



## Council Housing in Rotherham

### Why Change? Housing & Building Works

- Audit commission inspection reports
  - Housing service described as the worst of the worst.
  - 'work doesn't reflect council priorities', 'not addressing sustainable neighbourhoods'
  - 'no clear plans for the future of council housing in Rotherham', 'performance is deteriorating'
  - Repairs and Maintenance service was assessed at '0' Star but with promising prospects for improvement - "Ran out of nails..."

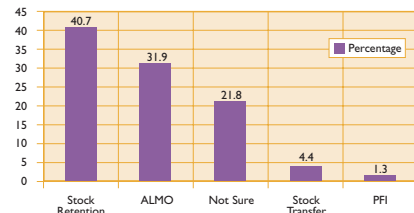


- Government told us we had to improve all properties up to the Decent Homes Target by 2010. We didn't have the money and the government wouldn't give us any unless we carried out a stock option appraisal.
- Failing to perform with the money we had
  - Audit commission didn't trust our performance data
  - Empty property turnaround time was over 120 days, losing Housing £1 million in lost rent each year.
  - Customer satisfaction levels amongst the worst in country
- Housing concentrated on properties, not people

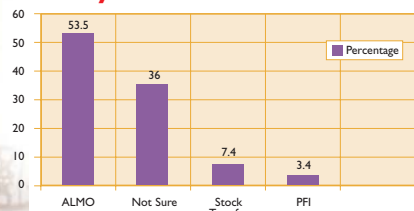
### The Government told all Councils to assess how they could finance Decent Homes

- Expert Property Consultants brought in found that Rotherham had loads of non-Decent Homes and did not possess the finance to meet the Government target
- The Council Housing Futures Group formed to take the lead role in exploring and making recommendations to Council about the future for Council housing in Rotherham - this put tenants firmly in the driving seat.
- A massive consultation programme, supported by an Independent Tenant Advisor, informed the Council's decision. As a result we:
  - Rejected the possibility of Stock Transfer as tenants wanted to stay with the Council.
  - Rejected the possibility of using Private Finance as the tenants and the Council felt that it was too risky and could threaten the future of Council Housing in Rotherham.
  - Rejected the possibility of retaining the management of Council Housing within the Council - the Tenants preferred choice - as we would not have been able to provide Decent Homes for all.
  - Established 2010 Rotherham Limited - an Arms Length Management Organisation - set up to deliver Decent Homes and owned by the Council.

### Which of the 4 options do tenants favour?



### Of the 3 options to obtain additional funding, which would you choose?



### The Tenant Priorities

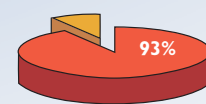
- The Council accepted the decision by tenants to establish an ALMO at a Full Council meeting.
- The 7 Key Customer Priorities were the driving force behind the decision to set up an ALMO:
  - Keeping rents as low as possible
  - Dealing with crime and anti-social behaviour
  - Improve houses to a modern standard
  - Improve the appearance on the estates
  - More say for tenants in how properties are managed and run
  - Improved levels of service provision
  - More choice in the types of homes available

### How did we achieve the improvements?

- In 2002 we introduced a new Executive Director and Management Team to drive forward a sea change in:
  - Raising performance standards and quality of service delivery
  - Reshaping services to provide a customer focus and modern means of access
  - Re-aligning and integrating housing with the activities of other programme areas
- We developed communications so that everyone was involved and understood their part in delivering continuous improvements
- Following the decision by tenants to create an ALMO, we restructured Housing to form Neighbourhoods to:
  - Enable a smooth transition from Council to ALMO
  - Support the development of neighbourhood management
  - Ensure service delivery is accountable to Area Assemblies
- We worked around the clock to deliver our "Bid" for money on Round 4 of the Government's ALMO programme on Christmas Eve 2003.
- In April 2004, the Government accepted our proposals to establish an ALMO saying we had one of the most innovative bids.
- We created an ALMO Excellence Plan to monitor smart targets and ensure aims and objectives were delivered
- In 2004 we received two "1" Star Audit Commission inspection results for Housing Management and Repairs and Maintenance, in which the Audit Inspectors acknowledged how much we had improved.
- We improved on staff training and development and hold the Investors in People Award.
- We continue to contribute and drive the Council to deliver improvements in:
  - Comprehensive Performance Assessment Scoring
  - 2 star Access to Services and Supporting People Inspection scores - both of which are important to council tenants.
- In 2005, our dramatic improvements in service delivery was formally recognised by being presented with Charter Mark Award for Customer Services for 2010 Rotherham Ltd and the Retained Housing Function.

### Setting up the ALMO

93% of Council tenants were in favour of the Arms Length route.



- With the tenants and leaseholders backing and our improvement agenda on track we needed to go to the Government for approval to set up the ALMO.
- In March 2005, the Government told us that we could set up the ALMO. But the money would only be guaranteed following a '2 Star' inspection score.
- All the legal, operational, financial and staffing arrangements were then put in place by the Council by May 2005.
- The Council then established the ALMO to:
  - Deliver Decent Homes
  - Deliver Neighbourhood Management
  - Support Area Assemblies
- A 'Shadow Board' was set up in 2004 to make recommendations to the Council
- The Full ALMO Board was then established, consisting of
  - 5 Tenants
  - 5 Council Members
  - 5 Independents
- The Board decided the name, brand colours and work wear following consultation with customers and staff. This clearly identifies that the ALMO is different from the Council.
- 2010 Rotherham Limited went 'live' on May 16th, 2005
- An Interim Chief Executive was put in place
- 2010 Rotherham Limited has a budget of £7.6m and just over 600 staff.

### The Council/2010 Relationship

- 2010 is arms length from the Council; every member of staff will see a clear difference.
- Weekly meetings are in place with the Executive Director of Neighbourhoods and Interim Chief Executive.
- The 'Delivery Plan' progress is monitored - the plan contains a series of performance targets that 2010 must deliver in order to satisfy the Council.
- Monthly Council and 2010 Liaison Meetings are in place to discuss problems and solutions.

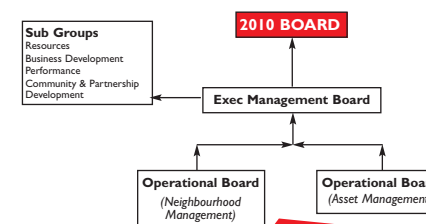


### The Role of the 2010 Board

The Board is accountable for:

- Making sure customers receive a high quality service and value for money.
  - Performing effectively, in clearly defined roles ensuring responsibilities are carried out.
  - Promoting values for the whole organisation and behaving in ways that uphold and exemplify good governance.
  - Taking informed, transparent decisions and managing risk.
  - Developing the capacity and capability of the Board, Area Boards and Sub-Committees.
  - Engaging stakeholders and making accountability 'real'.
- Good governance leads to good management, good performance, good stewardship of public monies, good public engagement and ultimately, good outcomes!

### Decision Mechanisms



### 2010 - The Future

Key Objectives in 2010 Delivery Plan

- Become a good (2 star) ALMO Housing service in terms of cost, efficiency and service delivery by 2005 and achieve an excellent (3 star) service by 2006 to draw down funding to deliver Decent Homes
- Achieve the Decent Homes Standard for all council properties by 2010 and ensure that all Council properties achieve Secured by Design standards by 2010 to reduce domestic burglary
- Support the neighbourhood management agenda facilitated by customer focused, accessible one stop shop approach by 2006
- Provide an externally recognised value for money, high performing repairs and maintenance service by 2007.
- Reducing void relet times to become best in class by 2007
- Through partnership arrangements and the development of neighbourhood partnership teams contribute to reducing, by 25%, the incidents of Anti Social Behaviour by 2008.
- Increase the number of active tenant and resident participants, which is representative of the make-up of the borough by 100% by 2007

### Important Facts

- 2010 Rotherham Ltd is owned by the Council and operates under a management agreement between RMBC and 2010.
- 2010 has been set up, at the choice of tenants, to manage and improve Council housing
- 2010's principle aim is to deliver Decent Homes.
- The Board are in charge of 2010 and are accountable to the public like any public body.
- Rotherham MBC remain the landlord and tenants remain secure tenants of the Authority.

