such as during the recruitment process and by reviewing policies and communications materials.

We are delighted that our gender pay gap report for 2023 shows that we have maintained comparable median pay for the third year in a row. We are proud to have a high proportion of females in higher roles within RBH and we feel that our People Strategy and Smart Working Policy has contributed to our success, particularly as the policy was designed to enable our colleagues to better manage the competing demands of family and career.

As part of our commitment to diversity, equity and inclusion we have:

- Developed a volunteer programme to help refugees and asylum seekers gain relevant work experience.
- Attended Rochdale Pride in the Park.
- Become a member of HouseProud and participant of HouseProud Northwest.
- Attended and took part in Manchester Pride as Part of HouseProud and Rainbow Roofs.
- Forged positive relationships with groups including the Council of Mosques, refugee and asylum seekers action groups, the Red Cross, Kirkholt Community Church, Rochdale FC, Umbrella Information group and more.
- Become a member of the Housing Diversity Network.

## Aspirations

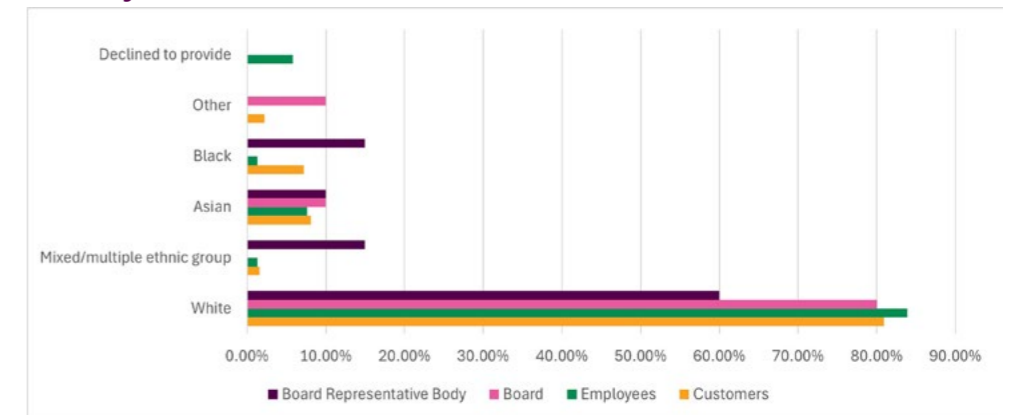
**Our new Diversity Inclusion and Belonging Strategy will be launched in 2024/2025 with the aim of building more inclusive communities and a workforce which is representative of the communities we serve.**

We recognise that we still have some work to do to drive gender equality in some roles - for example, we would like to increase the female representation in repairs. We know that change cannot be driven overnight but will strive to do this through 2024.

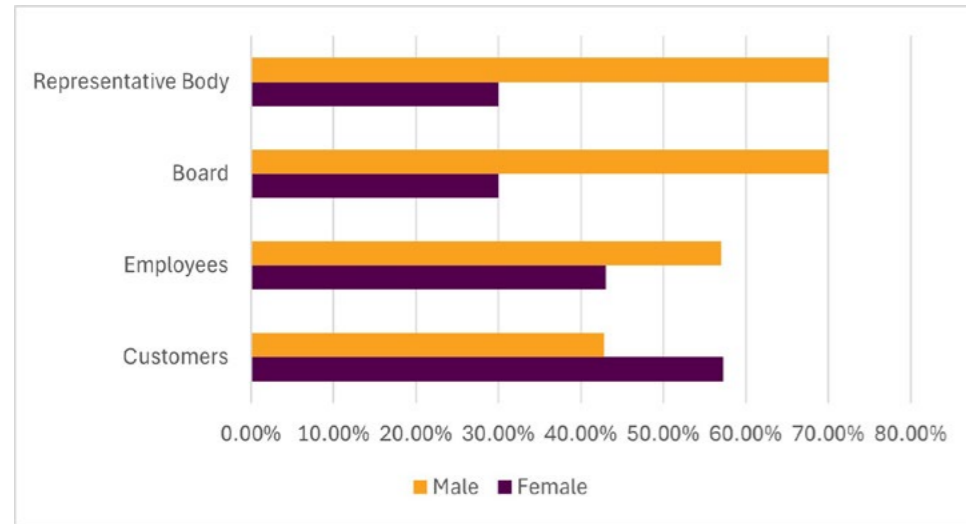
As part of our commitment to accreditation, we will gain Housing Diversity Network accreditation, and pioneer plus status with Houseproud. We will also be Disability Confident.

The tables below show the equality and diversity data for customers, employees and the Board as at March 2024.

### Ethnicity



## Gender



## Age



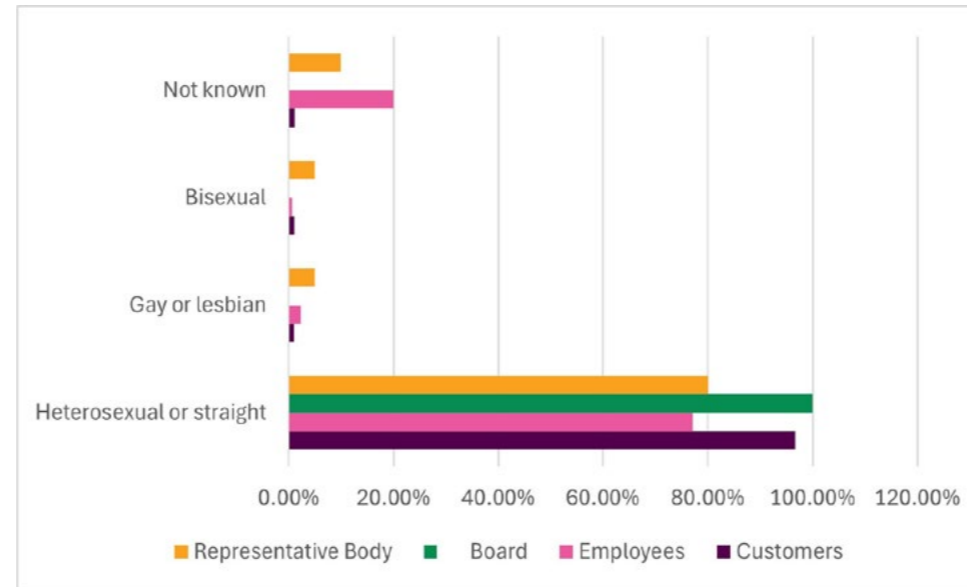
## A Disability Confident Employer

We are proud to maintain our Disability Confident Employer status and, in 2022, introduced our Inclusive Recruitment Campaign, with the aim of making it easier for people with disabilities to navigate the application and interview stages. We now aim to raise this status to being a Disability Confident Leader, by increasing our focus on how we support colleagues with a disability.

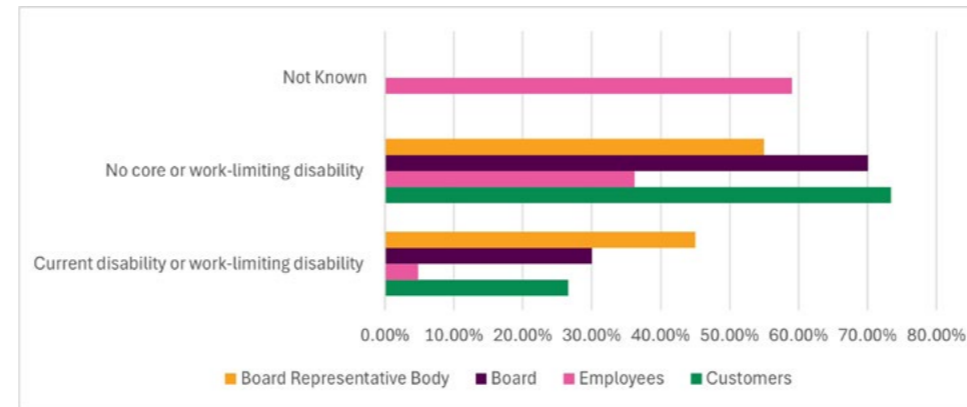
Over the coming 12 months we will also:

- Implement a "reasonable adjustment passport" to simplify the process for disabled colleagues to request, secure and maintain adjustments.
- Develop sign language champions to assist our employees and tenants with hearing impairment, and neurodiversity champions.

## Sexual orientation



## Disability

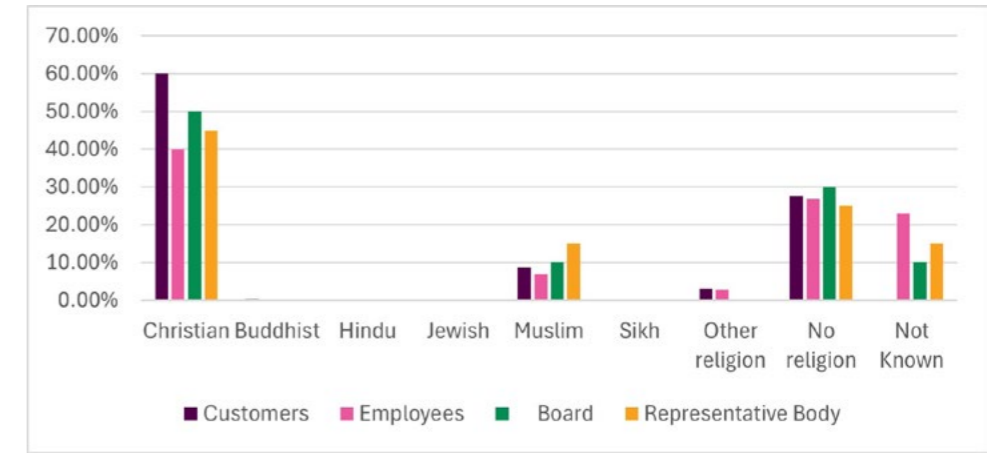


## Supporting our customers

As a landlord we try to support our tenants with limited abilities to remain as independent as possible. One of the ways in which we do this is through our Housing Options Enabler, which involves visiting our tenants at home and assessing their needs.

We manage a grant in partnership with Rochdale Council to adapt a person's home if needed. If adaptations are not appropriate the Housing Options Enabler can assess for other suitable housing options, such as ground floor accommodation or one of our independent living schemes. Our Tenancy Sustainability Services teams also work with customers requiring support to ensure they are able to maintain their tenancy.

## Religion



# VALUE FOR MONEY (VfM) STATEMENT 2023/2024

## Our Approach to Value For Money

**Value for Money (VfM) runs right the way through our new Corporate Strategy, and the supporting VfM Strategy can be found on our website [here](#).**

Our VfM Objectives support the embedding of VfM across our organisation, ensuring that we maximise our returns to reinvest in our customers while demonstrating strong governance and accountability to our stakeholders.

### Objective 1

**Embedding a VfM culture across the organisation**

### Outcome

Value for money will be considered in all strategic and operational decision making in the organisation across short, medium and long timeframes.

### Objective 2

**Working with our customers to provide services that they want and need**

### Outcome

Regular engagement with our customers will support services which are fit for purpose and avoid providing something which is not right or not needed.

### Objective 3

**Maximising financial returns to reinvest in our customers**

### Outcome

To ensure we provide services that our customers require that generate optimal value for the customer and the organisation and secure long-term viability.

### Objective 4

**Maximising our social value and environmental returns on our assets**

### Outcome

To ensure the activities of the organisation contribute to the wellbeing of our communities.

### Objective 5

**Delivering our key objectives in the most efficient and effective way**

### Outcome

To understand the costs of delivery and cost drivers and how costs could be reduced for customers through the target operating model and the use of technology.

### Objective 6

**Demonstrating compliance, accountability and transparency to our stakeholders**

### Outcome

To ensure good governance and compliance with the Regulator of Social Housing's (RSH's) VfM Standard, remaining accountable to our customers.

## VfM Assessment

RBH is fully compliant with the RSH's VfM Standard. We report performance against the seven VfM metrics defined by the RSH in the standard and compare performance to peer organisations to drive target setting.

RBH's peer Group has been selected as Northwest Large Scale Voluntary Transfer (LSVT) HAs with an in-house repairs function with between 3,000 and 18,000 homes. Comparisons have been taken from data published on the HouseMark website. For the purpose of the financial statements the VfM targets are based on the current approved Business Plan.

Performance in the past year against targets set is noted in the table below, alongside targets for the coming year.

VfM Metric	2023/2024		2024/2025
	Target	Actual	Target
Headline social housing cost per unit	£5,949	£5,939	£6,649
EBITDA MRI	(641)	(812)	(1,207)
Return on Capital Employed	4.6	(0.8)	4.0
Operating Profit (Overall)%	10.7	(2.4)	7.5
Operating Profit (Social Housing Only)%	17.6	(0.9)	12.3
% New supply delivered (social housing)	0.27	0.31	0.17*
% New supply delivered (non-social housing)	0	0	0
% Gearing	16	10	14.2
% Re-investment	14.6	9.3	14.2

\* Due to changes in the regeneration programme, this will not now be achieved.

In addition to the above, internally set metrics and targets are monitored and reported. This is supported through self-assessment by each business area against 13 criteria which are scored, resulting in an assessment of poor, fair or good VfM for each business area and criteria. Justification for the score along with evidence of achievement notes the VfM gains that have been made as well as identifying gaps and areas for improvement. This forms the basis of an action plan for each area which is monitored and reported within the organisation, driving the setting of targets for subsequent years. Targets provide measurable outcomes which can be assessed to monitor progress.

This in turn drives the development of the VfM Strategy which contains our plans for achievement of each objective and links to the five key themes of our Corporate Strategy - customer, communities, people, homes and governance. Our VfM assessment is presented in line with these themes to demonstrate alignment between VfM and our Corporate Strategy.



## Customer

By investing in our customers through services such as tenancy sustainment, tackling inequality, offering community projects or developing specific projects we are able to empower customers, improve their economic and social wellbeing, tackle social isolation and provide them with increased life opportunities.

### Metrics

VFM Metric	2023/2024		2024/2025
	Target	Actual	Target
Overall tenant satisfaction with RBH	86%	73.2%	80%
Repair appointments made and kept (%)	97%	95.1%	98%
<b>NEW</b> Repairs completed within target timescale (%)			
Non-emergency	n/a	n/a	85%
Emergency	n/a	n/a	100%
<b>NEW</b> Rent arrears (%)	n/a	4.3%	3.75%
<b>NEW</b> % complaints escalated to stage 2	n/a	16.7%	15%
<b>Previous Strategy</b> Tenants who are member	41%	33%	n/a

Satisfaction has scored below target in 2023/2024. Tenancy audits commence in August 2024 with 80% aimed to be completed by the end of 2024. Increased engagement with our customers will allow a greater understanding of customer needs and tailoring services to meet these.

High demand and increasing standards in our homes, as well as reducing the backlog of repairs, has put pressure on the repairs operation. Increasing the number of skilled trades people is addressing this backlog, which alongside other improvements should see more repairs completed within specified timescales.

Wider economic pressures and changes to the welfare environment have led to increases in rent arrears. Plans are in place regarding the timing of receipts of Housing Benefit and Universal Credit which should see benefits to this metric in the second half of 2024/2025.

While at a lower level than expected, it is encouraging to see a third of our customers being members of the organisation. This supports our mutual model. The Representative Body, which is made up of customer and employee members, act as the guardians of RBH's mutuality and ensure that the work of RBH is focused on the needs of customers.

## Key achievements

Digital developments have improved our offer to customers and enabled better communication and internal reporting to determine whether embedded changes are delivering for our customers. Our Business Information and Transformation teams have collaborated to develop KPI, Consumer Standard and Tenant Satisfaction Measure reporting dashboards which are easily accessible and drive performance to achieve our strategic objectives in the new Corporate Strategy.

There have been several improvements to our contact centre with enhancements to the Netcall telephony service including web chat, revised streamline Interactive Voice Responses (IVR) and further training. Supporting optimisation of the customer experience and promoting efficiencies in the service. The Contact Centre have added "income collection" as a criterion of their call evaluations to support a rent first approach when customers contact RBH by phone. Contact Centre officers can take rent payments and set up direct debits, while IVR messaging and auto email replies have been amended to support Income Services customer communications.

Ensuring our customers can access the support they require with financial challenges has resulted in key benefits realised for our customers. Our Money Matters team supported 613 customers overcome varying financial challenges within the year. Advice given has resulted in £1.1m back into customers' pockets from financial support as well as £2.2m gains and savings generated through Money Advice services. Over 1,500 customers have accessed an affordable Tenants Contents Insurance Scheme with £48k claimed, an average of £638 per claim.

Neighbourhoods have a named officer for every area and weekly patch meetings have been introduced with colleagues from across customer facing teams to ensure information is shared on complex cases in a more efficient and effective way.

RBH's Housing Options Team have supported customers to move to more suitable accommodation to support their health and well-being needs. This has made much needed family accommodation available, plus saved over £300k on aids and adaptations that would have been required had the customer not moved. This helps tenancy sustainment, finding the right property for each household creates sustainable communities. 215 referrals to the Tenancy Sustainment team have supported customers in staying in their tenancies, preventing both potential tenancy abandonments and evictions. RBH's Make Possible Fund assists under occupying customers to downsize to a more suitable property with financial support such as removal fees and aids and adaptations.

To tackle inequality, energy poverty and food poverty, RBH's Customer Discretionary Welfare Fund provides digital, energy and food vouchers to customers who are not eligible for support from other sources. 114 households have benefitted from these vouchers. In addition, 31 customers have been supported towards work.



## Communities

By investing in place-making and neighbourhoods we are able to create healthy places that improve customers' wellbeing, foster empowerment and establish a sense of community pride; ultimately creating sustainable communities for generations to come.

At RBH we know that our purpose goes beyond just providing good quality homes. We are also committed to building sustainable communities where all our customers can live happier, healthier lives and achieve their potential, whether individually, as a household or as a community.

In the year, we continued with our commitment of £100k to the RBH Community Fund. Providing the voluntary, community and social enterprise sector the opportunity to access funding to deliver much needed community projects in our neighbourhoods.

### Metrics

VFM Metric	2023/2024		2024/2025
	Target	Actual	Target
Tenant satisfaction with neighbourhood (%)	77%	74.9%	80%
Local Multiplier 3 score	1.73	1.86	1.75
% of spend with businesses with an operating base within Rochdale	49%	35%	50%
% of spend with an operating base within GM	63%	51%	64%

Customer satisfaction with their neighbourhood is important to developing sustainable communities. The target for the next year has increased, which highlights our ambition for our communities and is backed by the engagement we have with our communities and social organisations that we work alongside.

Although lower than targeted, the percentage of spend within Rochdale and Greater Manchester supports the communities in which our customers live and work. Our local multiplier score being above the targeted level demonstrates our local economic impact.

## Key achievements

RBH's Tenancy Sustainment team worked closely with external partnership stakeholders across health and social care teams throughout the year, working on key areas of training and service improvement delivery to strengthen safeguarding and support services throughout Rochdale.

RBH's Community Fund provides funding for voluntary, community and social enterprise groups to deliver activities and projects to the community, addressing a number of social and economic challenges. 47 community groups have been supported as well as 52 work clubs delivered. This has been supported by 5,616 hours of volunteering.

We are working to reduce the environmental impact of waste in communities with 22.6 tonnes of furniture saved from landfill through Pass It On and 17,500 litres of paint saved from landfill through our Paint Shop. 'Your Local Pantries' in three key RBH locations of Kirkholt, Smallbridge and Freehold have helped to tackle food poverty and inequality by saving 41 tonnes of surplus food from going to landfill. 579 families have been supported by our pantries with £85k saved for pantry shoppers.

Hare Hill Hairdressers, based in one of our Independent Living Schemes, offer 15 mins of 'have a chat time' which improves wellbeing and tackles social isolation. As well as RBH's pathfinder Age Friendly Neighbourhoods projects working across Smallbridge and Kirkholt.

Over the next 12 months, RBH will strengthen our commitment to Social Value by:

- Working towards reporting social value and sustainability by one of the industry monitoring and reporting standards will drive measurable outcomes and allow comparisons to be made.
- Creating a clear set of social value outcomes, guided from engagement with our customers and communities ensuring we are tackling existing and future challenges and opportunities.
- Embedding a culture of social value across RBH.
- Continuing to develop relationships with third sector and voluntary organisations to empower the delivery of social value with support from RBH.



## People

Our People Strategy underpins our ability to deliver the VFM and Corporate Strategies. Our vision is to create a culture that inspires our colleagues to provide the best service possible to our customers. We deliver through four strategic themes: health and wellbeing, growing potential, engaged and empowered people, and reward and recognition.

### Metrics

	VFM Metric	2023/2024		2024/2025
		Target	Actual	Target
	Employee turnover (%)	10%	14.8%	15%
	Days lost through sickness per employee	8.0	9.9	8.25
<b>Previous strategy</b>	Employees who are Members	81%	65%	n/a
	% of employees who have received Carbon Literacy training	75%	32%	n/a

Employee turnover and days lost through sickness have been higher than we have targeted, our new People Strategy has been developed to address this through the four themes noted earlier. Meeting targets in these areas will reduce our costs of delivery through lower agency and overtime costs as well as ensuring consistency of delivery.

### Key achievements

An end-to-end recruitment process review has reduced time to fill vacancies from eight to four weeks, reducing the impact of vacant roles. The implementation of a new recruitment system has generated a reduction in the time spent by the teams on this activity. Additionally, the implementation of the onboarding hub is saving time for the administration team when creating and issuing contracts and offer letters.

A review of the People Team's processes and procedures to ensure that they are current and relevant and deliver great customer service has seen a reduction in the cost of absence by £140k.

Levy funds for 2023/2024 have been fully utilised including the use of additional external gifting. This has meant we have been able to support more internal colleagues through training. Further to this, a successful early careers programme has seen four kick start placements converted to permanent roles, and 33 apprenticeships in trade, IT, Communications, Neighbourhoods and Finance roles. Our new graduate programme has seen two graduates start in Finance and IT. In total over 100 colleagues have completed learning through apprenticeships, including upskilling existing colleagues.

While the benefits will not be realised until 2024/2025, a whole organisation benchmarking exercise has been undertaken to ensure our salaries are fair, competitive and representative of the market.



## Homes

RBH measure the VFM performance of our assets through three of the Regulator's VFM metrics and our own internal VFM measures. Over the last year, we have focused on investment in our existing homes, improving our core landlord services and ensuring our customer's voice is heard and has impact. But during this time, we have also delivered real benefits for our communities and customers.

Our repairs service responded quickly to mobilise a damp and mould taskforce to address key risks and actions during the early part of the year and built on this as the year progressed. RBH were successful in a bid for £1.8m in funding from Social Housing Quality Fund which helped to fund mould and damp treatment across over 3,900 properties within the year.

We have continued to deliver our stock condition survey, which aims to survey 100% of our homes, and finished the financial year with 90% of our homes having a survey within the last two years. This is providing us with up to date and accurate stock condition data so we can deliver appropriate investment works to keep our homes decent, understand improvements required and help to reduce the demand for reactive repairs.

The Property Services directorate delivered in the region of £22m of planned major investment in 2023/2024. Our new business plan which was developed during 2023/24 identified an additional £45m of investment to be delivered in our homes over the next five years, to address known risks and issues with our homes and to help make our homes and neighbourhoods more attractive and sustainable.

We also pride ourselves in ensuring our contractors support our customers and neighbourhoods through a variety of social value initiatives. These have included replacing the roof of a local community building, volunteering in local food pantries, gifting funding to local social value funds, providing seasonal gifts such as Christmas packs and Easter eggs, and delivering planting schemes.

### Internal metrics

	VFM Metric	2023/2024		2024/2025
		Target	Actual	Target
<b>NEW</b>	% of homes achieving EPC C prior to let	n/a	96.3%	87%
	Tenant satisfaction with home (%)	78%	74.2%	76%
<b>NEW</b>	% of homes meeting DHS	n/a	98.9%	100%
<b>Previous strategy</b>	Rent loss from empty homes	1.3%	3.9%	n/a
	Corporate carbon emissions reduction	13%	n/a	n/a
	Number of homes improved to EPC C rated, or above.	250	382	250

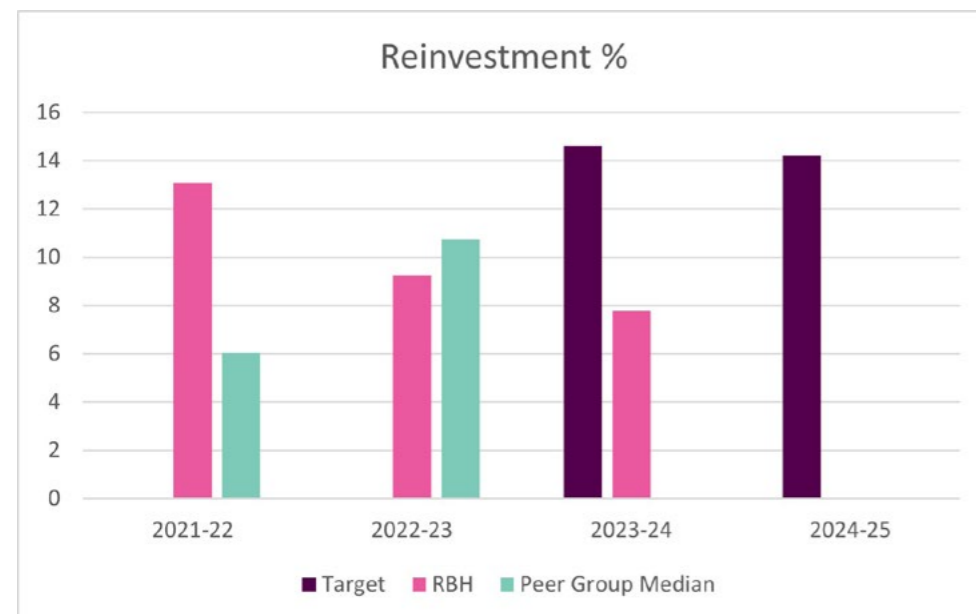
Our new empty home standard is delivering significant improvements to properties when they become void, including energy efficiency measures where appropriate. Over 96% of our homes prior to let have achieved EPC C level compared to a target of 87% with 50% more homes than targeted being improved to EPC C. By having a commitment to sustainability, we can have a positive impact on not only the neighbourhoods where our customers live, but also support the wider sustainability agenda. Providing customers with warm, safe and decent homes.

Customer satisfaction with their home has exceeded target which demonstrated the impact of a higher empty homes standard and the significant investment that is being made in our properties. This will support the achievement of overall customer satisfaction targets.



## VFM Metrics

### Reinvestment

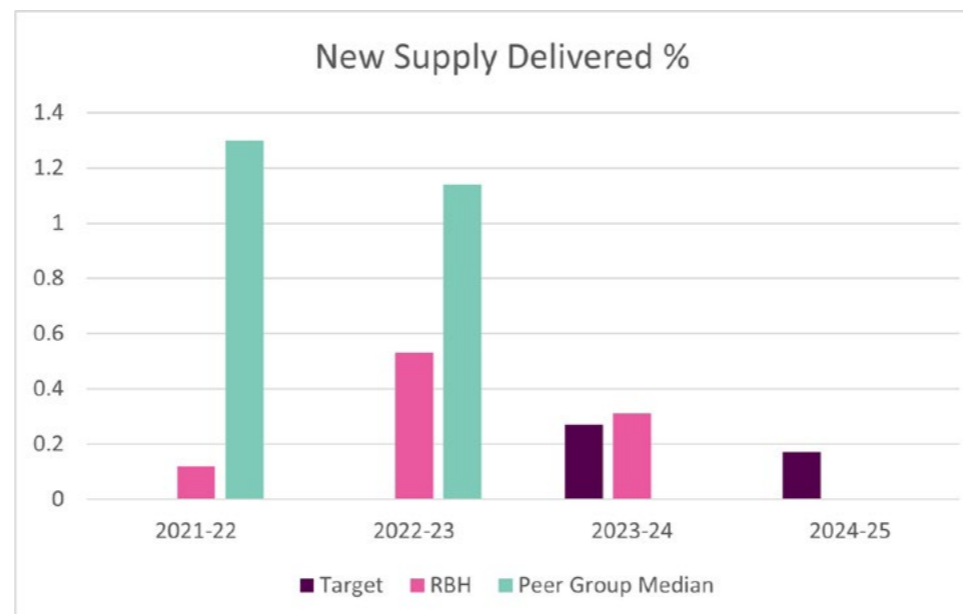


**Definition:** Investment in homes (existing homes as well as new supply) as a percentage of the value of total properties held.

RBH delivered only slightly under peer group benchmark in 2022/2023, however, under target for 2023/2024. The target for 2023/2024 initially included spend on large programmes in addition to the investment programme including fire safety, regeneration and decarbonisation.

Mid-year a revised business plan was approved. This included the Board's decision to pause development of new homes for up to five years and focus on investment into existing homes. A pause was also put on the regeneration programme. Although there were still high levels of investment into our properties expected in 2023/2024, the timing of a mid-year revision to the business plan meant that preparing and delivering the full programme for year one was challenging and has therefore been rolled over into the 2024/2025 plan. High levels of investment will continue into the first five years of the plan.

### New Supply Delivered

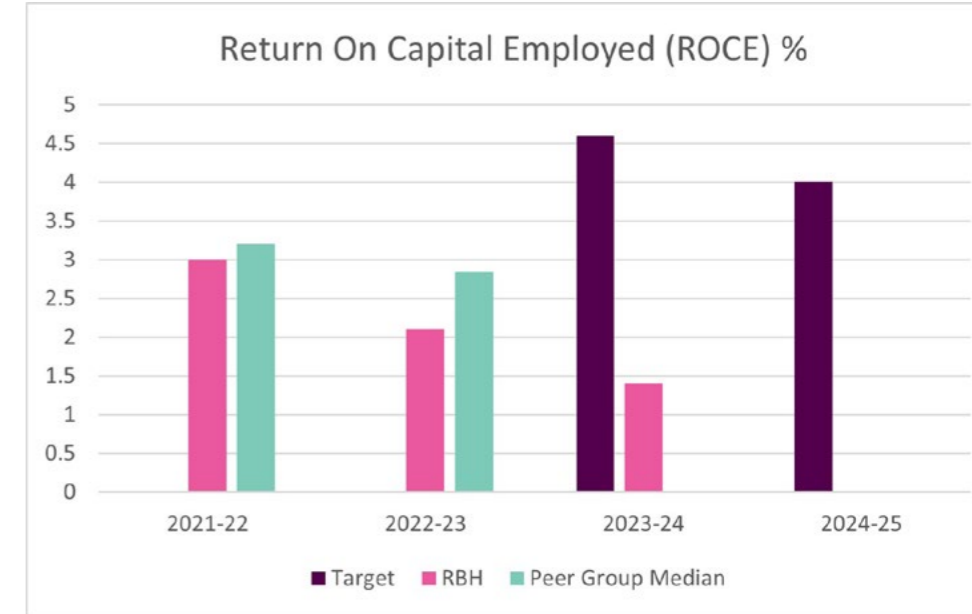


**Definition:** The number of new homes acquired or developed in the year as a proportion of total units managed at year end.

RBH delivered slightly over target in 2023/2024 due to a delayed scheme from the previous year. Following Board's decision to pause development of new homes for up to five years, the target is low for the delivery of 20 homes in 2024/2025, however, the focus for the year will now be on our existing properties rather than delivering any new supply and this target will not be achieved.

RBH did not deliver any non-social housing within the year.

### Return on Capital Employed



**Definition:** This metric compares operating surplus to total assets less current liabilities and is a common measure in the commercial sector to assess the efficient investment of capital resources.

RBH delivered slightly below peer group benchmark in 2022/2023 and materially below the 2023/2024 targets. This is due to higher costs linked to delivery of the recovery plan and higher levels of cost inflation experienced over a number of years.

Performance is expected to increase as indicated in the 2024/2025 target as higher surpluses and high levels of investment are forecast to be achieved. The current cost of the recovery plan as well as the investment planned in our homes in the coming years will lead to lower operating margin achievement than peers in the near term, until the benefits of property investment and organisational efficiencies begin to drive higher surpluses in future.

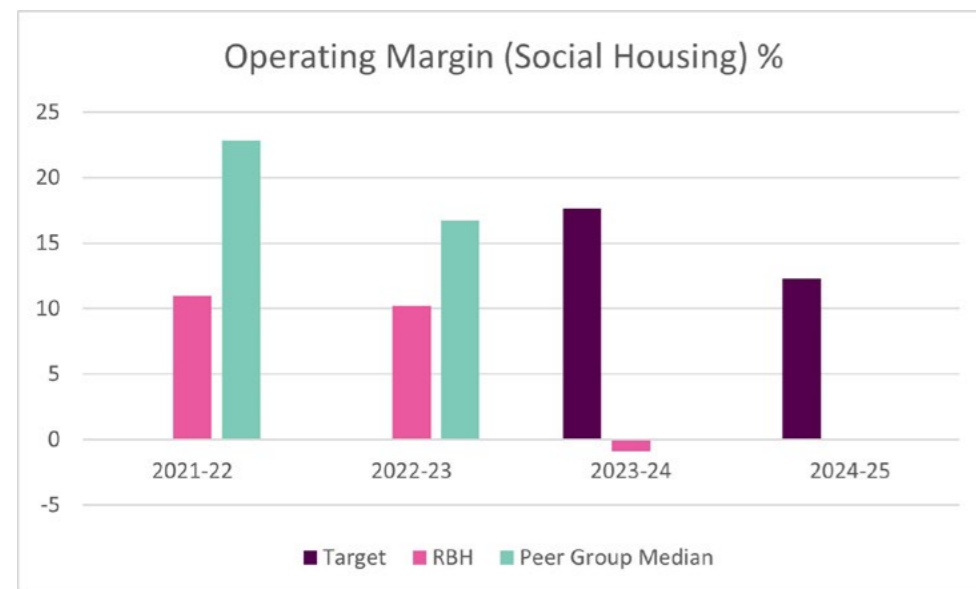
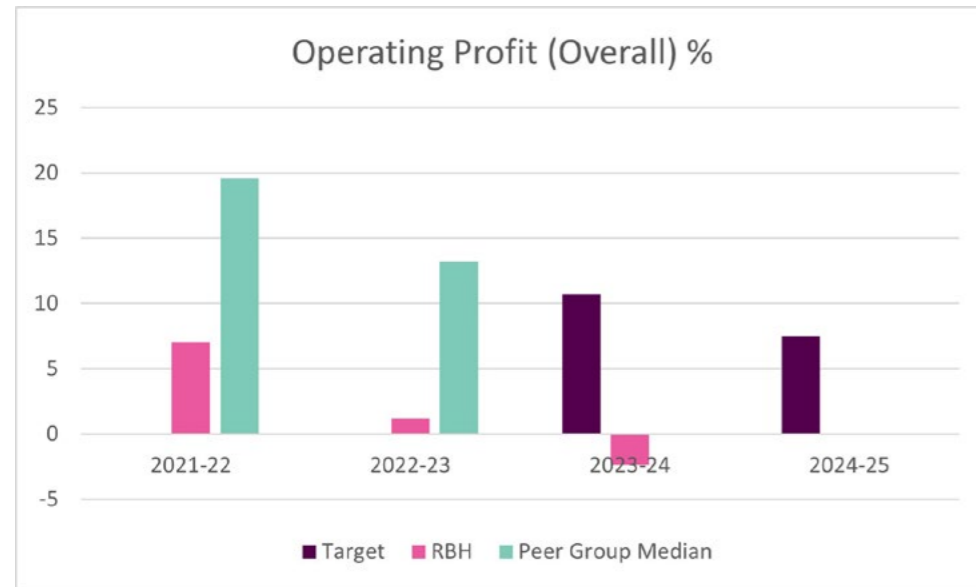




## Governance, Risk and Financial

Maintaining strong financial viability is supported by achieving VFM in all that we do. Strong financial performance is needed to support our ability to reinvest in our customers, make the required improvements to our existing homes, regenerate our neighbourhoods and ultimately decarbonise our stock.

The Regulator's VFM metrics in this area are - operating margin (overall and social), headline cost per unit, EBITDA MRI interest cover, and gearing.



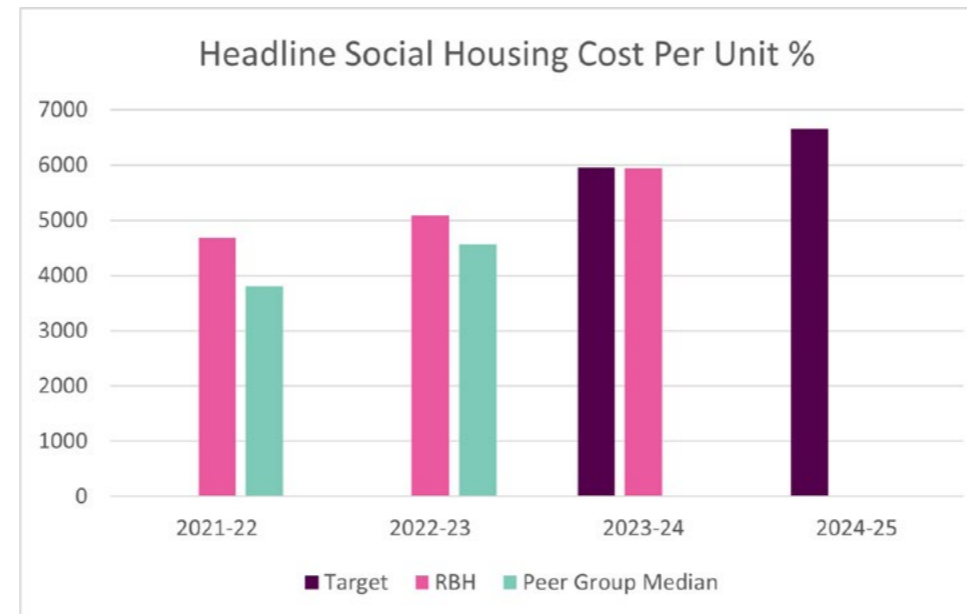
**Definition:** The operating margin demonstrates the profitability of operating assets before exceptional expenses are taken into account.

We look at operating margin from social housing only, and overall operating margin. RBH delivered below peer group benchmark in 2022/2023 in both measures. This is to be expected as we move through our recovery plan and address matters such as damp and mould and the impact of previous under-investment in our homes. Higher costs are also being incurred in relation to staffing and corporate costs where investment is being made into improving processes and making the organisation fit for the future. Increased

levels of investment will continue in the near-term which will have an impact on operating margins. The realisation of benefits from this investment will lead to sustained margin increases in the medium-term.

While increased costs due to the inflationary environment has played a part, increased demand for repairs and a higher standard for empty homes have affected the social housing margin. The overall margin is lower than the social margin due to the impact of regeneration expenditure.

The target for 2024/2025 remains low, but is an improvement on 2023/2024, with an overall margin of 7.5% budgeted. The main contributor to the increase is the application of the full rent increase of 7.7% for the year and as the rate of cost inflation comes back to the BoE target level, cost increases of previous years should stabilise.



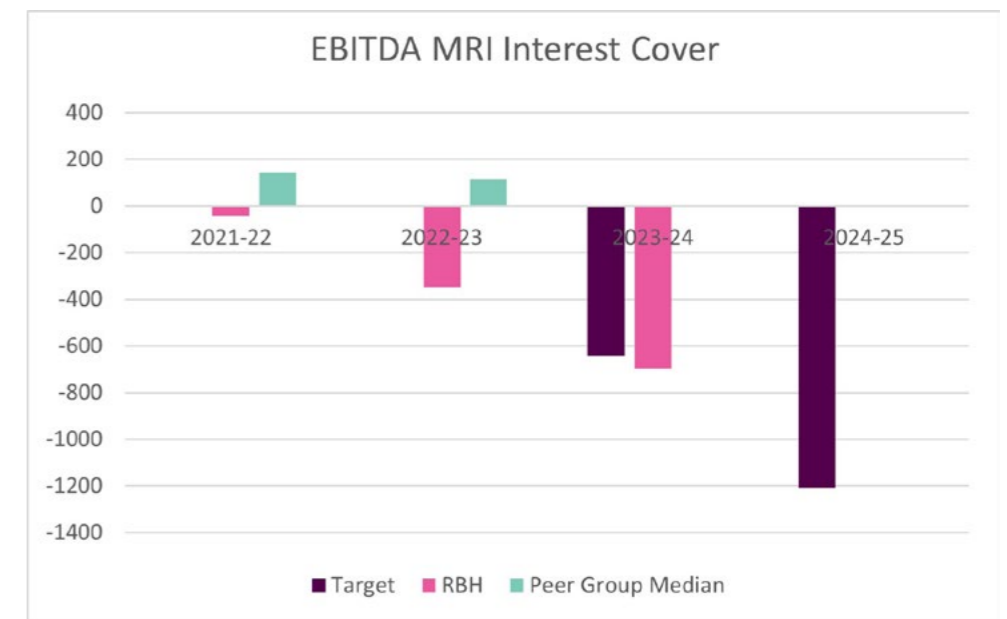
**Definition:** The unit cost metric assesses the headline social housing cost per unit as defined by the Regulator.

RBH delivered a slightly higher cost per unit in 2022/2023 compared to our peer group benchmark, but also a high cost of repairs and increased standard of empty homes and volume of repairs. It is important to note that other Registered Providers in the peer group may not have the same required levels of investment into areas such as regeneration, fire safety and mould and damp as RBH, so an increase in cost per unit is expected to be able to carry out necessary works.

We performed in line with our target for 2023/2024, linked to variances including a higher number of homes due to a pause in the regeneration programme, a prudent pension valuation adjustment and a lower investment programme spend than originally budgeted.

A higher cost per unit in 2024/2025 includes the rephasing of the investment programme from 2023/2024 but also high levels of investment into the capital maintenance of existing homes.

This will continue into the early years of the business plan, however, the level of investment in our homes is expected to reduce future repairs costs. The investment being made in our recovery plan will have an impact on cost per unit until benefits realised will allow for greater efficiency in our operations.



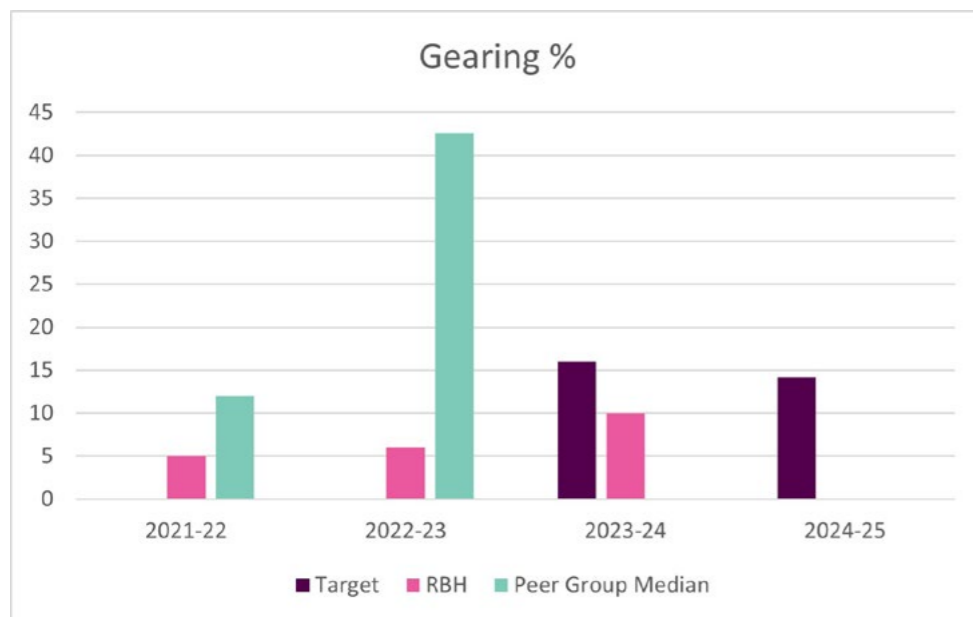
**Definition:** The EBITDA MRI interest cover measure is a key indicator for liquidity and investment capacity. It seeks to measure the level of surplus that a Registered Provider generates against interest payments.

In summary, this measure aims to illustrate the profitability of the organisation and its ability to meet its interest payments after all other cashflows are taken into account. The Regulator's formula includes deduction of capital maintenance spend on our properties.

RBH again delivered below peer group benchmark in 2022/2023 due to higher costs, encompassing the impacts of high inflation but also a high cost of repairs and increased standard of empty homes. We have also seen an increase in the volume of repairs.

Whilst target performance appears to worsen in 2024/2025 against this metric, it illustrates the high level of investment that RBH plans to carry out on its existing homes and is not a breach of lending covenants.

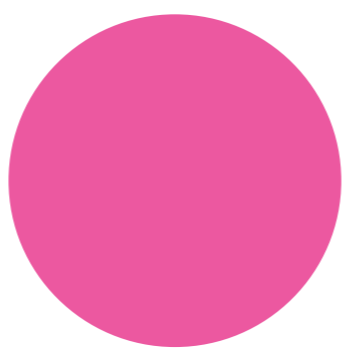
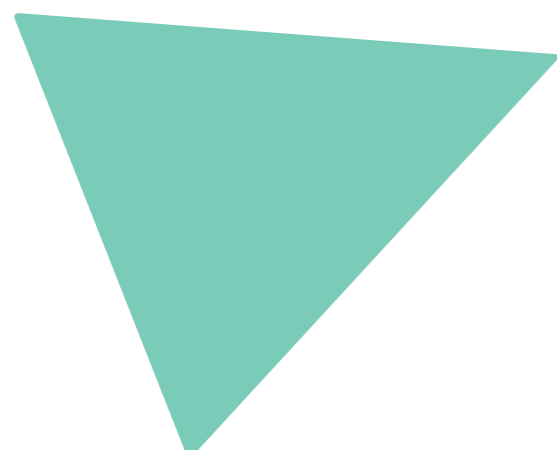
RBH's funder covenants definitions are based on either EBITDA only or EBITDA MRI with a flexible carve out position which enables RBH to deliver its plans. This means the covenant positions will not restrict high levels of planned capital investment over the next few years.



**Definition:** This metric assesses the level of net debt per home

The gearing metric shows the proportion of borrowing in relation to the size of our asset base. RBH delivered favourably against the gearing metric both against peer group in 2022/2023 and target in 2023/2024. This is due to high cash balances and low lending levels demonstrating that RBH have the capacity to meet our future aspirations around maintaining our homes, decarbonisation and regeneration.

Gearing will increase in 2024/2025 of the plan as cash balances begin to reduce due to large volumes of spend linked to investment into existing homes. This trend is expected to continue over the next few years as RBH will look to draw funds from existing facilities in year two of our business plan leading to additional funds being raised in year three.



# RISK MANAGEMENT, INTERNAL CONTROL AND REGULATORY COMPLIANCE STATEMENT

## Risk Management

**The Directors acknowledge their ultimate responsibility for ensuring that RBH has in place a suitable and robust framework for managing exposure to strategic and operational risks.**

A full review of RBH's approach to risk management was completed in October 2023 as part of the Recovery Plan that was agreed by our Board in January 2023.

The approach to risk management that RBH took on in October 2023 was then further refined in January 2024, and approved by the Audit and Risk Committee in February 2024. The current approach to risk management identifies the controls RBH understands will bring the risk to compliance, and then assesses them as effective or ineffective. Ineffective controls do not influence the risk's residual score and are assigned actions that will bring them to effectiveness. This approach increases the scrutiny on each control and facilitates assurance.

The Executive Team reviews risks monthly, and Audit and Risk Committee and Board provide robust scrutiny and challenge. Our operational risk review approach at Senior Leadership Team level has been embedded with ongoing engagement between the Risk and Compliance team and Directors, with operational risk reported to the Senior Leadership Team on a monthly basis. RBH's approach identifies the controls and actions required to bring them to target level of risk which is in line with Board appetite.

## Internal Control

**It is the Directors' responsibility to establish and maintain systems of internal control that are appropriate to the various business environments in which it operates. These controls are designed to give reasonable assurance with respect to:**

- The reliability of financial information used within the society or for publication;
- The maintenance of proper accounting records;
- The safeguarding of assets against unauthorised use or disposal;
- Preventing and/or detecting fraudulent activity;
- Ensuring safe working practices are in place and are being implemented;
- Ensuring compliance with regulatory standards and statutory duties such as building safety and data protection;
- Business continuity and our ability to maintain core business processes in the event of unforeseen circumstances; and
- The appropriate management of risk across all areas of RBH's activity.

Such systems can only provide reasonable and not absolute assurance against material financial misstatement or loss.

Extensive work has been undertaken through the 2023/2024 financial year to improve the internal control, risk management, assurance and compliance framework as well as the culture of RBH. Embedding the new ways of working, with risk awareness as a key factor will take time but that work is well progressed. RBH is now past reactive recovery and is working on planned continuous improvement. The Board, the permanent CEO and Executive Team and a revised Senior Leadership Team structure has now been in place for a number of months which has allowed RBH to refine and improve upon the changes to risk management made as a part of the recovery plan.

## Internal Audit

**During 2023/2024 the internal audit function was provided by Wiley Bisset. In the financial year RBH had 9 audits carried out. Of these audits 3 received substantial assurance and 6 received weak assurance.**

The number of Weak assurance reports is significant but was not unexpected as RBH requested audits to be carried out in areas where it was known that improvements were required. The internal audits produced 54 recommendations, which have allowed RBH to gain a level of assurance that the remedial actions being taken in the areas where the most improvement is required are in line with best practice. The majority of the remedial actions have been completed and of the 54 recommendations, only 4 remain outstanding; 3 medium and 1 low.

## External Audit

**Beever and Struthers provide audit services to the RBH Group in accordance with International Standards on Auditing (UK) ("ISAS (UK)").**

Following a tender exercise in 2021, they were awarded an initial three-year contract beginning in 2021/2022 financial year which was approved by the Representative Body.

## Regulatory compliance

**In common with other Registered Providers, RBH is regulated by the Regulator of Social Housing (RSH). RBH is required to comply with the RSH's Regulatory Standards.**

Following the tragic death of Awaab Ishak in December 2020 and the Coroner's verdict in November 2022, on 15 December 2022 RBH was issued with a Regulatory Notice from the RSH setting out serious breaches of the Home and Tenant Involvement and Engagement Standards. A Regulatory Judgement downgrading RBH to a non-compliant governance grading of G3, citing governance concerns, was issued on the same date. The Financial Viability grading in respect of the Standard remained compliant at V2.

The downgraded governance judgement stated that the Regulator lacked assurance that RBH had an effective risk management and internal controls framework and a Board with sufficient capacity to ensure compliance with the regulatory standards. In particular, the Regulator found there were missed opportunities to act in a timely, effective, and proactive manner to address damp and mould.

The narrative of these 2023/2024 financial statements acknowledges RBH's current regulatory judgement status. It also reflects the extensive governance, internal control, risk management, assurance and compliance work undertaken since December 2022 and the period leading up to the signing of the 2023/2024 annual report and financial statements in 4 September 2024.

A new Board has been in place and the recovery plan is well progressed with external assurance on evidence that supports completion of actions currently underway. The detail of the recovery plan is summarised in the Chair's report at the beginning of these financial statements. RBH is now moving beyond reactive recovery towards planned continuous improvement. Of course, there remains much to do and there will continue to be scrutiny but with the new Board, the new CEO and Executive Leadership Team and a revised Senior Leadership Team structure in place, the foundations for the next stages of RBH's development are laid.

The current regulatory judgement is non-compliant for governance and issues identified have been addressed via strands of the recovery plan including one specific to governance, an assessment against the Governance and Financial Viability Standard has been carried out which was reviewed by the Board at its meeting on 24 July 2024.

Upon the signing of the accounts, all actions in the recovery plan are reported as complete or being executed through regular business operations with an independent review of supporting evidence currently in place. The recovery plan is essential to establishing trust in RBH as is the action plan in relation to the Ombudsman's Special Report on RBH and completion of actions arising from the lessons learnt review.

On behalf of the Board, the Chair submitted a Voluntary Undertaking to the RSH in late June 2023 following Board approval. Our engagement with the RSH has been proactive and positive and they are supportive of the approach the Board and the Executive are taking.

### **Statement on compliance with the RSH Governance and Financial Viability Standard**

**The Board reviewed compliance against the Standard at its meeting on 24 July 2024. The Board is satisfied that the Society is compliant with the Governance and Financial Viability Standard.**

### **Compliance with the NHF Code of Governance**

**The Board at its meeting on 10 March 2021, adopted the 2020 National Housing Federation's Code of Governance with effect from 1 April 2021.**

A recent self-assessment has been carried out against the Code and the Board reviewed compliance at its meeting on 24 July 2024. The Board is satisfied that the Society is compliant with the NHF Code of Governance and supporting evidence is in place to demonstrate and confirm broad compliance.



# STATEMENT OF THE BOARD'S RESPONSIBILITIES IN RESPECT OF THE ACCOUNTS

## Board Members' Responsibilities

**The Board of Directors is responsible for preparing the Report of the Board and the financial statements in accordance with applicable law and regulations.**

The Co-operative and Community Benefit Societies Act 2014 and registered social housing legislation require the Board of Directors to prepare financial statements for each financial year. Under that law, the Board of Directors has elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). The Board of Directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Group and the Association and of the income and expenditure of the Group and Association for that period.

In preparing these financial statements, the Board of Directors is required to:

- select suitable accounting policies and then apply them consistently;
- make judgment and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards and the Statement of Recommended Practice (SORP) for registered social housing providers 2018 have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on a going concern basis unless it is inappropriate to presume that the Group and Association will continue in business.

The Board of Directors is responsible for keeping adequate accounting records that are sufficient to show and explain the Group and Association's transactions and disclose with reasonable accuracy at any time the financial position of the Group and Association and enable them to ensure that the financial statements comply with the Co-operative and Community Benefit Societies Act 2014, the Co-operative and Community Benefit Societies (Group Accounts) Regulations 1969, the Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing 2022. They are also responsible for safeguarding the assets of the Group and Association and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Board of Directors is responsible for ensuring that the Report of the Board is prepared in accordance with the Statement of Recommended Practice: Accounting by registered social housing providers 2018.

Financial statements are published on the Group and Association's website in accordance with the legislation in the United Kingdom governing the preparation and dissemination of financial statements, which may vary from legislation in other jurisdictions. The maintenance and integrity of the Group and Association's website is the responsibility of the Board of Directors. The Board of Directors' responsibility also extends to the ongoing integrity of the financial statements contained therein.

## DISCLOSURE OF INFORMATION TO AUDITORS

The Board of Directors who held office at the date of approval of this report confirm that, so far as they are each aware, there is no relevant audit information of which the Group's auditors are unaware; and each Director has taken all the steps that he/she ought to have taken as a Director to make himself/herself aware of any relevant audit information and to establish that the Group's auditors are aware of that information.

The Report of the Board of Directors was approved on 4 September 2024 and signed on its behalf by:



**Marcus Roe**  
Secretary

4 September 2024



**Kevin Brady**  
Chair of the Board

4 September 2024



**Amanda Newton**  
Chief Executive

4 September 2024

# STRATEGIC REPORT OF THE BOARD

## Governance arrangements: RBH structure, the Board and its committees, the Mutual Governance Commission, Board remuneration and insurance

### The structure of RBH

**Since becoming a mutual on 26 June 2013 two bodies have been responsible for governance and strategic direction of the society.**

The first is the Representative Body, comprised of 15 elected tenant members, 8 elected employee members, and nominated Representatives from Tenant Management Organisations (TMO) in existence (none since 31 March 2024 when the last TMO ended). There are also 2 places reserved for our key partner Rochdale Borough Council.

The second is the Board of Directors, which consists of up to 10 Non-Executive Directors (including the Chair) and two Executive Directors (Chief Executive and the Director responsible for Finance). The Rules were changed in November 2023 to rebalance the corporate accountabilities of the governance structure. The new Rules ensures the Board sets the strategic direction and the Representative Body scrutinises the delivery of that Strategy.

The Board of Directors is responsible for the management of the affairs of RBH including the setting, approval, and monitoring of RBH's Business Plan and the Corporate Strategy and the appointment of Non-Executive Directors. The Board of Directors also has a role in protecting and promoting the mutual nature of RBH and is currently made up of eight Non-Executive Directors and two Executive Directors.

The Representative Body represents Members and the wider interests of the community in the governance of RBH and act as guardians of RBH's mutuality. They ensure that the work of RBH is focused on the needs of Customers for the benefit of the wider community and establish and monitor progress of the Membership Strategy. The Representative Body is also responsible for carrying out scrutiny exercises reporting to the Customer Services Committee.

The Representatives and Board of Directors of the Society are set out on pages 3 to 4.

### The Board

**The Board of RBH is committed to the delivery of high-quality housing services to its customers. The membership of the Board of Directors is listed at the start of these financial statements. The Board has been entirely refreshed since December 2022 with a transition period through to June 2023 when the final members of the previous Board stood down.**

On 3 June 2015 the Board adopted the National Housing Federation 2015 Code of Governance, and subsequently adopted the National Housing Federation's 2020 Code of Governance on 10 March 2021.

The Boards' key responsibilities include:

- Setting the strategic direction of the Society and approving the Corporate Strategy and Values;
- Protecting and promoting the mutual nature of the Society;
- Ensuring compliance with the objects, purposes, values, vision and corporate Strategy of the Society;
- Approval of the Society's Corporate Strategy;
- Approval of the Society's Business Plan;
- Ensuring the solvency and financial strength of the Society;
- Setting and maintaining a framework of delegation and internal control;
- Determination of resources to meet the Society's financial and other obligations; and
- Appointing the Chair and Non-Executive Directors.

The Board of Directors met six times in 2023/2024 as well as holding nine special briefings and one away day. There were two joint sessions with the Representative Body in October 2023, and March 2024.

In 2023/2024 the Board made the following critical decisions and/or scrutinised the following matters:

- Early in the financial year, approved the Business Plan, Subsidiary Business Plan, and Financial Strategy targets;
- Approved and monitored delivery of a recovery plan which has been shared with the RSH to address the failures identified following the inquest which resulted in a downgrade to G3;
- Approved the Treasury Strategy and Financial Strategy;
- Reviewed quarterly assurance on the seven areas of health and safety legal compliance;
- Approved new customer focused KPIs for reporting in 2023/2024;
- Recommended approval of a Rule change to the Special Members Meeting in November 2023 which saw the responsibility for approval of the Corporate Strategy and appointments to the Board of Directors transferred from the Representative Body to Board and introduced an essential scrutiny function to the Representative Body; and
- Approved the Risk Management Strategy and risk appetite.

## Committees of the Board

**Four committees assisted the Board during the financial year: The Audit and Risk Committee, the People, Nominations and Remuneration Committee, Customer Services Committee and the Treasury and Finance Committee.**

### Audit and Risk Committee

**The Audit and Risk Committee supports the Board by scrutinising the adequacy and effectiveness of the risk management, control, compliance and assurance framework. The Committee's responsibilities apply to all companies in the RBH Group.**

The Committee is responsible for ensuring appropriate arrangements are in place for risk management and internal control. A key part of this is to agree a programme of internal audits for the RBH Group to ensure that internal controls management is aligned to key risks of the Society and drives both service improvement and increased efficiency.

The Committee also monitors the performance and effectiveness of the external audit function including their independence and objectivity. The Committee must have a minimum of three Non-Executive Directors members and up to two independent members with full voting rights. Executive Directors, the Chair of the Board, Representatives and Employees cannot serve on the committee.

The Audit and Risk Committee met 4 times in 2023/2024, membership as follows:

- Paul Roberts (Chair with effect from 16 January 2023)
- David Williams (with effect from 28 September 2022 to 31 May 2023)
- Tim Weightman (with effect from 1 January 2023)
- Madeleine Nelson (with effect from 1 June 2023)

### People, Nomination and Remuneration Committee

**The People, Nominations and Remuneration Committee assist the Board through its oversight of the People Strategy.**

This includes supporting the development and retention of talent, as well as supporting RBH's culture of championing inclusion and diversity. The Committee on behalf of the Board ensures that policies associated with the People Strategy are consistent with RBH's values, prescribed culture, and support its long term sustainable success.

The Committee also assist the Board in:

- Ensuring that the Board's size and composition are appropriate to support effective oversight of the strategic objectives and stewardship of the values of RBH;
- Overseeing and supporting the process for the appointment of the Chair, the Chief Executive and Non-Executive Directors; and
- Reviewing and making recommendations in respect of remuneration policies and framework for colleagues and Non-Executive Directors.

The Committee must have a minimum of three members of which a minimum of two must be Non-Executive Directors and up to two Independent Members with full voting rights. Executive Directors, the Chair of the Board, Representatives and Employees cannot serve on the committee.

The People, Nominations and Remuneration Committee met 3 times in 2023/2024, membership as follows:

- Paul Joyce (Chair) (Resigned 31 May 2023)
- Gary Graham (Chair) (with effect from 1 June 2023)
- Ajman Ali (with effect from 1 June 2023)
- Linda Levin (with effect from 1 June 2023)

### Customer Services Committee

**The Customer Services Committee held their first meeting on 21 September 2023 with customer members joining with effect from the 13 November 2023. The purpose of the Committee is to support the RBH Board in its responsibilities for:**

- Providing high quality services to meet the needs of RBH's diverse customer base;
- Scrutinising and monitoring of customer and property facing performance indicators; and
- Ensuring compliance with the Regulator of Social Housing's Consumer Standards and Housing Ombudsman Complaints Code (and others as relevant).

The Committee's remit also encompasses all customer facing operations including customer experience, neighbourhood management, independence services and property maintenance and management.

The Committee membership comprises of up to four Non-Executive Directors (including the Chair) and up to three Customers (at least two of whom are tenants). Executive Directors and Employees cannot serve on the Committee.

The Customer Services Committee met twice in the 2023/2024 period but are scheduled to meet four times per year. Membership as follows:

- Tim Weightman (Chair)
- Ajman Ali (Non-Executive Director)
- Linda Levin (Non-Executive Director)
- Andrew Johnson (Customer)
- Elbagir Amin (Customer)



## Treasury and Finance Committee

**The Treasury and Finance Committee was established on 3 October 2023 and met for the first time on 18 January 2024.**

The Treasury and Finance Committee supports the Board by reviewing and recommending financial assumptions, targets and budgets, and the Treasury Management Strategy options to the RBH Board. The Committee also reviews compliance with loan agreements and covenants and with RBH's internal treasury policies and related performance indicators.

The Committee membership comprises of a minimum of two Non-Executive Directors and up to one independent member with full voting rights. Executive Directors and Employees cannot serve on the Committee.

The Treasury and Finance Committee met twice in the 2023/2024 period but are scheduled to meet up to four times per year. Membership as follows:

- Larry Gold (Chair)
- Paul Roberts (Non-Executive Director)

## Remuneration

**In 2017, the Representative Body took the decision to pay the Board Chair and in December 2019, the Representative Body approved payment to Non-Executive Directors effective from 1 October 2019.**

This was in recognition of the role of Non-Executive Directors becoming more complex and demanding and to ensure that RBH would be able to attract an appropriately skilled Board to deliver the Corporate Strategy and support its unique governance model.

Remuneration is not intended to fully compensate for the time and commitment shown by the Board Chair and Non-Executive Directors, however, it recognises the significance of the legal and business responsibilities of the Chair of the Board and Non-Executive Directors.

The Representative Body at its meeting on 26 June 2023, reviewed the remuneration levels using benchmarking data from other similar sized housing associations and agreed to increase the remuneration levels to median levels to keep remuneration levels consistent and proportionate to RBH's size, complexity and in line with sector norms. The Representative Body also approved a new tier structure in recognition of the extra time commitment and responsibilities associated with the Deputy Chair and Committee Chair roles as follows:

Board Chair	£14,500pa
Deputy Board Chair	£8,625pa
Committee Chair	£6,933pa
Non-Executive Director	£5,000pa
Customer Members on Customer Services Committee	£1,500pa

Future remuneration reviews will be carried out by the Board of Directors in line with the Mutual Rules approved at the Special Members Meeting in November 2023. Full disclosure of Non-Executive Director remuneration is included in note 11.

## Insurance

**Insurance policies are in place, which indemnify Board members and employees against liability when acting for the Society.**

RBH has procured a new Directors' and Officers' Liability cover through the broker Gallagher, underwritten by Nexus after the withdrawal of the NHF cover. This cover provides an indemnity limit of £1m.

## Governance arrangements:

Membership, the Representative Body and its sub-groups

## RBH Membership

**RBH is a Mutual Society. Its members are separated into 2 constituencies: tenants and employees.**

Members have access to information, a voice in the Society and the opportunity to play a representative role in its governance. Membership figures for 2023/2024 are set out below.

	Start of year		End of year	
	No.	%	No.	%
Tenant members	4,805	34.9	4,558	33.4
Employee members	390	70.9	392	64.5

## The Representative Body

**The Representative Body forms part of RBH's governance structure along with the Board and is the elected body which represents members and the wider community in RBH's decision making process. The composition of the Representative Body is listed on page 4.**

The Representative Body met eight times in 2023/2024. The Representative Body also held four special briefing sessions and held two joint sessions with the Board in October 2023, and March 2024.

In 2023/2024 it made the following critical decisions:

- Approved Rule changes which were presented to the Special Members Meeting in November 2023 which saw the responsibility for approval of the Corporate Strategy and appointments to the Board of Directors transferred from the Representative Body to Board and introduced an essential scrutiny function to the Representative Body;
- Monitored the delivery of the Corporate Strategy including Together with Tenants and See The Person);
- Monitored the delivery of the Membership Strategy;
- Reviewed the Empty Homes Standard;
- Reviewed the Voice of Tenant Dashboard;
- Approved the appointments of Non-Executive Directors;
- Approved the appointment of the Chief Executive;
- Approved changes to the remuneration of the Board Chair and Non-Executive Directors;
- Approved the budget spend of the Representative Body support and development budget;
- Approved its new Terms of Reference and Representative Body Role Profile; and
- Approved its Scrutiny Terms of Reference and areas for scrutiny for 2024).

The Representative Body also received reports on the delivery of the recovery plan, damp and mould taskforce, regulator update and MyRBH/Digital Services.

## Management and employees

### Executive Leadership Team

The members of the Executive Team are listed on page 5.

The Board's Non-Executive Directors have responsibility for the remuneration of the Executive Leadership Team and the appointment of the Chief Executive. Terms, conditions, and remuneration were reviewed by the People, Nomination and Remuneration Committee as well as remuneration levels in 2023 as part of the Local Negotiations. Notice periods are three months for the Executive Leadership Team and six months for the Chief Executive.

The Chief Executive and Executive Directors for Finance and Development, Customer and Communities and Corporate Services are members of the Royal London Pension Scheme, which is a Defined Contribution Scheme. They participate in the scheme on the same terms as other employees and the Society contributes to the scheme on behalf of its employees.

Payments including pension contributions for the Executive Leadership Team members in the period to 31 March 2024 totalled £522k (2023: £582k).

Further details of the Executive Leadership Team members' remuneration packages are included in note 11 to the audited financial statements.

## Employees

**We have 609 employees who currently help RBH deliver quality housing and associated services to customers across Rochdale.**

The year has seen a great deal of change with significant progress made toward our recovery plan. There have been many adjustments made to processes, systems and working practices to make our customers' lives better. We are immeasurably proud of how well our people have embraced the need to change and are working tirelessly on our Recovery Plan calling out when they see something which needs to be improved.

As part of our recovery journey last year, we created RBH Academy focused on embedding a customer first culture throughout RBH. This year in addition to progressing two thirds of colleagues through the leading and delivering quality service programmes, we have also expanded the remit of this programme with continued focus on inclusivity. We also focus heavily on creating an environment of change where employees are given power to make a change and call things out when they see something which isn't right.

Wellbeing remains high on our agenda, with a programme of wellbeing events proving highly successful and absence figures taking a significant reduction.





## Colleague Engagement

**We believe colleague engagement is vital to the delivery of our Strategy and support of our customers. There are a number of ways in which our colleagues can engage with the Executive team and Board; through '11 @11 Q&A sessions, Our Voice Colleague forum, or simply dropping by to say hello. We use technology to ensure that those not available to attend in person get the best experience from replays of the engagement events.**

In recognition of the significant change the organisation has undergone, we have appointed an independent consultant to undertake a whole organisation culture survey to establish areas for improvement and help shape the upcoming people Strategy. We will use the data gathered to create more action orientated improvement plans for each service area.

Through engagement sessions, Colleagues helped us shape our new values to be rolled out in 2024.

Looking forward to 2024/2025, a new internal communications Strategy is in production, with the aim of ensuring all colleagues are aware of and actively engaging with the five new organisational values of putting people first, doing what we say, ensuring we are open and transparent, working as one and delivering quality.

## Attraction, retention and aspiration

**We continue to drive our inclusive recruitment agenda, using a broad range of recruitment marketing methods to attract under-represented talent, coupled with partnerships, community groups, and charities offering support to candidates through application and selection processes.**

We remain committed to fair pay and are proud to be accredited for our commitment to both the real living wage and real living hours. In addition to this we have undertaken a whole organisation benchmarking exercise to ensure all our salaries are in line with median market rates.

We have also expanded our early careers programme, taking on 11 apprentices and two new graduates.

Next year will see the launch of two new strategies - People and Culture, and Diversity Inclusion and Belonging – with the aim of improving colleague wellbeing and creating an empowered, engaged and connected workforce representative of the communities we serve.

## Operational Performance

### Operational Performance in the period

Performance is reported to Board and Committees throughout the year.

In 2023/2024, performance reporting included a suite of key performance indicators (KPIs) agreed by the Board and also the new Tenant Satisfaction Measures (TSMs).

As the previous Corporate Strategy had been suspended, a new suite of KPI's were agreed to focus on key areas of the business, whilst TSMs were based on a pilot carried out in February 2023. All targets set were intended to create some stretch in performance, although there was recognition that the TSM sample was based on a small pilot and the baseline was unlikely to be robust. In the absence of any other comparators, it was decided to continue with this through the year until benchmarking information and the results of the monthly surveys became available.

The Tenant Satisfaction Measures Standard came into force in April 2023. Many of the measures that we report are derived from the tenant perception survey which we run as a telephone survey. 100 surveys were completed initially each month to give us the required sample, although this number was increased to 200 every month from October 2023.

We have found that running the survey monthly has meant that we can be responsive to changes in satisfaction and makes the task of following up on individual feedback more manageable for teams.

Key indicators from the TSM's and from the agreed KPI's are presented below.

TSM DASHBOARD 2023/2024	2023/2024 Target	2023/0224 Actual	Status
% of customers satisfied with the overall service provided by RBH (TSM survey)	77%	73%	On Track

Overall customer satisfaction with services finished at 73% in March 2024 and although this represents an 8% drop against the previous year, performance remains slightly above the Housemark median of 72%. In the sector generally, complexities around decency, housing quality and repairs service issues lie at the heart of this decline in satisfaction – these issues are also true for us and remain our focus for improving services to customers as part of our new Corporate Strategy.

TSM DASHBOARD 2023/2024	2023/2024 Target	2023/0224 Actual	Status
Tenant Satisfaction that home is well maintained	78%	74%	On Track

Tenants' satisfaction that their home is well maintained has shown a month on month increase through the last four months of the year, increasing from 70.6% in November 2023 to 74.2% by March 2024, ending the year above the Housemark mid-year median of 72.5%.

Customer satisfaction on this measure is heavily influenced by the quality and responsiveness of the repairs service, as well as the overall condition of their home.


We entered 2023/2024 with the damp and mould taskforce in place, and having just launched our Recovery Plan. The plan set out a number of actions to improve the safety and quality of our homes, including undertaking a stock condition survey of all of our homes and concluding an external review of our repairs service, as well as continuing our work to address damp and mould.

Alongside this, we identified £45m of funding which we will spend over the next five years addressing known condition issues within homes and on improving the external environment in some areas.


During the first half of the year, we focused on addressing the issues that were being identified by the stock condition survey, as well as health and safety issues being identified by RBH colleagues and reported by customers. Damp and mould concerns were a key driver of demand during this period, and we therefore ensured that this team had the resources necessary to investigate and treat potential issues.

As we moved into the latter half of the year, we implemented a strengthened Property Services and Repairs leadership team and identified key priorities for the remainder of the year. As a result of the prioritisation of damp and mould issues, customers had experienced a delay in having repairs carried out, and a backlog of repairs had built up. We identified that we needed to invest circa £2.5m to address this and set aside £1m to be delivered through the remainder of the financial year. Work started on the delivery of this programme at the end of Q3, and £960k of backlog repairs were delivered by the end of Q4.


In addition to the investment outlined above, we were also successful in bidding for grant funding through the government's Social Housing Quality Fund. We received the largest grant amount of all of the registered providers in Greater Manchester, and successfully delivered £1.8m of grant funded works to address damp and mould in our homes, and measures to prevent it recurring. A total of 5,383 homes had interventions through the fund:




**39 homes had their cavity wall insulation upgraded to make them warmer**




**1,248 homes had new ventilation systems to improve ventilation, air quality and help prevent condensation which can lead to damp and mould**



**3,024 homes had damp and mould treatment and remedial works**



**693 homes had roofing works to address causes of damp and mould**



**379 homes had environmental sensors installed to enable conditions within their homes to be monitored to check for warning signs for damp and mould, such as low temperatures and/or high humidity, so that we can take proactive action to address this and advise and support our customers**

In addition to the delivery of significantly increased numbers of repairs and interventions to individual homes, we also have started to deliver our repairs service improvement plan. This will be a two-year programme of comprehensive improvement across all areas of the repairs service, and more widely across the Property Services Directorate. This programme aims to change the way in which our homes are repaired and maintained, realign service delivery and investment around customers needs and expectations, and ensure that we have the right people delivering the right interventions and works to homes with the customer at the heart of our processes.

Over the year, we focussed efforts on understanding and stabilising the service, ensuring appropriate controls and aligning resources, and have now moved into delivering longer term service improvement actions. As well as improving how we deliver services, the actions have also built on the work already underway to strengthen customer care.

Work has also commenced to map the end-to-end repairs processes, in preparation for reconfiguration during 2024/2025. Speed of completing repairs and communication are key issues to be addressed to continue to improve satisfaction.

Our increased investment programme to deliver the additional £45M of improvements over the next five years has commenced, and delivery will increase into 2024/2025.

By the end of March, we have successfully carried out stock condition surveys to the 90% of our homes where our customers provided access, which is above the usual 80-85% access rates that are common across the sector. This data is now being used to develop the detail of our investment programmes for the coming years.

KPI DASHBOARD 2023/2024	2023/2024 Target	2023/0224 Actual	Status
% of repair appointments made that are kept	97.0 %	95.1%	Outside target
% of repair jobs that are completed right first time	98.5%	97.7%	Outside target

Additional demand for services has meant we have finished just under target for both of these KPIs. A number of actions to address performance have been taken in the latter half of the year as part of the implementation of the repairs service improvement plan, including:

- Reviewing repairs demand and increasing the level of operative resource required to meet this within core trades, to provide capacity to make appointments for customers.
- Strengthening repairs planning capacity to improve communication with customers and ensure that where appointments cannot be kept, the customer is contacted and a new appointment made.
- Improvements to the planning scheduling software, to make it operate more effectively and provide planners with improved visibility of appointments and resources.
- Putting trades which were not previously using the scheduling software onto it, so increased numbers of appointments can be offered to customers.

PROPERTY SAFETY KPI DASHBOARD 2023/2024	2023/2024 Target	2023/0224 Actual	Status
% of Gas Certificates in date	100%	99.2%	Outside target
% of Electrical Safety Certificates in date (domestic)	100%	92.6%	Outside target
% of Electrical Safety Certificates in date (communal)	100%	98.1%	Outside target
% FRAs in date	100%	100%	Within target
% Homes with an asbestos management report – statutory obligation	100%	91.6%	Outside target
% of Legionella Tests in date – statutory obligation	100%	89.0%	Outside target
% Lift Inspections carried out to statutory timescales (Passenger)	100%	97.8%	Outside target

Overdue gas safety checks have risen steadily in the first half of the year, due to customers not providing access. Instigation of court action commenced at the end of October, and all overdue cases are now following a strengthened and tightly controlled process to gain access, with immediate referral to our solicitors for court action when that has been exhausted. Injunctions are now being received and are being actioned. The access process has been strengthened and this provides additional time to carry out the necessary servicing and works. The number of properties with in-date gas safety certificates had decreased steadily in the first six months of the year (falling to 98.9% in September) and the change in processes have halted the fall and increased compliance to 99.2% at the end of March. As injunctions are actioned, performance will continue to increase.

We have had an increasing number of properties which have overdue electrical inspections as we have progressed through the year, with customer access being the main reason for this. As we have now exhausted our access processes, a range of interventions will be taken in the early part of 2024/2025 to address this, including test cases for court injunctions and working with the council to see if alternative routes can be found (i.e. Section 239 of the Housing Act 2004).

Performance on meeting our statutory compliance duties for fire safety, asbestos surveys and re-inspections and water hygiene has been strong through the year.

KPI DASHBOARD 2023/24	2023/2024 Target	2023/0224 Actual	Status
Average turnaround on empty homes (days) - minor	18	27	Outside target
Average turnaround on empty homes (days) - major	45	115	Outside target

There have been some significant challenges in terms of letting empty homes over the year, with rent loss finishing at 3.7% against a target of 1.3% and longer wait times for applicants for their new homes. A new empty homes standard that was introduced to deal with historic underinvestment has meant that homes are being re-let to a much higher standard than previously and this has had a significant impact on customer satisfaction levels with new homes, up from 70.49% to 87.07%.

The majority of our empty homes required significant investment; 483 homes (70%) this year have been major voids with only 207 (30%) requiring only minor works. The major works included component renewals such as kitchens, bathrooms and rewires, heating upgrades and extensive plastering and other non-capital works.

Unfortunately, the increased standard resulted in homes taking much longer to repair for new customers and this created a backlog of empty homes which needed significant work to bring them up to the new standard. Continuing difficulties to recruit to some trades further added to delays but the addition of new contractors increased capacity to deal with the backlog to ensure this was cleared as quickly as possible.

A further review of the end-to-end empty homes process, with external consultancy support has identified significant manual intervention and handoffs with resultant delays and wasted effort which add time and cost to the relet process. The resultant action plan will be delivered through 2024/2025 to improve end to end times and reduce rent loss from empty homes so that customers can benefit from moving into their new homes much quicker.

KPI DASHBOARD 2023/2024	2023/2024 Target	2023/0224 Actual	Status
Controllable tenancy turnover (excludes terminations where tenant is deceased)	5%	4.4%	Within target

The “patch-based” housing management model continues to be embedded and Neighbourhood Housing Officers have increased knowledge of the communities in which they work. Our tenancy turnover this year was higher than anticipated due to an increased number of direct lets due to property condition. We also released 119 homes through our proactive work with customers living in homes that were not suitable for their needs due to adaptations being required or due to under-occupation.

Reasons for terminations are examined every quarter – we know the main reason for the termination of tenancies is due to ‘deaths’ but there has also been an increase in the number of abandoned tenancies which is not unusual given the social and economic problems being experienced by customers during the cost-of-living crisis.

We are focused on reducing the number of tenancies that fail and have implemented measures to review a sample of tenancies that have ended, and those that are at risk of eviction, to see if there is anything we could, or should, do differently. This learning and continuous improvement is then shared amongst teams so that the focus on sustaining tenancies remains a priority.

KPI DASHBOARD 2023/2024	2023/2024 Target	2023/0224 Actual	Status
Rent Arrears of Current Tenants	4%	4.3%	Outside target

Rent income services have continued to face a particularly challenging year with customers on the lowest incomes struggling with the cost-of-living crisis. Our focus has remained on supporting customers and with additional investment into our Money Matters team, 686 customers benefitted from additional income maximisation initiatives and as a direct result of our interventions, an additional £2M was gained for the benefit of customers.

The landscape in terms of rent collection will continue to be challenging as the Department of Works and Pensions (DWP) has announced plans of managing legacy benefit claimants over to Universal Credit in the Borough over the course of the next year. This poses risks in terms of collection rates for rent as payments will be made directly to customers which, based on previous experience could result in higher rent arrears and potentially put tenancies at risk. A detailed plan is in place to mitigate the risks, and this includes working closely with Rochdale Borough Council and the DWP. A communications plan is in place for customers to offer help and support to migrate from the legacy benefits.

KPI DASHBOARD 2023/2024	2023/2024 Target	2023/0224 Actual	Status
% of customers who are satisfied with RBH approach and handling of anti-social behaviour	58%	68.1%	Within target
% of customers who are satisfied that RBH makes a positive contribution to the Neighbourhood	75%	74.9%	Outside target

The anti-social behaviour (ASB) service has undergone some significant changes over the last year as a result of previous learnings - policies and procedures have been revised with input from customers and colleagues, additional training has also been provided to the teams dealing with ASB and closer working with the Police and Rochdale Council has delivered improvements. In total, 522 reports of ASB were made compared to 527 in the previous year. The main report of ASB was noise related reports which accounted for 197 (37%) of the total reports. Noise-related reports continue to be the single highest type of report made to RBH which is a common picture across the sector, and this will remain an area of focus for us to ensure customers are able to enjoy their homes, free from any form of nuisance.

Linked to this is customers perceptions of RBH making a positive contribution towards neighbourhoods. We know that we cannot change neighbourhoods on our own and we have focussed attention on working with other stakeholders such as the Police and other agencies to tackle issues of concern to our customers.

We are very proud to have received formal recognition for our work alongside Greater Manchester Police for the role we played in Operation Affect, an operation to tackle organised crime. The trialling using Clear, Hold, build methodology is a new approach to partnership working, and its success rests upon partnership collaboration, integration and alignment. This approach of working with others to make a positive contribution will continue as we further improve services to customers.

**Key:**

- Outside target
- Within tolerance level, close to the target
- Within target

## Sustainability and Zero Carbon

**Tackling the climate emergency is one of the greatest challenges we all face. We remain committed to helping achieve the Greater Manchester carbon neutrality targets by 2038, making our communities greener and climate resilient and reducing the impact our operations have on the environment. We recognise we cannot do this alone and have maintained our partnerships with stakeholders, customers, and peers to work towards a low carbon future.**

As a result of the focus on delivering our corporate recovery plan in 2023/2024, we have needed to concentrate our efforts on addressing the priority issues and risks in our homes and rebuilding our relationships with our customers. We have therefore had to refocus some resources away from our sustainability work, meaning that some of the actions we had intended to deliver will be recommenced in 2024/2025.

We recognised that we needed to strengthen our understanding of the energy performance of our homes, so during 2023/2024 we have carried out 4,311 EPCs, bringing all of our existing EPC certificates and data up to date and filling gaps in any data across our property archetypes. We will use this during 2024/2025 to model and identify the costs necessary to improve the energy efficiency ratings of our homes and work towards decarbonisation.

85.7% of our homes are now energy performance rated C or above, which is an increase of 3% during the year, and we are in a favourable position compared to the wider social housing sector. Most of our homes not currently reaching EPC C are EPC D rated (14%), and 0.3% are EPC E. We are developing our new asset management Strategy, and this will direct our work for the next 12 months to develop plans to ensure all homes are EPC C, as a minimum, by 2030.

Work undertaken to improve the environmental sustainability of our homes has included:

- Using Social Housing Decarbonisation Funding (SHDF) to deliver whole-house fabric first retrofit works to improve the energy efficiency and thermal comfort of some of our worst performing homes, reducing carbon and helping to tackle fuel poverty. Retrofit measures have been installed to PAS 3035 standard, and these will be monitored to inform future works and impacts from a tenant's perspective.
- The roll out of carbon literacy training began this year and will recommence in 2024/2025. The training will provide staff with a knowledge and understanding of climate change impacts and action they can take both inside and outside of work. Currently 32% of employees have been trained.
- We have rolled out our new Empty Homes Standard, which has incorporated an objective that all properties achieve EPC C prior to re-let, where possible. This means we incorporate measures such as insulation top ups and heating upgrades.
- A loft and cavity wall insulation programme has targeted properties with low levels of loft insulation as well as no or defective cavity wall insulation.
- Works to address damp and mould in our homes, with the benefit of £1.8M grant funding from the government's Social Housing Quality Fund. This has included works which contribute to the sustainability of our homes, including:
  - upgrading the cavity wall insulation to an additional 39 homes;
  - installing environmental sensors to 379 homes so customers can align their heating and ventilation to their home to improve indoor air quality and reduce the risk of damp and mould;
  - the installation of 1,248 ventilation systems which also improve air quality and reduce the risk of damp and mould, as well as helping to retain heat within the property as purge ventilation (which causes rapid heat loss) is no longer required.

Sustainable procurement has been embedded into our tender processes, with between 5-10% of the overall score given for demonstrating how our supply chains are reducing their impact on the environment and can help deliver further savings through the projects they deliver on our behalf.

In addition to these measures, we have delivered a number of other initiatives during 2023/2024:

### • Feel Good Family Picnics

We have worked in partnership with Rochdale Borough Council and other organisations to deliver a series of events where food grown from seed by RBH was given to members of the public, together with plants, and combined with education about food waste and growing vegetables.

### • Optimisation Study at The Strand

We identified that the energy bills for one of our relatively new community hub buildings which is part of a heat network were higher than expected. We successfully secured funding from the Heat Network Efficiency Scheme (HNES) for a study to determine the causes. The study has now reported, and we are exploring options for implementing the recommendations.

### • Flood defence work

We are working with Rochdale Council to identify properties at risk of flooding, or areas where we can install measures to prevent flooding elsewhere. We have started to look at potential options to reduce the flood risk at two of our independent living schemes, and Rochdale Council are to survey a number of our homes as part of looking at options for wider flood defence measures.

## Financial Review of the year

### I&E

#### Summary

This year RBH have recorded a small operating loss of 0.8m (before the pension adjustment which was £0.7m in 2023/2024), and a overall total surplus of £2.3m. The year has presented some financial challenges as RBH have focused on it's delivery of the recovery plan following on from the inquest in November 2022 and also an uncertain economic outlook has presented some adverse conditions felt more widely across the sector.

£'000	2021/2022	2022/2023	2023/2024	YOY
Pension Adjustment	(2,828)	(2,522)	(708)	1,814
Operating Surplus £m*	6,604	3,204	(782)	(3,986)
Operating Margin %	6.60	1.19	(2.42)	(3.61)
Overall Surplus £m	3,542	4,570	2,298	(2,272)

\*Before income from sale of fixed assets and pension adjustment.

RBH finished the year reporting 12,357 homes owned and/or managed which included 38 new build properties at the Strand and Balderstone scheme and 75 property sales.



### Turnover

Our total income increased in 2024 from £57m to £61m.

£'000	2021/2022	2022/2023	2023/2024	YOY
Social Housing Rent	51,087	53,364	57,411	4,047
Non-Social Housing Income	344	256	392	136
Shared Ownership First Tranche Sales	100	-	-	-
Regeneration Grant	1,273	820	216	(604)
SHQF Grant	-	-	942	942
Other Income	4,398	2,930	2,472	(458)
<b>Total</b>	<b>57,202</b>	<b>57,370</b>	<b>61,433</b>	<b>4,063</b>

### Highlights for 2023/2024 include:

#### 7% increase

in rents across the Board in line with the Governments cap on National Rent Policy

**£216k** grant funds to support **Regeneration Programme**

**£1.8m SHQF grant to fund mould & damp treatment** to 3,900 homes, £941,548 of which was revenue

**RBH** recorded a year-end position of **1.07% bad debts** and **3.92% empty homes**

## Operating Costs

£'000	2021/2022	2022/2023	2023/2024	YOY
<b>Social Housing Activities</b>	<b>45,489</b>	<b>47,906</b>	<b>58,854</b>	<b>10,948</b>
Management Costs	14,376	14,780	16,400	1,620
Service charge costs	5,151	6,497	7,336	839
Repairs & Maintenance	16,118	15,790	22,853	7,063
Major Works	2,654	3,273	4,835	1,562
Other	2,377	2,392	1,588	(804)
Depreciation,	4,813	5,174	5,842	668
<b>Non Social/Other SH Housing Activities</b>	<b>7,937</b>	<b>8,782</b>	<b>4,069</b>	<b>(4,713)</b>
Regeneration Programme	3,628	5,894	2,376	(3,518)
Other	4,309	2,888	1,693	(1,195)
<b>Total</b>	<b>53,426</b>	<b>56,688</b>	<b>62,923</b>	<b>6,235</b>

## Highlights for 2023/2024 include:

Management Costs have increased due to employee costs and exceptional costs to support the delivery of RBH's recovery plan.

Repairs costs have increased and include:  
 - **81,582** number of repairs completed at **10,534** homes, blocks and communal areas.  
 - **£1.4m** invested into the treatment of mould and damp.  
 - **£1m** into clearing a backlog of works.  
 - **£9m** invested into bringing 690 empty homes to RBH's enhanced lettable standard.

**Regeneration costs include rehousing**, site clearance and council tax on empty properties at Lower Falinge and College Bank estates.

**Major works include £1.7m** invested into the refurbishment of properties at RBH's Lower Falinge estate.

## Other Costs & Activities

£'000	2021/2022	2022/2023	2023/2024	YOY
<b>Surplus on sale of fixed assets</b>	<b>4,396</b>	<b>4,532</b>	<b>3,503</b>	<b>(1,029)</b>
Interest	(4,375)	(546)	184	730
Other	(255)	(98)	82	180
<b>Total</b>	<b>(234)</b>	<b>3,888</b>	<b>3,769</b>	<b>(119)</b>

## Highlights for 2023/2024 include:

**RBH sold 75 properties:** 47 RTB, 26 RTA and 2 on the open market.

Interest records a net income position as interest receivable becomes higher than interest payable, where RBH benefit from low interest rates on fixed loans and high interest rates on current cash surpluses.

RBH has spent £19.4m in capital costs in 2024 and a summary is presented below:

Capital Summary £'000	2021/2022	2022/2023	2023/2024	YOY
Investment Programme	10,697	11,824	16,287	4,463
Regeneration	601	476	356	(120)
New Build	8,893	3,132	1,821	(1,311)
IT	1,306	655	921	266
<b>Total</b>	<b>21,497</b>	<b>16,087</b>	<b>19,385</b>	<b>3,298</b>

Investment included works on:



**Replacement of 136 windows and doors, 747 kitchen, bathroom and wet rooms, 490 central heating distributions, 167 boilers and 543 properties were rewired.**



**£1.140m on Jack McCann Independent Leaving Schemes refresh.**



**Stock Condition Survey at 90% of RBH homes.**



**£0.8m on Positive Input Ventilators.**



**38 New Builds completed at The Strand and Balderstone.**



**Regeneration costs include the acquisition of the Pitstop Land Site, part supported by Township Regeneration grant and leaseholder buy backs at College Bank.**



**IT capital projects included laptop roll out, Mould and Damp initiatives, Assistive Technology at our ILS schemes, upgrades to the Open Housing system, Cyber Security and IT Infrastructure.**

Statement of Financial Position £'000	2021/2022	2022/2023	2023/2024	YOY
Fixed Assets	178,222	188,976	200,937	11,961
Current Assets	99,410	81,783	81,091	(692)
Creditors Due within 1 Year	(23,189)	(27,509)	(28,075)	(566)
Creditors Due After 1 Year	(64,966)	(64,801)	(65,331)	(530)
Refurbishment provision	(43,800)	(25,582)	(32,807)	(7,225)
Pension asset/liability	(3,609)	2,091	-	(2,091)
<b>Total Net Assets</b>	<b>142,068</b>	<b>154,958</b>	<b>155,815</b>	<b>857</b>
Income & Expenditure Reserves	145,677	152,867	155,815	2,948
Other Reserves	(3,609)	2,091	-	(2,091)
<b>Capital &amp; Reserves</b>	<b>142,068</b>	<b>154,958</b>	<b>155,815</b>	<b>857</b>

RBH's gearing has been consistently low over time. This is expected to increase slightly over the next few years due to high levels of investment and additional funding however maintains good headroom throughout its 30-year plan.

## CASHFLOW

**Cash has decreased by £9.3m in the year reporting balances of £26.5m at 31 March 2024.**

Cash Flow £M	2021/2022	2022/2023	2023/2024	YOY
<b>Net Cash Inflow from Operating Activities</b>	<b>12,031</b>	<b>6,877</b>	<b>5,040</b>	<b>(1,837)</b>
Purchase of Tangible Fixed Assets	(21,705)	(15,572)	(19,537)	(3,965)
Proceeds for Sale of Tangible Fixed Assets	5,585	5,991	4,226	(1,765)
Grants Received	2,420	711	1,418	707
Interest Received	29	775	1,490	715
Investment	(268)	-	-	-
<b>Net Cash Flow used in Investing Activities</b>	<b>(13,939)</b>	<b>(8,095)</b>	<b>(12,403)</b>	<b>(4,308)</b>
Interest Paid	(4,353)	(1,274)	(1,254)	20
Net Borrowing	3,872	(761)	(731)	30
<b>Net Cash Used in Financing Activities</b>	<b>(481)</b>	<b>(2,035)</b>	<b>(1,985)</b>	<b>50</b>
<b>Net Change in Cash &amp; Cash Equivalents</b>	<b>(2,389)</b>	<b>(3,253)</b>	<b>(9,348)</b>	<b>(6,095)</b>

RBH has liquidity in excess of 18 months and expects to draw on existing facilities in 2025/2026.

## Financial Measures

In line with The Charter for Social Housing Residents, RBH's performance in relation to the three financial measures of administrative costs and executive remuneration are as follows:

Theme	Measures	£	£
		2024	2023
Executive Remuneration	Chief Executive salary per property	6.96	13.07
	Executive Remuneration per property	42.32	46.96
Efficiency and Effectiveness	Management costs per property	1,404	1,350

## Pension costs

From the 1 January 2017 new employees were not admitted to the GMPF. New employees were admitted to the Royal London pension scheme which is a Defined Contribution Scheme. This is a qualifying pension scheme, which means it meets or exceeds the government's standards.

RBH has Admitted Body Status in the Local Government Pension Scheme (LGPS), a defined benefit final salary pension scheme. The LGPS is a multi-employer scheme with more than one participating employer. The scheme is administered by Greater Manchester Pension Fund (GMPF). RBH contributed to the scheme on behalf of its members. In order to cover the liability in relation to employees joining since Transfer, a bond is in place with RBH's bankers.

The scheme complies with the relevant provisions of the Pension Schemes Act 1993, the Pensions Act 1995, the Pensions Act 2004 and the Pensions Act 2008. In addition, RBH has 2 employees who are not on RBH's terms and conditions and therefore we also operate the NEST scheme for these employees.

## Capital Structure and Treasury Policy

The control of Treasury Management at RBH has three constituent parts: policy, Strategy and procedures. Responsibility for the implementation and monitoring of the Treasury Management Manual rests with the Executive Director of Finance and Development with overview by the Board. The Treasury Strategy is reviewed annually in line with the Business Plan with an additional review halfway through the year.

The loan facility as at the 31 March 2024 is £76m with £46m having been drawn down. £2m of drawn facilities relates to former Brighter Horizons homes and £0.5m to the undrawn overdraft facility. This is detailed in note 18, 19 and 31. These loans are all on a fixed rate and covenant compliant in year. RBH are not expecting covenant breaches in the future.

RBH refinanced in 2021/2022 and achieved more favourable rates and terms which achieved good value for money.

## Credit Risk

Income generated through rent and other charges is vital to the ability to deliver the priorities within our Corporate Strategy. RBH is committed to arrears prevention by working with members to promote a rent payment culture. The Rent and Payments Team works closely with the RBH teams and other agencies to help customers to sustain their tenancies. The cost-of-living crisis has impacted and will continue to impact tenants' ability to pay rents into the future.

## Counterparty Risk

Surpluses are invested in approved UK institutions, which fall within the scope of the Treasury Policy. Cash balances at the year-end were invested with NatWest Bank, the Public Sector Deposit Fund (CCLA) and Aberdeen Standard Investments (ASI) Limited.

## Interest Rate Risk

In respect of borrowings RBH seeks to minimise risk by ensuring that its borrowings contain a balanced mix of fixed and variable interest rate structures where possible with target for fixed debt meeting a minimum of 60%. At the year-end all debt was at a fixed rate under the loan facilities.

High interest rates have also generated high levels of interest receivable on high cash surpluses increasing the net interest receivable in the year as it becomes higher than interest payable.

## Liquidity Risk

RBH has a cash balance of £26m (2023: £36m) at the year-end. Cash surpluses are expected to continue to decrease significantly as investment into existing homes accelerates in 2023/2024 however £30m in undrawn funds and £500K overdraft remain available to RBH.

This provides sufficient funds for at least the next 18 months from the date of signing these financial statements.

## Currency Risk

RBH borrows only in sterling and so does not have any currency risk.

## Business Plan

RBH produce an annual 30-year plan which requires the approval of the Board and is sent to our funders Danske Bank, MORhomes and Santander for information. The 2024/2025 Business Plan will form our Financial Forecast Return to the RSH in 2024.

## Donations

A gift-aid donation relating to the financial year 2023/2024 from RBH (D&B) Ltd to RBH totalling £57k is intended to be paid later in the year 2024/2025.

## Going Concern

**The RBH Board made its assessment of going concern in September 2024 and confirmed this at the date of signing. The Business Plan has been validated by external Treasury Advisors Chatham Financial and is considered robust. All funders' covenants are compliant, and refinance is expected in year 3. The plan will be updated for any material changes identified throughout the year.**

Stress testing is linked closely with our Strategic and Operational Risk Registers and the RSH Sector Risk profile. Scenarios were agreed by the Board. Testing demonstrates scenarios could be brought back to the plan's original parameters with mitigations. There were 4 scenarios where mitigations were considered more extreme. The stress testing specifically visits higher increases in costs especially related to asset management, development, and repairs. The stress testing focussed on indicators such as funding covenants, cash, peak debt, security, cost per unit and profit. Further stress testing will be carried out with any revisions of the plan.

The approved Business Plan benefits from a high level of headroom of opening cash balances of £26.3m (actual £26.5m) and £30m undrawn against its current facility and is now expected to require more funding at year 3. This sits comfortably outside of the 18-month liquidity best practice. Cashflows are being monitored, and further funding revisited at our next Treasury Strategy update later this year.

Gearing is low at year 1 14%, year 2 19% and year 3 23% therefore capacity to borrow is relatively high with a maximum capacity of £189m borrowings at year 3 against a funding need of £81m.

The going concern assessment also includes a particular focus on:

- Rent collection and bad debt provision
- Property valuation and impairment
- Pension valuation
- Properties for sale
- Properties under construction
- Impact of the inquest and downgrade

Going Concern has also been evaluated against the backdrop of a current uncertain economic climate due to the Ukraine/Russian War and Cost of Living Crisis affecting inflation, interest rates, energy and fuel price increases. Stress testing has been prepared against these risk factors and confirm Going Concern. This continues to be monitored over time.

After due consideration, the Board is confident that RBH has sufficient resources to continue to operate into the foreseeable future and it has therefore prepared these financial statements on a going concern basis.

## Principal Risks and Uncertainties

The risks in the table below are the most significant risks to the organisation, that are included in the strategic risk register as at May 2024. Each of these risks has a plan to mitigate them further.

No	Risk	I	R
SR28	Non-compliance with Building safety, H&S, legal and or regulatory compliance: Fire, Gas, EICR, Asbestos, Water, Lifts and Damp and Mould (Big 7).	25	20
SR27	Multiple systems combined with a lack of system interface leads to poor colleague and customer experience.	25	20
SR41	Business continuity plan is not effective.	20	16
SR35	Repairs function ineffective and not meeting needs of customers.	20	16
SR25	RBH is unable to find a long term sustainable and financially viable solution for College Bank that benefits tenants, Rochdale residents & RBH.	25	15
SR38	Insufficient funds to meet strategic and operational priorities.	20	15
SR13	Poor data governance discipline impacts on data quality.	25	12
SR1	Harm to residents due to poor property condition including damp and mould.	25	12
SR2	Further regulatory action as a result of non-delivery of recovery plan.	25	12
SR16	Cyber security attack resulting in major business interruption.	20	12
SR33	Volatile economic environment impacts on service resilience.	20	12
SR30	RBH services fail to meet the needs of customers.	16	12
SR42	Adverse media attention causes reputational damage to RBH.	12	9

The Board confirms that the form and content of this strategic report has been prepared in accordance with the 2018 SORP for Registered Social Housing Providers.

The Strategic Report was approved by the Board on 4 September 2024, and signed on its behalf by:



**Marcus Roe**

Secretary

4 September 2024



**Kevin Brady**

Chair of the Board

4 September 2024



**Amanda Newton**

Chief Executive

4 September 2024

# INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ROCHDALE BOROUGHWISE HOUSING LIMITED FOR THE YEAR ENDED 31 March 2024

## Opinion

**We have audited the financial statements of Rochdale Boroughwide Housing Limited ("the Association") and its subsidiary ("the Group") for the year ended 31 March 2024 which comprise the Consolidated and Association Statement of Comprehensive Income, Consolidated and Association Statement of Financial Position, Consolidated and Association Statement of Changes in Reserves, Consolidated Statement of Cash Flows and the notes to the financial statements, including a summary of significant accounting policies in Note 1.**

The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the Group's and of the Association's affairs as at 31 March 2024 and of the Group's income and expenditure and the Association's income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Co-operative and Community Benefit Societies Act 2014, the Co-operative and Community Benefit Societies (Group Accounts) Regulations 1969, the Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing 2022.

## Basis for Opinion

**We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law.**

Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Group and Association in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## Conclusions Relating to Going Concern

**In auditing the financial statements, we have concluded that the Board's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.**

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Group's or the Association's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Board with respect to going concern are described in the relevant sections of this report.

## Other Information

**The other information comprises the information included in the Annual Report, other than the financial statements and our auditor's report thereon. The Board is responsible for the other information. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.**

In connection with our audit of the financial statements our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information.

If based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

## Matters on Which We Are Required to Report by Exception

We have nothing to report in respect of the following matters in relation to which the Co-operative and Community Benefit Societies Act 2014 or the Housing and Regeneration Act 2008 requires us to report to you if, in our opinion:

- the Association has not maintained a satisfactory system of control over transactions; or
- the Association has not kept proper accounting records; or
- the Association's financial statements are not in agreement with books of account; or
- we have not received all the information and explanations we require for our audit.

## Responsibilities of the Board

As explained more fully in the Statement of the Board's Responsibilities in respect of the accounts set out on page 21, the Board is responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Board determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Board is responsible for assessing the Group's and the Association's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board either intends to liquidate the Group or the Association or to cease operations, or has no realistic alternative but to do so.

## Auditor's Responsibilities for the Audit of the Financial statements

**Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.**

Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

## Extent to which the audit was considered capable of detecting irregularities, including fraud

**Irregularities, including fraud, are instances of non-compliance with laws and regulations.**

We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- We obtained an understanding of laws, regulations and guidance that affect the Group and Association, focusing on those that had a direct effect on the financial statements or that had a fundamental effect on its operations. Key laws, regulations and guidance that we identified included the Co-operative and Community Benefit Societies Act 2014, the NHF Code of Governance 2020, the Regulatory Standards, the Statement of Recommended Practice for registered housing providers: Housing SORP 2018, the Housing and Regeneration Act 2008, the Accounting Direction for Private Registered Providers of Social Housing 2022, tax legislation, health and safety legislation, and employment legislation.
- We enquired of the Board and reviewed correspondence and Board meeting minutes for evidence of non-compliance with relevant laws and regulations. We also reviewed the controls the Board have in place, where necessary, to ensure compliance.
- We gained an understanding of the controls that the Board have in place to prevent and detect fraud. We enquired of the Board about any incidences of fraud that had taken place during the accounting period.
- The risk of fraud and non-compliance with laws and regulations was discussed within the audit team and tests were planned and performed to address these risks. We identified the potential for fraud in the following areas: laws related to the construction and provision of social housing recognising the regulated nature of the Group's activities.
- We reviewed financial statements disclosures and supporting documentation to assess compliance with relevant laws and regulations discussed above.
- We enquired of the Board about actual and potential litigation and claims.
- We performed analytical procedures to identify any unusual or unexpected relationships that might indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud due to management override of internal controls we tested the appropriateness of journal entries and assessed whether the judgements made in making accounting estimates were indicative of a potential bias.

Due to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing fraud or non-compliance with laws and regulations and cannot be expected to detect all fraud and non-compliance with laws and regulations.

## Use of Our Report

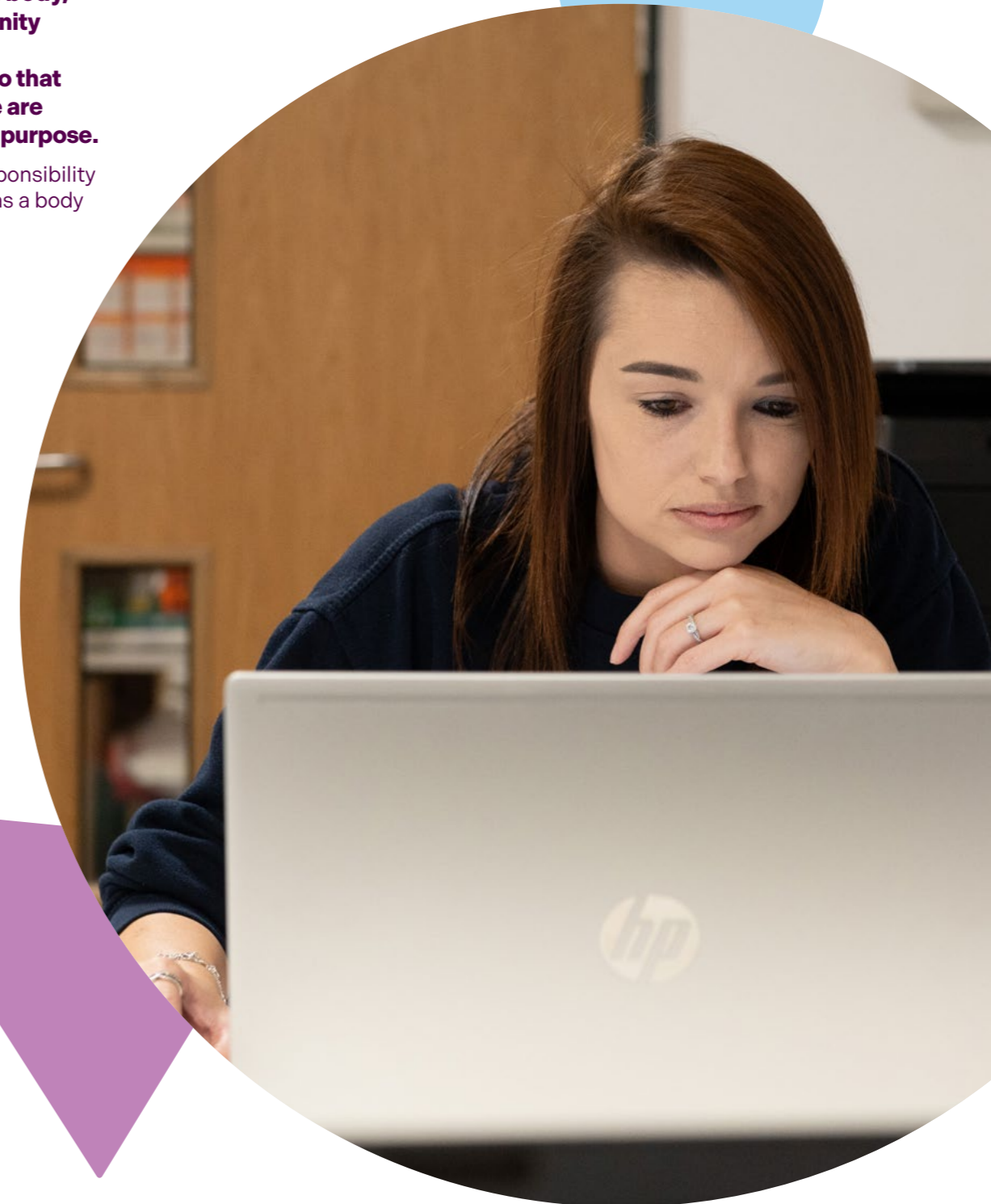
**This report is made solely to the Association's members as a body, in accordance with section 87 of the Co-operative and Community Benefit Societies Act 2014 and Section 128 of the Housing and Regeneration Act 2008. Our audit work has been undertaken so that we might state to the Association's members those matters we are required to state to them in an auditor's report and for no other purpose.**

To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Association and the Association's members as a body for our audit work, for this report, or for the opinions we have formed.

*Beever and Struthers*

Beever and Struthers - Statutory Auditor  
One Express  
1 George Leigh Street  
Manchester  
M4 5DL

Date: 19 September 2024





# CONSOLIDATED AND ASSOCIATION STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 MARCH 2024

	Note	RBH Group		RBH Limited	
		2024	2023	2024	2023
		£'000	£'000	£'000	£'000
Turnover	2	61,376	57,288	61,433	57,370
Operating expenditure	2	(62,938)	(56,693)	(62,923)	(56,688)
Surplus on sale of fixed assets	4	3,503	4,532	3,503	4,532
<b>Operating surplus</b>		<b>1,941</b>	<b>5,127</b>	<b>2,013</b>	<b>5,214</b>
Interest receivable	5	1,490	775	1,489	775
Interest payable and similar charges	6	(1,306)	(1,321)	(1,306)	(1,321)
Other finance income/ (cost)	7	82	(98)	82	(98)
Investment income		-	-	20	-
<b>Surplus before taxation</b>	<b>8</b>	<b>2,207</b>	<b>4,483</b>	<b>2,298</b>	<b>4,570</b>
Taxation on surplus on ordinary activities	13	-	-	-	-
<b>Surplus for the financial year</b>		<b>2,207</b>	<b>4,483</b>	<b>2,298</b>	<b>4,570</b>
Actuarial (loss) / gain on defined benefit pension scheme	12	(1,465)	8,320	(1,465)	8,320
<b>Total comprehensive income for the year</b>		<b>742</b>	<b>12,803</b>	<b>833</b>	<b>12,890</b>

All amounts relate to continuing activities.

The notes on pages 38 to 54 form part of these financial statements.

Investment income relates to gift aid donation relating to the financial year 2023/2024 from RBH (D&B) Ltd to RBH. £57k is intended to be paid later in the financial year 2024/2025 and is not recognised in the accounts.

The financial statements on pages 33 to 54 were approved and authorised for issue by the Board on 4 September 2024 and signed on its behalf by:



**Marcus Roe**

Secretary

4 September 2024



**Kevin Brady**

Chair of the Board

4 September 2024



**Amanda Newton**

Chief Executive

4 September 2024

# CONSOLIDATED AND ASSOCIATION STATEMENT OF FINANCIAL POSITION AS AT 31 MARCH 2024

	Note	RBH Group		RBH Limited	
		2024	2023	2024	2023
		£'000	£'000	£'000	£'000
<b>Fixed assets</b>					
Tangible fixed assets - housing properties	<b>14a, b</b>	194,220	182,831	195,652	184,106
Tangible fixed assets- other	<b>14c</b>	5,017	4,602	5,017	4,602
Investment assets	<b>15</b>	268	268	268	268
<b>Total tangible fixed assets</b>		<b>199,505</b>	<b>187,701</b>	<b>200,937</b>	<b>188,976</b>
<b>Current assets</b>					
Stock	<b>16</b>	566	447	566	447
Debtors receivable within one year	<b>17</b>	21,673	20,854	21,333	19,985
Debtors: due in more than one year	<b>17</b>	32,807	25,582	32,807	25,582
Cash at bank and in hand		26,499	35,847	26,385	35,769
<b>Total Current assets</b>		<b>81,545</b>	<b>82,730</b>	<b>81,091</b>	<b>81,783</b>
Creditors: amounts falling due within one year	<b>18</b>	(28,451)	(28,444)	(28,075)	(27,509)
<b>Net current assets</b>		<b>53,094</b>	<b>54,286</b>	<b>53,016</b>	<b>54,274</b>
<b>Total assets less current liabilities</b>		<b>252,599</b>	<b>241,987</b>	<b>253,953</b>	<b>243,250</b>
Creditors: amounts falling due after more than one year	<b>19</b>	(65,331)	(64,801)	(65,331)	(64,801)
Refurbishment provision	<b>20</b>	(32,807)	(25,582)	(32,807)	(25,582)
Pension asset	<b>12</b>	-	2,091	-	2,091
<b>Net assets</b>		<b>154,461</b>	<b>153,695</b>	<b>155,815</b>	<b>154,958</b>
<b>Capital and reserves</b>					
Pension reserve	<b>12</b>	-	2,091	-	2,091
Income and expenditure reserve		154,461	151,604	155,815	152,867
		<b>154,461</b>	<b>153,695</b>	<b>155,815</b>	<b>154,958</b>

The notes on pages 38 to 54 form part of these financial statements. The financial statements on pages 33 to 54 were approved and authorised for issue by the Board on 4 September 2024 and signed on its behalf by:



**Marcus Roe**  
Secretary

4 September 2024



**Kevin Brady**  
Chair of the Board

4 September 2024



**Amanda Newton**  
Chief Executive

4 September 2024

# CONSOLIDATED STATEMENT OF CHANGES IN RESERVES FOR THE YEAR ENDED 31 MARCH 2024

Group	Income and Expenditure Reserve	Pension Reserve	Designated Reserve	Total
	£'000	£'000	£'000	£'000
<b>At 31 March 2023</b>	<b>151,628</b>	<b>2,091</b>	<b>(24)</b>	<b>153,695</b>
Surplus for the year	2,207	-	-	2,207
Actuarial loss relating to pension scheme (Note 12)	-	(1,465)	-	(1,465)
<b>Other Comprehensive Income for the year</b>	<b>-</b>	<b>(1,465)</b>	<b>-</b>	<b>(1,465)</b>
Transfer from Pension Reserve	626	(626)	-	-
Removal of Designated Reserve	-	-	24	24
<b>At 31 March 2024</b>	<b>154,461</b>	<b>-</b>	<b>-</b>	<b>154,461</b>

Group	Income and Expenditure Reserve	Pension Reserve	Designated Reserve	Total
	£'000	£'000	£'000	£'000
<b>At 31 March 2022</b>	<b>144,525</b>	<b>(3,609)</b>	<b>(24)</b>	<b>140,892</b>
Surplus for the year	4,483	-	-	4,483
Actuarial gain relating to pension scheme (Note 12)	-	8,320	-	8,320
<b>Other Comprehensive Income for the year</b>	<b>-</b>	<b>8,320</b>	<b>-</b>	<b>8,320</b>
Transfer from Pension Reserve	2,620	(2,620)	-	-
<b>At 31 March 2023</b>	<b>151,628</b>	<b>2,091</b>	<b>(24)</b>	<b>153,695</b>

The notes on pages 35 to 54 form part of these financial statements.

# ASSOCIATION STATEMENT OF CHANGES IN RESERVES FOR THE YEAR ENDED 31 MARCH 2024

RBH Limited	Income and Expenditure Reserve	Pension Reserve	Designated Reserve	Total
	£'000	£'000	£'000	£'000
<b>At 31 March 2023</b>	<b>152,891</b>	<b>2,091</b>	<b>(24)</b>	<b>154,958</b>
Surplus for the year	2,298	-	-	2,298
Actuarial loss relating to pension scheme (Note 12)	-	(1,465)	-	(1,465)
<b>Other Comprehensive Income for the year</b>	<b>-</b>	<b>(1,465)</b>	<b>-</b>	<b>(1,465)</b>
Transfer from Pension Reserve	626	(626)	-	-
Removal of Designated Reserve	-	-	24	24
<b>At 31 March 2024</b>	<b>155,815</b>	<b>-</b>	<b>-</b>	<b>155,815</b>

RBH Limited	Income and Expenditure Reserve	Pension Reserve	Designated Reserve	Total
	£'000	£'000	£'000	£'000
<b>At 31 March 2022</b>	<b>145,701</b>	<b>(3,609)</b>	<b>(24)</b>	<b>142,068</b>
Surplus for the year	4,570	-	-	4,570
Actuarial gain relating to pension scheme (Note 12)	-	8,320	-	8,320
<b>Other Comprehensive Income for the year</b>	<b>-</b>	<b>8,320</b>	<b>-</b>	<b>8,320</b>
Transfer from Pension Reserve	2,620	(2,620)	-	-
<b>At 31 March 2023</b>	<b>152,891</b>	<b>2,091</b>	<b>(24)</b>	<b>154,958</b>

The notes on pages 36 to 54 form part of these financial statements.

# CONSOLIDATED STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 MARCH 2024

	Note	RBH Group	
		2024	2023
		£'000	£'000
<b>Cash flows from operating activities</b>			
Surplus for the financial year			
Adjustments for:		<b>2,207</b>	<b>4,483</b>
Surplus on the sale of fixed assets	<b>4</b>	(3,503)	(4,532)
Depreciation of housing properties	<b>8</b>	5,842	5,174
Depreciation of other fixed assets	<b>8</b>	707	919
Impairment	<b>8</b>	155	1,172
Amortisation of government grant	<b>23,24</b>	(198)	(159)
Increase in stocks		(119)	(110)
(Increase)/decrease in debtors		(8,044)	15,024
(Increase)/decrease in creditors and provisions		7,527	(18,260)
Pension costs less contribution payable		708	2,522
Interest receivable	<b>5</b>	(1,490)	(775)
Interest payable and other finance costs	<b>6,7</b>	1,224	1,419
Asset reinvestment reserves written off		24	-
<b>Net cash generated from operating activities</b>		<b>5,040</b>	<b>6,877</b>
<b>Cash flows from investing activities</b>			
Purchase of tangible fixed assets		(19,537)	(15,572)
Proceeds from sale of tangible fixed assets		4,226	5,991
Grant received	<b>23</b>	1,423	711
Grant repaid to Homes England		(5)	-
Interest received	<b>5</b>	1,490	775
<b>Net cash used in investing activities</b>		<b>(12,403)</b>	<b>(8,095)</b>
<b>Cash flows from financing activities</b>			
Interest paid		(1,254)	(1,274)
Repayment of loans		(731)	(761)
<b>Net cash used in financing activities</b>		<b>(1,985)</b>	<b>(2,035)</b>
<b>Net decrease in cash and cash equivalents</b>		<b>(9,348)</b>	<b>(3,253)</b>
<b>Cash and cash equivalents at beginning of the year</b>		<b>35,847</b>	<b>39,100</b>
<b>Cash and cash equivalents at end of the year</b>		<b>26,499</b>	<b>35,847</b>

The notes on pages 38 to 54 form part of these financial statements.

# NOTES TO THE FINANCIAL STATEMENTS

## 1 Principal Accounting Policies

### Legal Status

RBH Limited is incorporated in England under the Cooperative and Community Benefit Societies Act 2014. It is registered with the Financial Conduct Authority and with the Regulator for Social Housing as a Registered Provider of social housing. The registered office is Unique Enterprise Centre, Belfield Road, Rochdale, OL16 2UP.

### Basis of Accounting

The financial statements have been prepared in accordance with applicable law and UK accounting standards (United Kingdom Generally Accepted Accounting Practice) which for Rochdale Boroughwide Housing (RBH) includes the Cooperative and Community Benefit Societies Act 2014 (and related group accounts regulations); the Housing and Regeneration Act 2008; FRS 102 "the Financial Reporting Standard applicable in the United Kingdom and the Republic of Ireland"; the Statement of Recommended Practice (SORP) for Registered Social Housing Providers 2018; and, the Accounting Direction for Private Registered Providers of Social Housing 2022.

The accounts are prepared under the historic cost and going concern basis as specified in the accounting policies below. The preparation of financial statements in compliance with FRS 102 requires the use of certain critical accounting estimates. It also requires Group management to exercise judgement in applying the Group's accounting policies.

The accounting policies set out below have, unless otherwise stated, been applied consistently to all periods presented in these financial statements. The presentation currency of these financial statements is sterling. All amounts in the financial statements have been rounded to the nearest £1,000.

### Going Concern

The RBH Board made its assessment of going concern in September 2024 and confirmed this at the date of signing. The Business Plan has been validated by external Treasury Advisors Chatham Financial and is considered robust. All funders covenants are compliant and refinancing is expected in year 3. The plan will be updated for any material changes identified throughout the year.

Stress testing is linked closely with our Strategic and Operational Risk Registers and the RSH Sector Risk profile. Scenarios were agreed by the Board. Testing demonstrates scenarios could be brought back to the plans original parameters with mitigations. There were 4 scenarios where mitigations were considered more extreme. The stress testing specifically visits higher increases in costs especially related to asset management, development, and repairs. The stress testing focussed on indicators such as funding covenants, cash, peak debt, security, cost per unit and profit. Further stress testing will be carried out as part of the revision of the plan.

The approved Business Plan benefits from a high level of headroom of opening cash balances of £26.2m (actual £26.5m) and £30m undrawn against its current facility and is now expected to require more funding at year 3. This sits comfortably outside of the 18-month liquidity best practice. Cashflows will be monitored, and further funding revisited at our next Treasury Strategy update later this year.

Gearing is low at year 1 14%, year 2 19% and year 3 23% therefore capacity to borrow is relatively high with a maximum capacity of £189m borrowings at year 3 against a funding need of £81m.

The going concern assessment also includes a particular focus on:

- Rent collection and bad debt provision
- Property valuation and impairment
- Pension valuation
- Properties for sale
- Properties under construction
- Impact of the inquest and downgrade

Going Concern has also been evaluated against the backdrop of a current uncertain economic climate due to the Ukraine/Russian War and Cost of Living Crisis affecting inflation, interest rates, energy and fuel price increases. Stress testing has been prepared against these risk factors and confirm Going Concern. This continues to be monitored over time.

After due consideration, the Board is confident that RBH has sufficient resources to continue to operate into the foreseeable future and it has therefore prepared these financial statements on a going concern basis.

### Parent Company Disclosure Exemptions

In preparing the separate financial statements of the parent company, advantage has been taken of the following disclosure exemptions available in FRS 102:

- No statement of cash flows has been presented for the parent company; and
- No disclosure has been given for the aggregate remuneration of the key management personnel of the parent company as their remuneration is included in the totals for the group as a whole.

The following principal accounting policies have been applied:

### Basis of Consolidation

The financial statements are group statements and have been prepared by consolidating the results of the subsidiary undertakings within the RBH Group. Intercompany transactions and balances between group companies are therefore eliminated in full. All financial statements are made up to 31 March 2024.

### Turnover

Turnover comprises rental income receivable in the year, and other services included at the invoiced value (excluding VAT) of goods and services supplied in the year; revenue grants receivable in the year, amortisation of social housing and other grants, proceeds from the sale of land and property, including first tranche sale of shared ownership properties and other income from operating activities.

Rental income is recognised from the point when properties under development reach practical completion and are formally let.

Income from the sales of properties is recognised at the point of legal completion of the sale.

Income from first tranche sales of shared ownership property and sales of properties built for sale is recognised at the point of legal completion of the sale.

## Value Added Tax

The majority of group turnover relates to rental income, which is exempt from VAT, however a small proportion of income is subject to VAT, and this gives rise to small amount of VAT recovery.

The majority of RBH expenditure is subject to VAT and will be shown gross where such VAT is not recoverable from HMRC.

In relation to the VAT Shelter, a provision has been created which represents RBH's obligation to carry out refurbishment works which is set out in the Works Agreement with Rochdale Council. This will be written down as work to housing properties is actually undertaken. There is a corresponding long-term debtor recognised on the statement of financial position which is written down in line with the provision.

## Pensions

RBH is an admitted body within the Greater Manchester Pension Fund (GMPF), a funded multi-employer defined benefit scheme. Scheme assets are measured at fair values. Scheme liabilities are measured on an actuarial basis using the projected unit method and are discounted at appropriate high quality corporate bond rates.

The net surplus or deficit is presented separately from other net assets on the statement of financial position. A net surplus is recognised only to the extent that it is recoverable by the group.

The current service cost and costs from settlements and curtailments are charged against operating profit. Past service costs are recognised as the benefits accrue. Interest on the scheme liabilities and the expected return on scheme assets are included net in other finance costs. Actuarial gains and losses are reported in the statement of comprehensive income.

From the 1 January 2017 RBH also has a defined contribution scheme which is administered by Royal London. Following the closure of the scheme to new entrants, RBH procured Royal London to provide its alternative Defined Contribution scheme. All new employees and those being auto-enrolled, now go into this scheme, which currently has 341 members. In addition, RBH has 2 employee who are not on RBH's terms and conditions, and we also operate the NEST scheme for one employee.

## Fixed Assets and Depreciation

### Housing Properties

The cost of housing land and property includes the cost of acquiring land and buildings, development costs, directly attributable administration costs and expenditure incurred in respect of improvements which comprise the modernisation and extension of existing properties.

Expenditure on major refurbishment to properties is capitalised where the works increase the net rental stream over the life of the property. An increase in the net rental stream may arise through an increase in the net rental income, a reduction in future maintenance costs, or a subsequent extension in the life of the property. All other repair and replacement expenditure is charged to the Statement of Comprehensive Income. There is a de-minimis limit for capitalisation of £1,000.

Housing properties in the course of construction, excluding the estimated cost of the element of shared ownership properties expected to be sold in the first tranche, are included in tangible fixed assets- housing properties and held at cost less any impairment, and are transferred to completed properties when ready for letting.

When housing properties are developed for sale to another social landlord, the cost is dealt with in current assets under housing properties and stock for sale.

Gains and losses on disposals of housing properties are determined by comparing the proceeds with the carrying amount and incidental costs of sales and recognised within gain/loss on disposal of fixed assets in the statement of comprehensive income.

Where land has been acquired for regeneration, on completion of ownership, the land will be held under Other Assets -Land until such time its future use is confirmed. The carrying value is assessed for impairment each year in line with FRS102.

### Capitalised interest

Finance costs are not capitalised. This is in accordance with RBH's Capitalisation Policy.

### Development Costs

Development costs are capitalised as a fee percentage on works costs.

### Regeneration Costs

For the purposes of the accounts, revenue Regeneration spend will be classified as 'Social Other' activity. This reflects costs associated with the Regeneration Programme of Rochdale Town Centre and is not considered directly attributable to the cost of social lettings.

### Donated Land

Land donated by local authorities and others is added to cost at the market value of the land at the time of donation. Where the donation is from a public body the difference between the value and cost is added to other grants, otherwise it is treated as income. Assets under construction are stated at cost and transferred to completed properties when ready for letting.

### General repairs

All other expenditure incurred in respect of general repairs to the housing stock will be charged to the statement of comprehensive income in the year it is incurred.

### Depreciation

Housing land and property is split between land, structure and other major components that are expected to require replacement over time with substantially different economic lives.

Land is not depreciated on account of its indefinite useful economic life.

The portion of shared ownership property retained or expected to be retained is not depreciated on account of the high residual value. Neither the depreciable amount nor the expected annual depreciation charge for such assets is considered material, individually or in aggregate.

Assets in the course of construction are not depreciated until they are completed and ready for use to ensure that they are depreciated only in periods in which economic benefits are expected to be consumed.

Housing properties are split between the structure and the major components which require periodic replacement. The costs of replacement or restoration of these components are capitalised and depreciated over the determined average useful economic life on a straight-line basis as follows:

## Depreciation Rates

Component	Depreciation Period
Buildings (General)	100 years
Cladding	60 years
Roofs	50 years
Windows	40 years
Doors	40 years
Bathrooms	30 years
Lifts	30 years
Central heating distribution systems	30 years
Other heating systems	30 years
Rewires	30 years
Renewable energy	25 years
Kitchens	20 years
Boiler	15 years
Alarm systems	15 years

Depreciation begins from the month following installation, and a full months' depreciation will be charged in the month of disposal.

## Other Tangible Fixed Assets

Other tangible fixed assets are stated at historical cost less accumulated depreciation and any accumulated impairment losses. Historical cost includes expenditure that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

The group adds to the carrying amount of an item of fixed assets the cost of replacing part of such an item when that cost is incurred if the replacement part is expected to provide incremental future benefit to the group. The carrying amount of the replacement part is recognised. Repairs and maintenance are charged to the Statement of Comprehensive Income during the period in which they are incurred.

Depreciation is calculated on a straight line basis on the cost of other tangible fixed assets to write them down to their estimated residual values over their expected useful lives.

Asset	Depreciation period
Offices	3-5 years
Fixtures & fittings	3-5 years
Plant & Machinery	3-5 years
IT Systems	3-5 years
Assets under construction	Not depreciated
Land	Not depreciated

## Impairment

The housing property portfolio of the Group is assessed for indicators of impairment at each accounting date. Where indicators are identified then a detailed assessment is undertaken to compare the carrying amount of assets or cash generating units for which impairment is indicated to their recoverable amounts.

The Group looks at the net realisable value when considering the recoverable amount for the purposes of impairment assessment. The recoverable amount is taken to be higher of the fair value less cost to sell or value in use of an asset cash generating unit.

RBH deem that neighbourhoods are cash generating units. The assessment of value in use may involve considerations of the service potential of the assets or cash generating units concerned or the present value of future cash flows to be derived from them appropriately adjusted to account for any restrictions on their use. No properties have been valued at VIU SP.

Other fixed assets and land are reviewed for impairment if there is an indication that impairment may have occurred. Where there is evidence of impairment, fixed assets are written down to their recoverable amount. Any such write down will be charged to the operating surplus.

Where land has been acquired for regeneration, on completion of ownership the carrying value is assessed against the market value and impaired as appropriate. The carrying value is assessed for impairment each year in line with FRS102.

## Social Housing Grant and Other Government Grants

Grants received in relation to assets are accounted for using the accrual model set out in FRS 102 and the Housing SORP 2018. The grant is carried as deferred income in the statement of financial position and released to turnover on a systematic basis over the useful economic lives of the asset for which it was received. In accordance with Housing SORP 2018 the useful economic life of the housing property structure has been selected.

Where social housing grant (SHG) funded property is sold, the grant becomes recyclable and is transferred to a recycled capital grant fund until it is reinvested in a replacement property. If there is no requirement to recycle or repay the grant on disposal of the assets any unamortised grant remaining within creditors is released and recognised as turnover in the statement of comprehensive income.

Grants relating to revenue are recognised in income over the same period as the expenditure to which they relate once performance related conditions have been met. Grants due from government organisations or received in advance are included as current assets or liabilities.

## Shared Ownership Properties

Shared ownership properties are split proportionally between current and fixed assets based on the element relating to first tranche sales. The first tranche proportion is classed as a current asset and is valued at the lower of cost and net realisable value and the remaining element is classed as a fixed asset and included in housing properties at cost less any provisions needed for depreciation or impairment.

As part of the Regeneration Programme Equity Assistance is offered to residents as an option to allow the rehousing of those residents who own their own home. These transactions are treated in the same way as Shared Ownership properties in the financial statements.

## Leased Assets

Rentals payable under operating leases are charged to the statement of comprehensive income on a straight-line basis over the lease term.

## Stocks

Stocks are stated at the lower of cost and net realisable value and are issued on a First in First out (FIFO) basis. Cost comprises of materials, direct labour and direct development overheads.

## Properties Held For Sale

Properties developed for outright sale are included in current assets as they are intended to be sold at the lower of cost or estimated selling price less costs to complete and sell.

An assessment of whether there is any impairment is made at each reporting date. Where an impairment loss is identified, it is immediately recognised in the statement of consolidated income.

## Taxation

No corporation tax is payable on the surpluses of charitable activities of RBH since transfer, as it has charitable status.

## Cash and cash equivalents

Cash and cash equivalents in the Group's Consolidated Statement of Financial Position consists of cash at bank, in hand, deposits and short-term investments with an original maturity of three months or less.

## Management Charges

RBH Group subsidiary companies do not have any employees and therefore management charges are made on an arm's length basis to them for services provided by RBH, in accordance with an Intra Group Agreement. Management charges consist mainly of Finance, IT, Legal and Company Secretarial services.

## Sale of Housing Properties

The surplus or deficit arising from disposal of properties under the Preserved Right to Buy (PRTB) legislation and other property disposals are disclosed on the face of the statement of comprehensive income. The surplus or deficit is net of any sum's payable to Rochdale Borough Council under the terms of the Transfer Agreement.

## Refurbishment Provision

This provision represents RBH's liability to carry out refurbishment works and is also recognised as a debtor (see note 17).

During 2018/2019 there was a release of £385m from the provision so that the remaining provision matched the Investment Programme capital spend for the remaining life of the VAT share agreement with Rochdale Borough Council which ends on the 31 March 2027.

There has been an increase at 31 March 2024 to reflect the current investment plan works under the vat shelter to 31 March 2027.

## Bad Debts and Write Offs

RBH make a prudent provision for bad debts based on the age of the debt in accordance with the following tables as recommended by the Chartered Institute of Public Finance and Accountancy.

Current Tenants	Age of Debt	% Provision
	0-4 Weeks	0%
	4-13 Weeks	10%
	13-26 Weeks	25%
	26-39 Weeks	50%
	39-52 Weeks	75%
	>52 Weeks	95%
Former Tenants		
	All	99%

In addition, outstanding debts are reviewed on an individual basis and additional provisions to those shown in the above table are applied where appropriate. Any write offs, deemed to be uncollectable by the Income Recovery Team are approved in accordance with the Scheme of Delegation.

## Service Charges

Our service charges are defined as variable service charges. This means that charges raised reflect the cost of service delivery. RBH complies fully with the legislative regime controlling the imposition of service charges. RBH will limit the amount of any charge raised to costs, which have been reasonably incurred as contained within the Landlord & Tenant Act 1985 Section 19.

RBH have an obligation for extensive consultation with tenants before major works or long term contracts are entered into. The regime is contained in the Landlord and Tenant Act 1985 Sections 18 to 30 (as amended) and Service Charges (Consultation Requirements) Regulations 2003.

Variable service charges are calculated annually on the basis of the previous year's cost of service (April to March) plus estimates for some of the costs that RBH will not know. Once the financial year has ended, RBH will check the amount that was spent on delivering the service and adjust the following years charge with the surplus or deficit between the actual and estimated costs. The service charge calculation will be applied to rent accounts and charged over a 48-week period.

## Debtors and Creditors

Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded initially at transaction price less attributable transaction cost. Subsequent to initial recognition they are measured at the undiscounted value of amounts expected to be received. Any losses arising from impairment are recognised in the statement of comprehensive income in other operating expenses.

## Financial Instruments

Financial assets and liabilities are recognised when the group becomes a party to the contractual provisions of the instrument. Financial liabilities and equity instruments are classified according to the substance of the contractual arrangements entered into. An equity instrument is any contract that evidences a residual interest in the assets of the group after deducting all its liabilities.



## Finance Costs

Financial costs are charged to profit or loss over the term of the debt using the effective interest rate method so that the amount charged is a constant rate on the carrying amount. Issue costs are initially recognised as a reduction in the proceeds of the associated capital instrument.

## Judgements in Applying Accounting Policies and Key Sources of Estimation Uncertainty

In preparing these financial statements, key judgements have been made in respect of the following:

- Whether there are indicators of impairment of the group's tangible assets. Factors taken into consideration in reaching such a decision include the economic viability and expected future financial performance of the asset and where it is a component of a larger cash-generating unit, the viability and expected future performance of that unit. The members have considered the measurement basis to determine the recoverable amount of assets where there are indicators of impairment based on EUV-SH or depreciated replacement cost. The members have also considered impairment based on their assumptions to define cash or asset generating units.
- The anticipated costs to complete on a development scheme based on anticipated construction cost, effective rate of interest on loans during the construction period, legal costs and other costs. Based on the costs to complete, RBH then determine the recoverability of the cost of properties developed for outright sale and/or land held for sale. This judgement is also based on the best estimate of sales value based on economic conditions within the area of development.
- The critical underlying assumptions in relation to the estimate of the pension defined benefit scheme obligation such as standard rates of inflation, mortality, discount rate and anticipated future salary increases. Variations in these assumptions have the ability to significantly influence the value of the liability recorded and annual defined benefit expense.
- Whether leases entered into by the group either as a lessor or a lessee are operating leases or finance leases. These decisions depend on an assessment of whether the risks and rewards of ownership have been transferred from the lessor to the lessee on a lease by lease basis.
- Loan classifications of capital remains consistent.
- FRS 102 requires that defined benefit plan surpluses are recognised only to the extent that they are recoverable either through reduced contributions in the future or through refunds from the plan. The accounting valuation of the Greater Manchester Pension Fund at 31 March 2024 identified an accounting surplus of £64.217m. The scheme's actuary has provided a calculation of the economic benefit arising to RBH from reduced contributions in the future. This amounts to nil accordingly, RBH has recognised the plan surplus to this extent, reducing the pension asset by £64.217m, and reducing actuarial gains by the same amount.
- The value of the refurbishment provision reflects the cost of works under the VAT Shelter until 31 March 2027. Annually the works to be completed are revised during the budget and business planning process based on stock condition data and strategic objectives. The provision represents the best estimate of costs that are expected to be incurred at the balance sheet date.

Other key sources of estimation uncertainty

### • Tangible fixed assets (see note 14)

Tangible fixed assets are depreciated over their useful lives taking into account residual values, where appropriate. The actual lives of the assets and residual values are assessed annually and may vary depending on a number of factors. Residual value assessments consider issues such as future market conditions, the remaining life of the asset and projected disposal values.

For housing property assets, the assets are broken down into components based on management's assessment of the properties. Individual useful economic lives are assigned to these components.

### • Rentals and other debtors (see note 17)

The estimate for receivables relates to the recoverability of the balances outstanding at year end. A review is performed on an individual debtor basis to consider whether each debt is recoverable.

## 2 Particulars of turnover, cost of sales, operating expenditure and operating surplus

RBH Group (2024)	Turnover	Operating expenditure	Operating (deficit)/surplus
	£'000	£'000	£'000
<b>Social housing lettings (Note 3)</b>	<b>58,296</b>	<b>(58,854)</b>	<b>(558)</b>
<b>Other social housing activities</b>			
Support services	200	(36)	164
Garages	749	(363)	386
Shops	236	(13)	223
Homelessness	321	(173)	148
United Utilities commission	909	(425)	484
Regeneration	216	(2,376)	(2,160)
Other	57	(334)	(277)
<b>Non-social housing activities</b>			
Leaseholders	386	(350)	36
Other	6	(14)	(8)
	<b>61,376</b>	<b>(62,938)</b>	<b>(1,562)</b>

RBH Group (2023)	Turnover	Operating expenditure	Operating (deficit)/surplus
	£'000	£'000	£'000
<b>Social housing lettings (Note 3)</b>	<b>53,281</b>	<b>(47,906)</b>	<b>5,375</b>
<b>Other social housing activities</b>			
Support services	181	(1)	180
Garages	406	(155)	251
Shops	484	(41)	443
Homelessness Contract with RBC	608	(535)	73
United Utilities commission	956	(848)	108
Regeneration	820	(5,894)	(5,074)
Other	296	(1,014)	(718)
<b>Non-social housing activities</b>			
Leaseholders	250	(291)	(41)
Other	6	(8)	(2)
	<b>57,288</b>	<b>(56,693)</b>	<b>595</b>

RBH Limited (2024)	Turnover	Operating expenditure	Operating (deficit)/surplus
	£'000	£'000	£'000
<b>Social housing lettings (Note 3)</b>	<b>58,353</b>	<b>(58,854)</b>	<b>(501)</b>
<b>Other social housing activities</b>			
Support services	200	(35)	165
Garages	749	(363)	386
Shops	236	(13)	223
Homelessness	321	(173)	148
United Utilities commission	909	(425)	484
Regeneration	216	(2,376)	(2,160)
Other	57	(334)	(277)
<b>Non-social housing activities</b>			
Leaseholders	386	(350)	36
Other	6	-	6
	<b>61,433</b>	<b>(62,923)</b>	<b>(1,490)</b>

RBH Limited (2023)	Turnover	Operating expenditure	Operating (deficit)/surplus
	£'000	£'000	£'000
<b>Social housing lettings (Note 3)</b>	<b>53,364</b>	<b>(47,906)</b>	<b>5,458</b>
<b>Other social housing activities</b>			
Support services	181	(1)	180
Garages	405	(155)	250
Shops	484	(41)	443
Homelessness	608	(536)	72
United Utilities commission	956	(848)	108
Regeneration	820	(5,894)	(5,074)
Other	296	(1,014)	(718)
<b>Non-social housing activities</b>			
Leaseholders	250	(291)	(41)
Other	6	(2)	4
	<b>57,370</b>	<b>(56,688)</b>	<b>682</b>

### 3 Particulars of income and expenditure from social housing lettings

RBH Group (2024)	General needs	Supported housing	2024 Total	2023 Total
	£'000	£'000	£'000	£'000
<b>INCOME</b>				
Rent receivable net of identifiable service charges	46,052	3,553	49,605	46,941
Service charge income	3,853	3,333	7,186	5,819
Amortised government grants	183	15	198	159
Other revenue grants	942	-	942	8
Other	27	338	365	354
<b>Turnover from social housing lettings</b>	<b>51,057</b>	<b>7,239</b>	<b>58,296</b>	<b>53,281</b>
<b>EXPENDITURE</b>				
Management	(15,928)	(472)	(16,400)	(14,780)
Service charge costs	(5,264)	(2,072)	(7,336)	(6,497)
Routine maintenance	(17,696)	(2,772)	(20,468)	(12,957)
Planned maintenance	(1,769)	(616)	(2,385)	(2,833)
Major repairs expenditure	(4,462)	(373)	(4,835)	(3,273)
Bad debts	(630)	(12)	(642)	(440)
Depreciation of housing properties	(5,392)	(450)	(5,842)	(5,174)
Operating lease	(791)	-	(791)	(780)
Impairment of land	(155)	-	(155)	(1,172)
<b>Operating expenditure on social housing lettings</b>	<b>(52,087)</b>	<b>(6,767)</b>	<b>(58,854)</b>	<b>(47,906)</b>
<b>Operating (deficit)/surplus on social housing lettings</b>	<b>(1,030)</b>	<b>472</b>	<b>(558)</b>	<b>5,375</b>
<b>Empty Homes losses</b>				
	<b>1,811</b>	<b>146</b>	<b>1,957</b>	<b>1,234</b>

RBH Limited (2024)	General needs	Supported housing	2024 Total	2023 Total
	£'000	£'000	£'000	£'000
<b>INCOME</b>				
Rent receivable net of identifiable service charges	46,052	3,553	49,605	46,941
Service charge income	3,853	3,333	7,186	5,819
Amortised government grants	183	15	198	159
Other revenue grants	942	-	942	8
Other	84	338	422	437
<b>Turnover from social housing lettings</b>	<b>51,114</b>	<b>7,239</b>	<b>58,353</b>	<b>53,364</b>
<b>EXPENDITURE</b>				
Management	(15,928)	(472)	(16,400)	(14,780)
Service charge costs	(5,264)	(2,072)	(7,336)	(6,497)
Routine maintenance	(17,696)	(2,772)	(20,468)	(12,957)
Planned maintenance	(1,769)	(616)	(2,385)	(2,833)
Major repairs expenditure	(4,462)	(373)	(4,835)	(3,273)
Bad debts	(630)	(12)	(642)	(440)
Depreciation of housing properties	(5,392)	(450)	(5,842)	(5,174)
Operating lease	(791)	-	(791)	(780)
Impairment of land	(155)	-	(155)	(1,172)
<b>Operating expenditure on social housing lettings</b>	<b>(52,087)</b>	<b>(6,767)</b>	<b>(58,854)</b>	<b>(47,906)</b>
<b>Operating (deficit)/surplus on social housing lettings</b>	<b>(973)</b>	<b>472</b>	<b>(501)</b>	<b>5,458</b>
<b>Empty Homes losses</b>				
	<b>1,811</b>	<b>146</b>	<b>1,957</b>	<b>1,234</b>

#### 4 Surplus on sale of fixed assets

	RBH Group		RBH Limited	
	2024	2023	2024	2023
	£'000	£'000	£'000	£'000
Disposal proceeds	5,189	7,069	5,189	7,069
Cost of sales	(723)	(1,324)	(723)	(1,324)
Claw back costs to Rochdale Council	(963)	(1,213)	(963)	(1,213)
<b>Surplus</b>	<b>3,503</b>	<b>4,532</b>	<b>3,503</b>	<b>4,532</b>

#### 5 Interest receivable

	RBH Group		RBH Limited	
	2024	2023	2024	2023
	£'000	£'000	£'000	£'000
Interest receivable on short term deposits	1,490	775	1,489	775

#### 6 Interest payable and similar charges

	RBH Group		RBH Limited	
	2024	2023	2024	2023
	£'000	£'000	£'000	£'000
Interest payable on long term loans	1,074	1,092	1,074	1,092
Loan Finance issue cost	28	28	28	28
Other finance costs	181	178	181	178
Bond discount	23	23	23	23
<b>Total</b>	<b>1,306</b>	<b>1,321</b>	<b>1,306</b>	<b>1,321</b>

Bond discount relates to MORhomes. Loan finance issue cost relates to amortisation of current drawn loans. Other finance costs include other facility costs plus commitment fees.

#### 7 Other Finance income/(costs)

	RBH Group		RBH Limited	
	2024	2023	2024	2023
	£'000	£'000	£'000	£'000
Interest income on plan assets	8,264	3,544	8,264	3,544
Interest cost on obligations	(5,756)	(3,642)	(5,756)	(3,642)
Interest on the effect of the asset ceiling	(2,426)	-	(2,426)	-
<b>Pension finance income / costs (Note 12)</b>	<b>82</b>	<b>(98)</b>	<b>82</b>	<b>(98)</b>

#### 8 Surplus on ordinary activities before taxation

The operating surplus is arrived at after charging / (crediting)

	RBH Group		RBH Limited	
	2024	2023	2024	2023
	£'000	£'000	£'000	£'000
Depreciation of housing properties	5,842	5,174	5,842	5,174
Depreciation of other tangible fixed assets	707	919	707	919
Impairment	155	1,172	155	1,172
Amortised government grant	(198)	(159)	(198)	(159)
<b>Operating lease rentals</b>				
- Premises leases	144	149	144	149
- Vehicles	647	631	647	631
<b>Auditors' remuneration (excluding VAT)</b>				
- External auditors - in their capacity as auditors (Association)	37	32	37	32
- External auditors - in their capacity as auditors (Subsidiaries)	6	5	-	-
- External auditors - for non-audit services	2	2	2	2

## 9 Accommodation in management and development

At the end of the year accommodation in management for each class of accommodation was as follows:

### RBH Group and RBH Limited 2024

			2024
	Owned and Managed	Managed not Owned	Total Owned and Managed
<b>Social housing</b>			
General Needs – Social Rent	10,317	-	10,317
General Needs – Affordable Rent	1,072	10	1,082
Supported housing and housing for older people	911	-	911
Low cost home ownership	46	-	46
<b>Sub-total social housing</b>	<b>12,346</b>	<b>10</b>	<b>12,356</b>
<b>Non-social housing</b>			
Non-social rented	1	-	1
<b>Total</b>	<b>12,347</b>	<b>10</b>	<b>12,357</b>
Properties in development	-	-	-

### RBH Group and RBH Limited 2023

			2023
	Owned and Managed	Managed not Owned	Total Owned and Managed
<b>Social housing</b>			
General Needs – Social Rent	10,359	-	10,359
General Needs – Affordable Rent	1,040	11	1,051
Supported housing and housing for older people	935	-	935
Low cost home ownership	47	-	47
<b>Sub-total social housing</b>	<b>12,381</b>	<b>11</b>	<b>12,392</b>
<b>Non-social housing</b>			
Non-social rented	1	34	35
<b>Total</b>	<b>12,382</b>	<b>45</b>	<b>12,427</b>
Properties in development	38	-	38

### Reconciliation of unit numbers

	General Needs – Social Rent	General Needs – Affordable Rent	Supported housing and housing for older people	Low cost home ownership	Other	Total
Opening unit numbers	10,359	1,051	935	47	35	12,427
Previous year adj.	(1)	1	-	(1)	-	(1)
New homes into management	-	38	-	-	-	38
Other gains	5	-	-	-	-	5
Sales – open market	(2)	-	-	-	-	(2)
Sales to tenants – Freehold	(48)	(7)	-	-	-	(55)
Sales to tenants – Leasehold	(18)	-	-	-	-	(18)
Demolitions	-	-	-	-	-	-
Movement within categories/other movements	22	(1)	(24)	-	(34)	(37)
<b>Net change in stock</b>	<b>(42)</b>	<b>31</b>	<b>(24)</b>	<b>(1)</b>	<b>(34)</b>	<b>(70)</b>
<b>Closing unit numbers</b>	<b>10,317</b>	<b>1,082</b>	<b>911</b>	<b>46</b>	<b>1</b>	<b>12,357</b>

## 10 Employees

Average monthly number of employees expressed as full-time equivalents:

Employee Numbers:	RBH Group		RBH Limited	
	2024	2023	2024	2023
Housing management	220	203	220	203
Housing maintenance	203	200	203	200
Administrative and Clerical	150	127	150	127
<b>Total</b>	<b>573</b>	<b>530</b>	<b>573</b>	<b>530</b>

Full time equivalents are calculated based on a standard working week of 36.25 hours.

Employee Numbers:	RBH Group		RBH Limited	
	2024	2023	2024	2023
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Wages and salaries	18,299	16,572	18,299	16,572
Social security costs	1,768	1,659	1,768	1,659
Other pension costs	2,677	2,411	2,677	2,411
<b>Total</b>	<b>22,744</b>	<b>20,642</b>	<b>22,744</b>	<b>20,642</b>

The majority of the society's employees are members of the Royal London Scheme however some of our employees remain on the Greater Manchester Pension Fund (GMPF) which is detailed in note 12.

The GMPF was closed to new entrants from 1 January 2017, new employees and those being auto-enrolled have been admitted to a defined contribution scheme administered by the Royal London Scheme. In addition, RBH has 2 employees who are not on RBH's terms and conditions and we also operate the NEST scheme for one employee.

## 11 Board members and executive directors

The remuneration paid to the Board members and executive directors of RBH (key management personnel) (including the Executive Leadership Team) was as follows:

	2024	2023
	<b>£000</b>	<b>£000</b>
Aggregate emoluments payable to Chair of the Board, other Board members and Executive Leadership Team (including pension contributions)	573	614
Pension contributions in the year amounted to	80	71

The Chairs were remunerated £14k for the year (2023: £11k) and other Board members received a total of £37k (2023: £21k). Expenses paid to board members in total were £1.6k (2023: £1.3k).

	2024	2023
	<b>£000</b>	<b>£000</b>
Alison Tumilty (Chair resigned April 2023)	1	11
Kevin Brady (Chair)	13	-
Paul Joyce	1	4
Guy Millichamp	-	2
David Williams	1	2
Mike Nuttall	-	2
Neil McInroy	-	4
Ruth Welford	-	3
Paul Roberts	5	1
Larry Gold	6	1
Helen McHale	1	1
Tim Weightman	6	1
Linda Levin	4	-
Madeleine Nelson	4	-
Ajman Ali	4	-
Gary Graham	5	-
Gareth Swarbrick	-	181
Nickie Hallard	-	48
Amanda Newton	101	-
Clare Tostevin	104	131
Nadhia Khan	125	110
John McGrail	97	112
Jeremy Vickers	31	-
Simon Mellor	5	-
Sandra Coleing	59	-
	<b>573</b>	<b>614</b>

The emoluments of the directors include Chief Executive, Amanda Newton of £86k excluding pension contributions (2023: £162k). The pension contribution for the Chief Executive is £15k (2023: £19k).

The former Chief Executive, Yvonne Arrowsmith, left the business on the 14 September 2023 and was remunerated via agency.

Nadhia Khan the Executive Director of Customer and Community salary of £125k includes £15,500 backdated pension payments for errors over three years.

The remuneration paid to employees (including executive management) earning over £60,000 upwards:

	2024	2023
Including pension contributions	No.	No.
£60k - £70k	5	8
£71k - £80k	5	4
£81k - £90k	7	2
£91k - £100k	2	1
£101k - £110k	2	-
£111k - £120k	-	2
£121k - £130k	1	-
£131k - £140k	-	1
£141k - £150k	-	-
£151k - £160k	-	-
£161k - £170k	-	-
£171k - £180k	-	-
£181k - £190k	-	1

## 12 Greater Manchester Pension Fund (Group and RBH Limited)

RBH participates in the Greater Manchester Local Government Pension Scheme (LGPS), a multi-employer funded defined benefit scheme where contributions payable are held in a trust separately for RBH.

Valuations are performed by a qualified actuary, using the projected unit credit method as required by Accounting Standards. The results of the last formal actuarial valuation have been projected forward from this point using approximate methods. The potential impact of the McCloud judgement is included in the results set out below.

RBH is an Admitted Body and has an Admission Agreement with Greater Manchester Pension Fund in its own right. The employers' contributions to the Pension Fund for the year 31 March 2024 were £1.485m (2023: £1.645m).

### Financial assumptions

	31 March 2024	31 March 2023
	% per annum	% per annum
Discount Rate	4.85	4.75
Salary Increases Rate	3.55	3.75
Pension Increases Rate (CPI)	2.75	2.95

### Demographic assumptions

Life expectancy is based on the Fund's VitaCurves with improvements in line with the CMI 2022 model, with a 25% weighting of 2022 data, a 0% weighting of 2021 (and 2020) data, standard smoothing (Sk7), initial adjustment of 0.25% and a long term rate of improvement of 1.5% p.a. for both males and females. Based on these assumptions, the average future life expectancies at age 65 for the Employer are summarised below:

	2024	2023
	No. of years	No. of years
<b>Current Pensioners</b>		
Males	20.0	20.1
Females	23.3	23.5
<b>Future Pensioners</b>		
Males	20.7	20.8
Females	24.9	25.1

## Commutation

An allowance is included for future retirements to elect to take 50% of the maximum additional tax-free cash up to HMRC limits. All other demographic assumptions are as per the latest funding valuation of the Employer.

### Analysis of the amount (credited)/charged to the statement of comprehensive income:

Year ended 31 March	2024	2023
	£000	£000
Expected return on employer assets	(8,264)	(3,544)
Interest cost	5,756	3,642
Interest on the effect of asset ceiling	2,426	-
<b>Total (credited) / charged to other finance costs (Note 7)</b>	<b>(82)</b>	<b>98</b>
Current service cost	1,596	4,167
Losses on curtailments and settlements	597	-
<b>Total charged to administrative expenses</b>	<b>2,193</b>	<b>4,167</b>
<b>Total charge recorded in the statement of comprehensive income</b>	<b>2,111</b>	<b>4,265</b>

### Analysis of re-measurements recognised in other comprehensive income

Year ended 31 March	2024	2023
	£000	£000
Actual return less expected return on pension scheme assets	4,729	(4,542)
Changes in assumptions underlying the present value of the scheme's liabilities	58,023	63,931
Impact of asset ceiling	(64,217)	(51,069)
Actuarial (loss)/gain recognised in other comprehensive income	(1,465)	8,320
<b>Cumulative Actuarial gains</b>	<b>28,311</b>	<b>29,776</b>

### Amounts recognised in the statement of financial position

Net pension asset at 31 March	2024	2023
	£000	£000
Fair value of employer assets (bid value)	186,090	174,859
Present value of funded liabilities	(121,873)	(121,699)
Impact of asset ceiling	(64,217)	(51,069)
<b>Net asset recognised in the statement of financial position</b>	<b>-</b>	<b>2,091</b>

### Reconciliation of defined benefit obligation

	2024	2023
	£000	£000
Opening defined benefit obligation	121,699	180,627
Current service cost	1,596	4,167
Interest cost	5,756	3,642
Contributions by members	542	617
Actuarial gains	(4,528)	(63,931)
Losses on curtailments and settlements	597	-
Estimated benefits paid	(3,789)	(3,423)
<b>Closing defined benefit obligation</b>	<b>121,873</b>	<b>121,699</b>

The service cost figures include an allowance for administration expenses of 0.3% (2023: 0.3%) of payroll.

### Reconciliation of fair value of employer assets

	2024	2023
	£000	£000
Opening fair value of employer assets	174,859	177,018
Expected return on assets	8,264	3,544
Contributions by members	542	617
Contributions by employer	1,485	1,645
Actuarial gains/(losses)	4,729	(4,542)
Benefits paid	(3,789)	(3,423)
<b>Closing fair value of employer assets</b>	<b>186,090</b>	<b>174,859</b>

### Major categories of plan assets as a percentage of total plan assets

	2024	2023
	%	%
Equities	69	68
Bonds	15	15
Properties	8	9
Cash	8	8

### Amounts for the current and previous four accounting periods

	2024	2023	2022	2021	2020
	£000	£000	£000	£000	£000
Fair value of employer assets	186,090	174,859	177,018	159,611	130,573
Present value of defined benefit obligation	(121,873)	(121,699)	(180,627)	(170,917)	(140,487)
Impact of asset ceiling	(64,217)	(51,069)	-	-	-
Assets/(deficit) on scheme	-	2,091	(3,609)	(11,306)	(9,914)
<b>Experience gains/(losses) on assets</b>	<b>4,729</b>	<b>(4,542)</b>	<b>14,637</b>	<b>25,991</b>	<b>(15,216)</b>

### Sensitivity analysis

The sensitivities regarding the principal assumptions used to measure the scheme liabilities are set out below:

Change in assumptions at year ended 31 March 2024	Approximate % Increase to employer liability	Approximate monetary amount £000
0.1% decrease in real discount rate	2	2,356
1 year increase in member life expectancy	4	4,875
0.1% increase in salary increase rate	-	138
0.1% increase in pension increase rate (CPI)	2	2,261

### Projected pension expense for the year ended 31 March 2025

	£000	% of pay
Projected current service cost	(1,434)	(18.8)
Interest income on plan assets	8,975	117.2
Interest on obligation	(5,862)	(76.8)
<b>Total</b>	<b>1,679</b>	<b>21.9</b>

Employer's contributions for the year ended 31 March 2025 are estimated to be approximately £1,375,000.

FRS 102 requires that defined benefit plan surpluses are recognised only to the extent that they are recoverable either through reduced contributions in the future or through refunds from the plan. The accounting valuation of the Greater Manchester Pension Fund at 31 March 2024 identified an accounting surplus of £64.217m. The scheme's actuary has provided a calculation of the economic benefit arising to RBH from reduced contributions in the future. This amounts to nil accordingly, RBH has recognised the plan surplus to this extent, reducing the pension asset by £64.217m, and reducing actuarial gains by the same amount.

### 13 Taxation (Group)

	2024	2023
	£000	£000
Current tax	-	-
UK corporation tax on surplus for the year	-	-
<b>Total tax charge</b>	<b>-</b>	<b>-</b>

The group did not incur a tax charge in the year as RBH Limited has been granted exemption from taxation on its charitable activities under Section 505 of the Income and Corporation Taxes Act 1988 because of its charitable status.



## 14a Tangible fixed assets - housing properties (RBH Group)

	Completed (Restated) £'000	Held for Letting Under Construction (Restated) £'000	Total £'000	Completed Shared Ownership £'000	Non-Social Properties £'000	TOTAL £'000
<b>COST</b>						
<b>At 1 April 2023 restated</b>	<b>177,666</b>	<b>30,604</b>	<b>208,270</b>	<b>3,718</b>	<b>3,541</b>	<b>215,529</b>
Additions	-	1,664	1,664	-	-	1,664
Capitalisation of Components	16,287	-	16,287	-	3	16,290
Disposals	(940)	-	(940)	-	-	(940)
Schemes completed	9,126	(9,126)	-	-	-	-
<b>At 31 March 2024</b>	<b>202,139</b>	<b>23,142</b>	<b>225,281</b>	<b>3,718</b>	<b>3,544</b>	<b>232,543</b>

<b>DEPRECIATION</b>						
<b>At 1 April 2023</b>	<b>32,377</b>	-	<b>32,377</b>	<b>102</b>	<b>219</b>	<b>32,698</b>
Charge for the Year	5,756	-	5,756	37	49	<b>5,842</b>
Disposals	(217)	-	(217)	-	-	(217)
<b>At 31 March 2024</b>	<b>37,916</b>	-	<b>37,916</b>	<b>139</b>	<b>268</b>	<b>38,323</b>

<b>NET BOOK VALUE</b>						
<b>At 31 March 2024</b>	<b>164,223</b>	<b>23,142</b>	<b>187,365</b>	<b>3,579</b>	<b>3,276</b>	<b>194,220</b>
<b>At 31 March 2023 restated</b>	<b>145,289</b>	<b>30,604</b>	<b>175,893</b>	<b>3,616</b>	<b>3,322</b>	<b>182,831</b>

## 14b Tangible fixed assets – housing properties (RBH)

	Completed (Restated) £'000	Held for Letting Under Construction (Restated) £'000	Total £'000	Completed Shared Ownership £'000	Non-Social Properties £'000	TOTAL £'000
<b>COST</b>						
<b>At 1 April 2023 restated</b>	<b>177,763</b>	<b>31,820</b>	<b>209,583</b>	<b>3,717</b>	<b>3,542</b>	<b>216,842</b>
Additions	-	1,821	1,821	-	-	1,821
Capitalisation of Components	16,287	-	16,287	-	3	16,290
Disposals	(940)	-	(940)	-	-	(940)
Schemes completed	9,126	(9,126)	-	-	-	-
<b>At 31 March 2024</b>	<b>202,236</b>	<b>24,515</b>	<b>226,751</b>	<b>3,717</b>	<b>3,545</b>	<b>234,013</b>

<b>DEPRECIATION</b>						
<b>At 1 April 2023</b>	<b>32,416</b>	-	<b>32,416</b>	<b>101</b>	<b>219</b>	<b>32,736</b>
Charge for the Year	5,756	-	5,756	37	49	5,842
Disposals	(217)	-	(217)	-	-	(217)
<b>At 31 March 2024</b>	<b>37,955</b>	-	<b>37,955</b>	<b>138</b>	<b>268</b>	<b>38,361</b>

<b>NET BOOK VALUE</b>						
<b>At 31 March 2024</b>	<b>164,281</b>	<b>24,515</b>	<b>188,795</b>	<b>3,579</b>	<b>3,277</b>	<b>195,652</b>
<b>At 31 March 2023 restated</b>	<b>145,347</b>	<b>31,820</b>	<b>177,167</b>	<b>3,616</b>	<b>3,323</b>	<b>184,106</b>

During the year, an adjustment was made to the opening balances in note 14 housing properties to correct the split between completed and under construction properties at 31 March 2023. Costs totalling £6.5m relating to the Lower Falinge Phase 3 scheme were included within the completed properties in the prior year but not handed over until 2023/2024.

The adjustment increased the cost and net book value of completed properties under construction at 31 March 2023 by £6.5m and reduced the cost and net book value of the completed properties by the same amount. There was no impact on the value of housing properties shown on the Statement of Financial Position.

The group considers each separate housing property scheme in its fixed asset register to represent separate cash generating units (CGU's) when assessing for impairment in accordance with the requirements of FRS 102 and SORP 2018. During the current year, the Group and Association have recognised an impairment loss of £Nil (2023: £Nil) in respect of general needs housing. As part of the Town Centre Masterplan Initial Demolition Notices were issued in July 2018 to tenants in some blocks within the Lower Falinge neighbourhood. As a result of this, depreciation on these assets and components was accelerated to reflect estimated demolition dates.

The carrying value of secured assets at 31 March 2024 was £32.0m. (2023: £29.9m).

## 14c Tangible fixed assets – other (RBH Group and RBH Limited)

	Offices	Plant & Machinery	Fixtures & Fittings	IT Systems	F&F & IT Assets under Construction	Land	TOTAL
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>COST</b>							
<b>At 1 April 2023</b>	<b>1,259</b>	<b>64</b>	<b>347</b>	<b>4,791</b>	<b>1,208</b>	<b>2,881</b>	<b>10,550</b>
Additions	-	-	-	-	921	-	921
Transfers	-	-	-	-	-	356	356
<b>At 31 March 2024</b>	<b>1,259</b>	<b>64</b>	<b>347</b>	<b>4,791</b>	<b>2,129</b>	<b>3,237</b>	<b>11,827</b>

<b>DEPRECIATION AND IMPAIRMENT</b>							
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>At 1 April 2023</b>	<b>959</b>	<b>64</b>	<b>228</b>	<b>3,525</b>	<b>-</b>	<b>1,172</b>	<b>5,948</b>
Charge for the Year	98	-	17	592	-	-	707
Impairment	-	-	-	-	-	155	155
<b>At 31 March 2024</b>	<b>1,057</b>	<b>64</b>	<b>245</b>	<b>4,117</b>	<b>-</b>	<b>1,327</b>	<b>6,810</b>

<b>NET BOOK VALUE</b>							
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>At 31 March 2024</b>	<b>202</b>	<b>-</b>	<b>102</b>	<b>674</b>	<b>2,129</b>	<b>1,910</b>	<b>5,017</b>
<b>At 31 March 2023</b>	<b>300</b>	<b>-</b>	<b>119</b>	<b>1,266</b>	<b>1,208</b>	<b>1,709</b>	<b>4,602</b>

As at 31 March 2024 an impairment loss of £155k was recorded in profit and loss. This impairment loss relates to land bought from Pitstop Car Wash Building on High Street Rochdale the carrying value prior to impairment is £355k.

## 15 Investment assets

	RBH Group		RBH Limited	
	2024	2023	2024	2023
	£000	£000	£000	£000
Equity in MORhomes	95	95	95	95
Contingent convertible loan notes	173	173	173	173
<b>Investment assets</b>	<b>268</b>	<b>268</b>	<b>268</b>	<b>268</b>

The above relates to fixed asset investments as part of a £15m bond arranged with MORhomes.

## 16 Stock

	RBH Group		RBH Limited	
	2024	2023	2024	2023
	£000	£000	£000	£000
Materials in stock	566	447	566	447

The replacement cost of stock is not materially different from the carrying value of stock in both the current and prior year.

## 17 Debtors

	RBH Group		RBH Limited	
	2024	2023	2024	2023
	£000	£000	£000	£000
<b>Due within one year</b>				
Rent and service charges arrears	5,034	5,940	5,034	5,940
Less: provision for bad and doubtful debts	(3,847)	(3,559)	(3,847)	(3,559)
	<b>1,187</b>	<b>2,381</b>	<b>1,187</b>	<b>2,381</b>
<b>Due in more than one year</b>				
Other debtors	1,432	823	1,407	823
Taxation - VAT	981	972	974	948
Short-term refurbishment obligation (Note 20)	16,139	14,622	16,139	14,622
Prepayments and accrued income	1,934	2,056	1,601	1,190
Amounts owed by group undertakings	-	-	25	21
	<b>21,673</b>	<b>20,854</b>	<b>21,333</b>	<b>19,985</b>
<b>Due in more than one year</b>				
Refurbishment obligation (Note 20)	32,807	25,582	32,807	25,582
<b>Total debtors</b>	<b>54,480</b>	<b>46,436</b>	<b>54,140</b>	<b>45,567</b>

Amounts owed by Group undertakings are interest free and due on demand.

## 18 Creditors: Due within one year

	RBH Group		RBH Limited	
	2024	2023	2024	2023
	£000	£000	£000	£000
<b>Loans and overdrafts (Note 31)</b>				
Trade Creditors	2,468	3,235	2,468	3,215
Rent and service charges received in advance	915	1,344	915	1,344
Taxation and social security	427	489	427	489
Deferred capital grant (Note 23)	188	148	188	148
Recycled capital grant fund (Note 24)	47	150	47	150
Accruals and deferred income	7,529	7,724	7,153	6,809
Short term refurbishment provision (Note 20)	16,139	14,622	16,139	14,622
<b>Total</b>	<b>28,451</b>	<b>28,444</b>	<b>28,075</b>	<b>27,509</b>

Amounts owed by Group undertakings are due on demand and interest free.

## 19 Creditors: Amounts falling due after more than one year

	RBH Group		RBH Limited	
	2024	2023	2024	2023
	£000	£000	£000	£000
<b>Loans repayable:</b>				
Due between one and two years	744	738	744	738
Due between two and five years	2,274	2,252	2,274	2,252
Due in five years or more	41,899	42,664	41,899	42,664
<b>Total (Note 31)</b>	<b>44,917</b>	<b>45,654</b>	<b>44,917</b>	<b>45,654</b>
Loan arrangement fees	(344)	(372)	(344)	(372)
Bond discount	(618)	(641)	(618)	(641)
<b>Total loans</b>	<b>43,955</b>	<b>44,641</b>	<b>43,955</b>	<b>44,641</b>
Deferred capital grant (Note 23)	21,155	19,977	21,155	19,977
Recycled capital grant fund (Note 24)	221	183	221	183
<b>Total</b>	<b>65,331</b>	<b>64,801</b>	<b>65,331</b>	<b>64,801</b>

Loans are secured by specific charges on the housing properties of the group. The loans bear interest at fixed rates ranging from 1.94% to 2.775% or annuity rates ranging from 4.24% to 5.25%.

## 20 Refurbishment Provision

	RBH Group		RBH Limited	
	2024	2023	2024	2023
	£000	£000	£000	£000
<b>At 1 April 2023</b>	<b>40,204</b>	<b>52,544</b>	<b>40,204</b>	<b>52,544</b>
Movement to reflect changes to investment programme	8,742	(12,340)	8,742	(12,340)
<b>At 31 March 2024</b>	<b>48,946</b>	<b>40,204</b>	<b>48,946</b>	<b>40,204</b>
Short-term	16,139	14,622	16,139	14,622
Long-term	32,807	25,582	32,807	25,582
<b>Total</b>	<b>48,946</b>	<b>40,204</b>	<b>48,946</b>	<b>40,204</b>

This provision represents RBH's liability to carry out refurbishment works and is also recognised as a debtor (see note 17).

During 2018/2019 there was a release of £385m from the provision so that the remaining provision matched the Investment Programme capital spend for the remaining life of the VAT share agreement with Rochdale Borough Council which ends on the 31 March 2027. The provision has been increased at 31 March 2024 to reflect the planned Investment Programme capital spend over the period to 31 March 2027.

## 21 Improvements to Housing Properties

	RBH Group		RBH Limited	
	2024	2023	2024	2023
	£000	£000	£000	£000
Fire safety	113	2,372	113	2,372
Decarbonisation	2,181	2,515	2,181	2,515
Investment programme	13,996	7,453	13,996	7,453
<b>Improvements to existing properties capitalised</b>	<b>16,290</b>	<b>12,340</b>	<b>16,290</b>	<b>12,340</b>
Major repairs expenditure to statement of comprehensive income	4,835	3,273	4,835	3,273
<b>Total</b>	<b>21,125</b>	<b>15,613</b>	<b>21,125</b>	<b>15,613</b>

## 22 Capital commitments

	2024	2023
	£000	£000
<b>Capital expenditure</b>		
Expenditure contracted for but not provided in the accounts	5,207	6,077
Expenditure authorised by the board, but not contracted	4,369	4,629
	<b>9,576</b>	<b>10,706</b>
<b>RBH expects these to be financed by:</b>		
Committed Loan Facilities	9,576	10,706
<b>Total</b>	<b>9,576</b>	<b>10,706</b>

## 23 Deferred Capital Grant

	RBH Group		RBH Limited	
	2024	2023	2024	2023
	£000	£000	£000	£000
<b>At 1 April 2023</b>	<b>20,125</b>	<b>19,712</b>	<b>20,125</b>	<b>19,712</b>
Grants received during the year	1,423	711	1,423	711
Released to income during the year	(205)	(159)	(205)	(159)
Disposals	-	(139)	-	(139)
<b>At 31 March 2024</b>	<b>21,343</b>	<b>20,125</b>	<b>21,343</b>	<b>20,125</b>
Amounts due in less than one year	188	148	188	148
Amounts due in greater than one year	21,155	19,977	21,155	19,977
<b>Total</b>	<b>21,343</b>	<b>20,125</b>	<b>21,343</b>	<b>20,125</b>

## 24 Recycled Capital Grant Fund

	RBH Group		RBH Limited	
	2024	2023	2024	2023
	£000	£000	£000	£000
<b>At 1 April 2023</b>	<b>333</b>	<b>194</b>	<b>333</b>	<b>194</b>
Recycled Grants into Fund	7	139	7	139
Grants recycled	(67)	-	(67)	-
	<b>273</b>	<b>333</b>	<b>273</b>	<b>333</b>
<b>Repayment of grant to Homes England</b>	(5)	-	(5)	-
<b>At 31 March 2024</b>	<b>268</b>	<b>333</b>	<b>268</b>	<b>333</b>
Amounts due in less than one year	47	150	47	150
Amounts due in greater than one year	221	183	221	183
<b>Total</b>	<b>268</b>	<b>333</b>	<b>268</b>	<b>333</b>
Amount three years or older where repayment is required	76	72	76	72

## 25 Leasing commitments

At the end of the year RBH (Group and Ltd) had total minimum lease payments under non-cancellable operating leases as set out below:

	2024	2023
	£000	£000
<b>Land and buildings amount payable:</b>		
Not later than 1 year	144	149
Later than 1 year and not later than 5 years	119	377
Later than 5 years	-	-
<b>Total</b>	<b>263</b>	<b>526</b>
<b>Other amounts payable:</b>		
Not later than 1 year	647	688
Later than 1 year and not later than 5 years	1,221	1,687
Later than 5 years	-	-
<b>Total</b>	<b>1,868</b>	<b>2,375</b>

## 26 Reserves

### Income and Expenditure Reserve

The Income and Expenditure Reserve includes the accumulated profits and losses arising from the Statement of Comprehensive Income and certain items from the Statement of Changes in Equity attributable to equity shareholders net of distributions.

### Pension Reserve

The Pension Reserve includes the accumulated actuarial gains and losses from the defined benefit scheme net of any amounts transferred to the income and expenditure reserve.

## 27 Contingent liabilities

There are no contingent liabilities at 31 March 2024 (2023: Nil).

## 28 Related parties

All transactions with group subsidiaries are calculated in line with the Group Transfer Pricing Policy and are therefore on an arms-length basis.

### Executive and Senior Management

John McGrail – Executive Director of Finance and Development, was appointed Director of RBH (Design & Build) Limited on 26 June 2023. John resigned from Rochdale Boroughwide Housing Limited and RBH (Design and Build) Limited on 31 December 2023.

Clare Tostevin – Former Director of Growth, was a director of RBH (Design & Build) Limited, having been appointed in October 2018. Clare resigned from Rochdale Boroughwide Housing Limited and RBH (Design and Build) Limited on 12 May 2023.

Jeremy Vickers – Interim Executive Director of Finance and Development, was appointed Director of RBH (Design and Build) Limited on 1 January 2024. Jeremy resigned from RBH (Design and Build) Limited on 22 May 2024.

Simon Mellor – Executive Director of Finance and Development, was appointed Director of RBH (Design and Build) Limited on 22 May 2024.

Nadhia Khan – Executive Director of Customer and Community, is a director of RBH (Design & Build) Limited, having been appointed in March 2021.

Representative Body – As set out in the Rules of RBH, being an employee or tenant of RBH does not represent an interest in itself for the business of the Representatives Body.

## Transactions with non-regulated entities

The association provides management services and other services to its subsidiaries. The association also receives charges from its subsidiary. The quantum and basis of those charges is set out below.

	Management charges		Other charges	
	2024	2023	2024	2023
<b>Recharges by association to subsidiary</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
RBH (Design & Build) Limited	57	83	-	-
<b>Total</b>	<b>57</b>	<b>83</b>	<b>-</b>	<b>-</b>

	Management charges		Other charges	
	2024	2023	2024	2023
<b>Recharges by association to subsidiary</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
RBH (Design & Build) Limited	-	-	1,515	4,080
<b>Total</b>	<b>-</b>	<b>-</b>	<b>1,515</b>	<b>4,080</b>

At 31 March 2024, there were £25k recharges outstanding. (2023: £21k).

## Intra-group management fees

Intra-group management fees are receivable by the association from subsidiaries to cover the running costs the association incurs on behalf of managing its subsidiaries. The management fee is calculated on a department basis, with varying methods of allocation. The costs are apportioned as follows:

Department	By Reference to
Finance	Employee Time
Human Resources	Employee Time
Information Technology	Employee Time
Governance	Fixed Sum
Legal	Fixed Sum

## Other Intra Group Charges

Other intra-group charges which are payable to the association from subsidiaries relate to employee recharges and gift aid payments, of which £20k was paid in year.

## 29 Fixed asset investments

### Subsidiary undertakings, associated undertakings and other investments

The principal undertakings in which RBH Limited's interest at the year-end is 20% or more are as follows:

Name	Country of incorporation or registration	Proportion of voting rights and ordinary share capital held	Nature of business	Registered Address
RBH Professional Limited (Dormant)	England	100%	Management Services	Unique Enterprise Centre, Belfield Road, Rochdale, OL16 2UP
RBH (Design & Build) Limited	England	100%	Construction	Unique Enterprise Centre, Belfield Road, Rochdale, OL16 2UP

### Investment in RBH Professional Limited

RBH Professional ceased trading during the 2015/2016 financial year and became dormant and as such the company has remained dormant.

RBH maintains an investment of £1 (2023: £1) in RBH Professional Limited.

## 30 Net Debt reconciliation (Group)

	31/3/2023	Cash flows	31/3/2024
	£000	£000	£000
Cash at bank and in hand	35,847	(9,348)	26,499
Obligations under operating leases	(2,901)	770	(2,131)
Bank loans < 1 year	(732)	(6)	(738)
Bank loans > 1 year	(44,641)	686	(43,955)
<b>Net debt</b>	<b>(12,427)</b>	<b>(7,898)</b>	<b>(20,325)</b>

### 31 Debt Analysis

	RBH Group		RBH Limited	
	2024	2023	2024	2023
	£000	£000	£000	£000
<b>Due within one year</b>				
Bank loans and overdrafts (Note 18)	738	732	738	732
<b>Due after more than one year</b>				
Bank loans (Note 19)	44,917	45,654	44,917	45,654
<b>Total loans and overdrafts</b>	<b>45,655</b>	<b>46,386</b>	<b>45,655</b>	<b>46,386</b>
<b>Loan repayable by instalments</b>				
In one year or less (Note 18)	738	732	738	732
Due between one and two years	744	738	744	738
Due between two and five years	2,274	2,252	2,274	2,252
Due in five years or more	26,899	27,664	26,899	27,664
<b>Total loans repayable by instalments</b>	<b>30,655</b>	<b>31,386</b>	<b>30,655</b>	<b>31,386</b>
Loan issue costs	(344)	(372)	(344)	(372)
<b>Total loans repayable by instalments net of issue costs</b>	<b>30,311</b>	<b>31,014</b>	<b>30,311</b>	<b>31,014</b>
<b>Loans not repayable by instalments</b>				
<b>Due in five years or more</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>
<b>Total loans not repayable by instalments</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>

RBH has a portfolio of funding facilities with various lenders, each of which is secured by fixed charges on a specific portfolio of individual properties, which are subject to periodic revaluation in line with the terms of the relevant funding agreement.

The committed repayment profile is based on debt drawn from the facility repayment in place at 31 March 2024, which is currently £30m undrawn. (2023: £30m)

### 32 Grant and financial assistance

	Homes England Grant	Regeneration Funding	Improvement Program Funding	2024	2023
	£000	£000	£000	£000	£000
<b>The total accumulated government grant and financial assistance received or receivable as at 31 March 2024:</b>					
Total gross grant at end of period	20,698	503	1,423	22,624	21,201
Total gross cumulated amortisation at start of period	1,076	-	-	1,076	917
Recognised as income in statement of Comprehensive Income in the period	205	-	-	205	159
Held as deferred capital grant	19,417	503	1,423	21,343	20,125

Regeneration funding is made up of the Estate Regeneration fund and the Towns fund.

Improvement Programme funding is made up of Social Housing Quality Fund (SHQF) and Green Homes Grant.



## Get in touch

Visit us at [rbh.org.uk](https://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**:

