



THE RBH MUTUAL

A few thoughts on devolution and co-operation

Gareth Swarbrick

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BACKGROUND



- **13,600 homes**
- **50 neighbourhoods**
- **600 employees**
- **Arms Length Management Organisation (ALMO) since 2002**



THE PROCESS

- **2009 - Council and RBH agree need to review options**
- **September 2009 – Investment and Involvement Commission set up with independent chair**
- **January 2011 – Investment and Involvement Commission reports to Council Cabinet recommending pursuing mutual stock transfer**
- **July 2011 – Ministerial approval given to transfer and HRA debt write off**
- **21 December 2011 – Positive ballot result announced**
- **26 March 2012 – Transfer takes place**
- **26 June 2013 – Mutual Rules adopted**



WHY A MUTUAL TRANSFER?

- **Staying as we were was not an option**
- **Generating investment**
- **Desire for local solution**
- **Need for resilience to challenges**
- **‘People and Place’ as the starting point**
- **Catalyst for increased involvement**
- **A desire to learn from other models in other sectors**



OUR BIG IDEA



Co-ownership

- tenants and employees as members

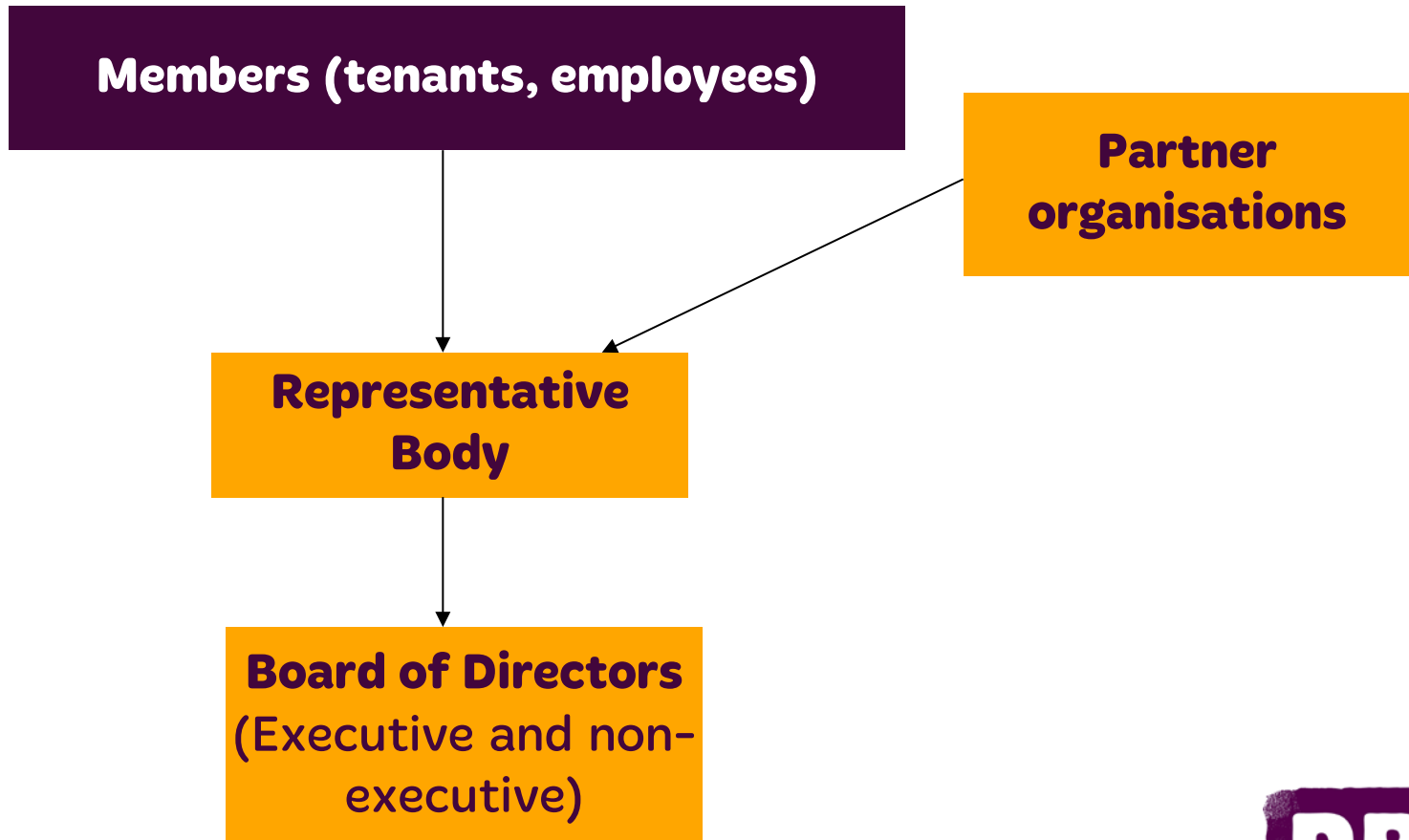
Co-production

- shared priorities
- working together

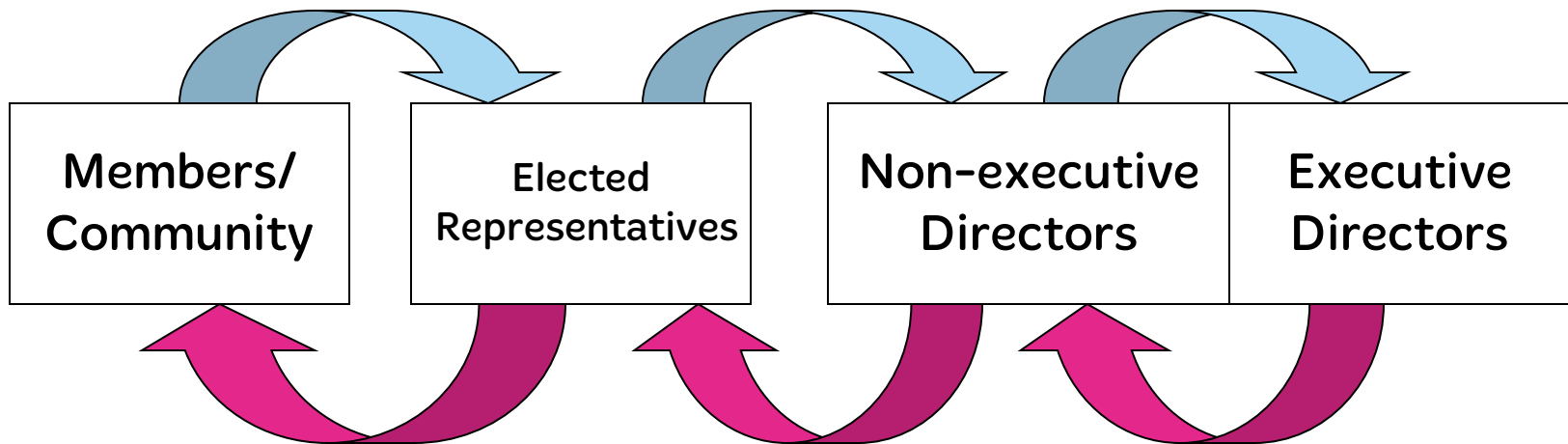
Changed relationships and culture



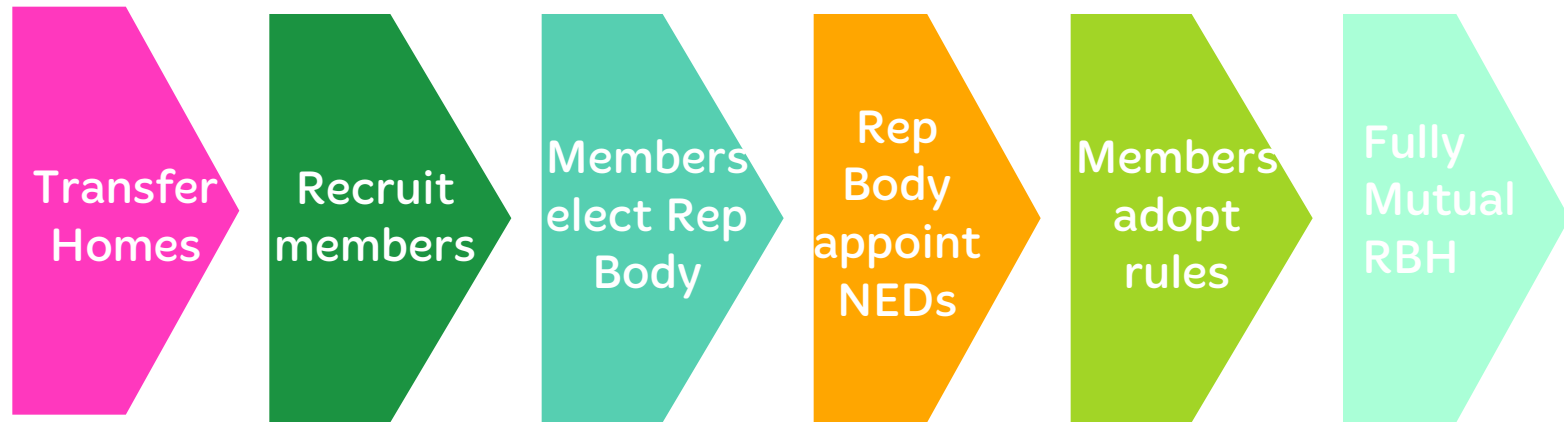
A NEW GOVERNANCE MODEL



OWNERSHIP AND ACCOUNTABILITY



A NEW GOVERNANCE MODEL



Regulatory Approvals and Culture Change Programme



OUR REFERENCE POINTS

- **Community-owned housing associations**
- **Health, Social Care and Leisure mutuals**
- **Social enterprises**
- **Employee owned business**
- **Traditional mutuals and retail co-operatives**
- **International experience**



- **Tenant and employee dynamic**
- **Member voice and influence**
- **Membership and Corporate Strategy**
- **New values**
- **Co-operative approaches**
- **Delivering promises**

**MAKING A
DIFFERENCE**



- **That reflects tenants & employees**
- **Opportunities to shape RBH**
- **Engaged membership**
 - affinity & loyalty to RBH
 - positive behaviours
 - increased resilience



GROWING AND DEVELOPING MEMBERSHIP



OUR VISION

People succeeding together to offer great services and places to live and work

- **Developed by tenants and employee members**
- **Underpins Our Mutual Future - our Corporate Strategy**
- **Provides very clear framework for future development of our mutual**



DEVOLUTION

- **What should real devolution look like?**
- **What will this mean for forms of political authority?**
- **How does this change the leadership role?**
- **What about future forms of public service provision?**



SOME LESSONS FROM RBH

- **Created a new form of public ownership – a contrast to traditional housing model**
- **Builds in accountability**
- **Membership makes people feel differently – tenants and employees**
- **A different sense of ownership – stewardship, responsibility, pride.....and challenge!**
- **Rooted people and place – apply principles rather than replicate detail**
- **Needs the courage of conviction and an ability to hold your nerve!**



THANK YOU