

BUSINESS PLAN 2019



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MISSION AND OBJECTIVES

"Rockdale's mission is to provide affordable housing, care and other help to improve the quality of life for older people."

1. Provide good quality homes and support services for older people which meet their changing needs. This means we will:

- Provide well managed housing cost-effectively and to high standards
- Consult with residents, tenants and leaseholders on the services provided
- Regularly monitor, evaluate and strive to improve services
- Provide efficient and responsive repair services, and make adequate provision for planned maintenance
- Make the best use of our assets to maintain a sustainable community
- Offer appropriate advice to services and welfare benefits

2. Offer high quality residential care. This means we will:

- Aim to establish Rockdale House as a model of excellence in residential care
- Recognise that the quality of residential care is dependent on the quality of the staff providing it, and thus place a high priority on the recruitment, training and retention of staff

3. Sustain and develop its charitable work. This means we will:

- Set aside such capacity and funding as can be afforded by the Association for the support of those who do not have the financial means to access our services
- Account clearly for our charitable work through external reporting
- Seek grants and donations for the support and expansion of our charitable work



HISTORY

The Sevenoaks and District Old People's Housing Association was founded by a committee led by Miss Beatrice Wilson in 1947 with help from The Soroptimists, an organisation which Miss Wilson was also a founding member. Miss Wilson was determined to provide suitable housing for elderly people of restricted means who were members of the working classes in Sevenoaks and elsewhere. In 1948 The Association registered with these objectives and we strive to deliver that mantra today.

In 1953 The Association purchased and renovated Rockdale House, the former home of Sir John Laurie, and opened it as a residential home for 22 older people. Today capacity has been expanded by building a brand new home in 2013 to care for 50 residents. This new home is now called Rockdale House and continues the good work that Miss Wilson and her associates began 65 years ago. Sir John Laurie's former home has now been renamed in his honour; Laurie House, as it is now known, has been converted into leasehold apartments alongside another brand new building which together provide 19 accessible flats.

The Association was renamed as Rockdale Housing Association Ltd in 1979 and is a registered society with charitable rules with The Cooperative and Community Benefit Society as well as The Regulator of Social Housing. As such, Rockdale is an exempt charity and is governed by a Board of Trustees which is elected annually by the members of the Association.

REGULATORY ENVIRONMENT

In recent years we have seen the external environment we operate in has changed significantly with the impact of the prolonged economic downturn, Welfare Reform and the Localism Act affecting every aspect of what we do. At the same time, the regulatory requirements also changed within the social housing sector focusing on economic rather than consumer regulation.

In addition, the Government changed the status of Registered Providers from public to private organisations. In doing so, this has eased some aspects of regulations allowing more freedom for providers to acquire and dispose of property. For Rockdale this has provided an opportunity to conduct a stock options appraisal which will help us to use our assets more effectively.

It remains a perpetual challenge for small housing providers like Rockdale to meet increasing statutory requirements demanded of us. The Association is proud of its continued positive approach in this area and acknowledges the significant value of reviewing performance against best practice.

DEPENDENCY

The Association monitors the dependency levels of residents in the care home and the usage of various services provided for residents in the sheltered apartments, this serves as a valuable indicator to help determine current and future staffing requirements.

The ages and average dependency levels of residents in Rockdale House as at summer 2018 were:

	2016	2017	2018
Number of residents	47	41	47
Average dependency score	21	24	22
Number with a score below 30 (low needs)	32	28	34
Number with a score above 30 (high needs)	15	13	13
Average age of resident	92	90	91

We continue to seek opportunities where we can offer financial assistance to those who would benefit from the care offered in Rockdale House. We negotiate with Kent Social Services on behalf of residents who need help meeting their fees. Currently we have 3 residents the Association is charitably supporting and a further 2 residents who may need help with funding in the very near future.



ROCKDALE HOUSE

One of the Associations' key objectives is to continue to promote Rockdale House as a model of excellence in residential care. In our last inspection in September 2018 we achieved compliance with the five required standards, receiving an overall "good" rating from the Care Quality Commission.

Staff help residents with every aspect of daily living - dressing, washing, going to the bathroom, getting in and out of bed and chairs, moving from one room to another and around the building, everything short of medical intervention. Residents are also helped to maintain outside interests and contacts and improve their lives with activities and pastimes.

Our staff are well trained and passionate about the care they provide to residents. They offer vital care 24 hours a day, 365 days a year. In the majority of cases, people are able to end their lives in these comfortable and familiar surroundings. In the past year 5 residents died peacefully in their rooms at Rockdale House and we were able to provide both them and their families help and support at the end of their lives.

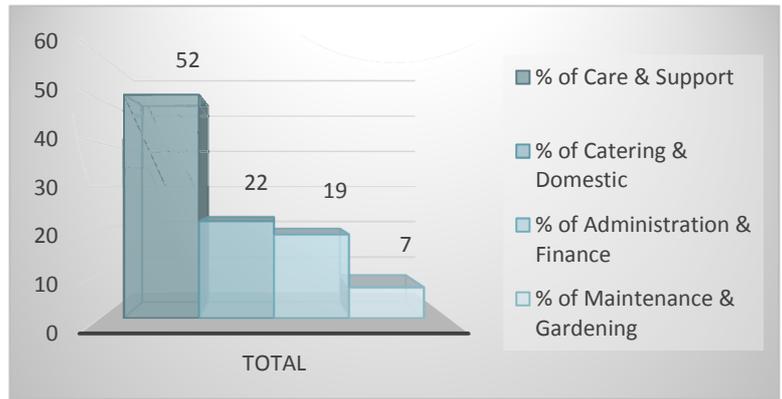
CHALLENGES AND PRIORITIES

- ✓ To learn from inspections and identify areas where we can make improvements for the benefit of our residents.
- ✓ To continue to focus on developing and training staff, providing classroom based training in areas such as moving & handling, safeguarding & first aid.
- ✓ To continue to work towards offering residents access to Rockdale House care through charitable funding for those who may not otherwise be able to meet the costs.
- ✓ To review the activities we offer, adding to a more person centered approach.
- ✓ To promoting health & wellbeing initiatives to our residents, working with partnership agencies such as the NHS. Focussing on staying well and improving mobility.
- ✓ To continue to work with Oakley Nursery further developing our relationship with them and forging strong links with the local community.

ORGANISATIONAL DEVELOPMENT

STAFF

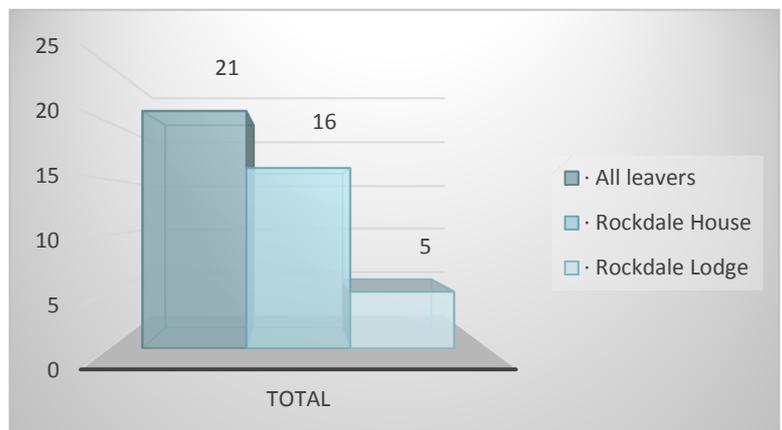
The Association has approximately 86 employees, 55% of these employees work full-time and 27% work part-time (less than 30 hours per week). The breakdown of the roles undertaken by our staff can be seen in this chart:



CURRENT PERCENTAGE OF FULL TIME EQUIVALENT STAFF

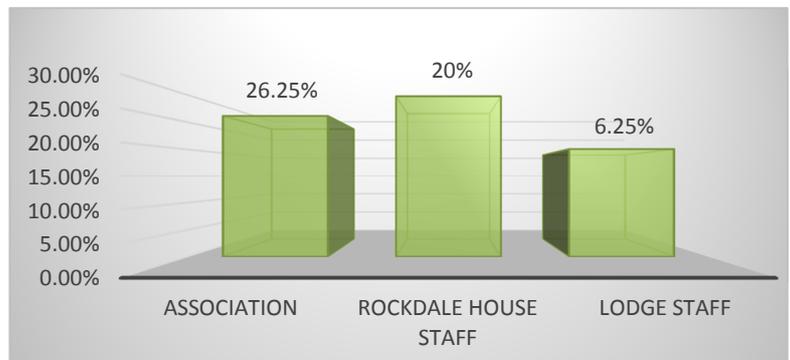
RECRUITMENT

Our vacancy rate at the end of August 2018 was 2.48% as we still need to recruit 2 staff members, 1 RSW and 1 Housekeeping Assistant. This chart shows the number of staff members leaving the Association's employment between August 2017 and August 2018. The chart below shows turnover as a percentage of all established posts:



TURNOVER AS A NUMBER OF ALL ESTABLISHED POSTS

Rockdale remains in line with the national average turnover rates of 29.6% (27.8% in the South East) according to the Skills and Care Minimum Data, however employing and retaining good staff is vital to the organisations success, high staff turnover increases our expenses and has a negative effect on staff morale so as a result of this we have:



2018 ANNUAL TURNOVER AS %

- Re-introduced monthly HR surgeries at Rockdale House to be able to have face to face discussions with any work-related concerns, improved communication and also helped promote the staff benefits packages.
- Re-designed the lodge induction pack and also produced a new induction programme for Rockdale House staff to make sure they are supported in their roles.
- Re-introduced a 6-month probationary period for all new employees which includes having regular reviews to monitor their progress.

Recruitment of good staff has been challenging particularly within the Housekeeping team where we have been competing for staff with two new care homes in the area,

one of which opened in April last year and one which is due to open by the end of this year. We have therefore:

- Reviewed how roles are advertised and introduced new methods such as advertising on local college job boards and using online tools such as Facebook and Indeed to attract potential staff members.
- Enabled candidates to apply for a position with a CV as well as via the application packs to make the process as easy as possible for the candidate.
- Reviewed shift patterns for the Housekeeping staff and amended these to make the hours and tasks more appealing.
- Introduced a new online DBS application process which helps speed up the disclosure checks process.
- Introduced a new 'refer a friend' which offers staff the chance to earn a £200 reward when they introduce a new employee to the Association.
- Recruited a new Marketing and Fundraising Officer who will look at updating our current website as well as promoting the Association more widely.

TRAINING

We are committed to ongoing training and development of our staff. We will include regular supervisions, reviews and annual appraisals for all staff. This will enable employees to know what their contribution is to the success of the organisation and know that they are valued for the work they do.

The Social Care TV package is still in use for our online training and the senior management are aware of which modules their team members need to complete. Earlier this year we added an Equality and Diversity module and we are currently organising new GDPR training to keep all staff up to date with the new regulations. We are also planning another Word/Excel bespoke course at the adult education centre.

We are in the process of sourcing challenging behaviour training and the support workers have attended a first aid course with St Johns Ambulance Service with further places booked for September. We now have new defibrillators in Beatrice Wilson and Rockdale House and will be arranging the necessary training for staff to use these.

Staff are attending practical training days as well as completing the online modules for Moving and Handling as our residents needs change. Hospice in the Weald will be providing Dementia and End of Life Care training sessions.

In our care home we continue our training using Social Care TV modules. This, together with Rockdale House's induction programme, meets the minimum care certificate

Standards set by Skills for Care. All care staff can work towards a QCF Level 3 Diploma in Care after a 6 month qualifying period and we already have 4 RSW's keen to complete this.

SICKNESS ABSENCE

Sickness and absence for this current year to date has been closely monitored. The chart below shows the figures for the year ending 31/03/2018:

	16/17	17/18	% Difference compared to previous year
Total sickness days lost	723	537	26%
Total %	3.94%	3.14%	0.8%
Short term	1.73%	1.55%	0.18%
Long term	2.21%	1.81%	0.4%

The chart shows an improvement in both short-term and long-term sickness levels compared to the previous year. The health and well-being of our staff is always of great importance to us and we also continue to work in partnership with the Local Authority to ensure staff receive information, help and guidance about better mental health as part of the “six ways to wellbeing” campaign.

We manage our sick leave to minimise the risk to other staff and residents’ health and continue to use the Bradford Factor as a management tool to monitor sickness levels. We complete back-to-work interviews with all staff following a period of illness to make sure they are fit for work. We also hold regular meetings with those staff who have been on long term sick to check progression and offer phased returns to work to prevent further periods of sickness. We will continue to monitor both long and short-term sick cover the next year.

CHALLENGES AND PRIORITIES

- ✓ Recruitment of a new Home Manager for Rockdale House
- ✓ We will support the new interim Home Manager with HR, recruitment and ongoing training.
- ✓ We will source a new HR package that will further streamline HR processes and procedures.
- ✓ Provide HR Administrator with further training to achieve a CIPD qualification
- ✓ We will continue to embed our Core Values and Behaviours as part of our culture



SHELTERED APARTMENTS

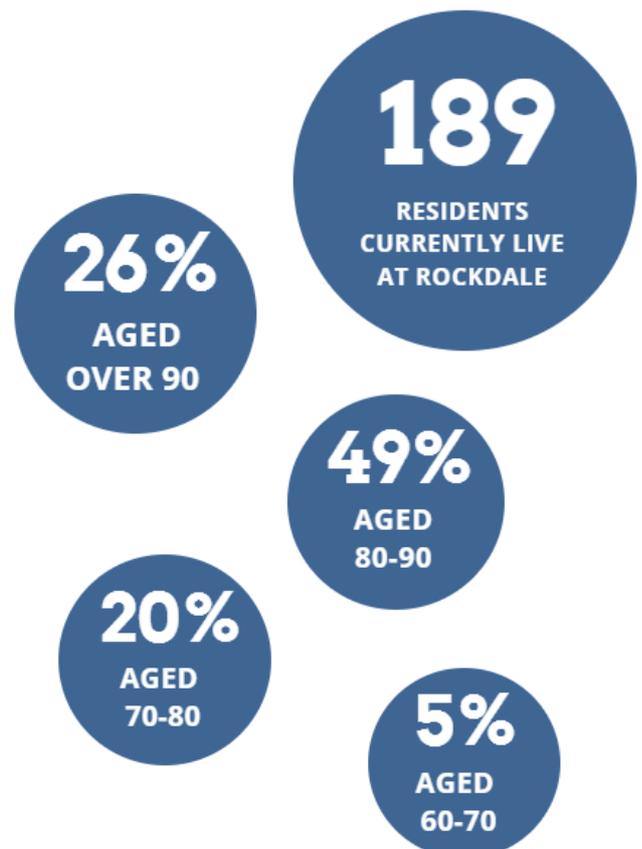
RESIDENTS PROFILE

Our youngest resident is currently 62 with the eldest being almost 100; that's an incredible age range of 38 years that we support here at Rockdale.

70% of our residents are over the average national life expectancy age of 81.6 years and are still active in the local community. With Sevenoaks town centre a short walk away enabling those with limited mobility to retain a degree of independence.

There have been twenty-six new tenancies or leases within the past 12 months. However, 35% of our residents have been with us for 5 years or more and many see this is a final move unless their circumstances change and they require a higher level of care.

That said, many of our residents live independently, having little or no support needs, whilst others receive visits up to four times a day from family members or carers. Our support staff deliver an excellent, all-encompassing 24 hours service. They provide peace of mind that someone is on hand in an emergency as well as a more attentive service in changes of circumstance and the need for signposting to relevant external agencies.



SEVENOAKS APARTMENTS

ROCKDALE ROAD

On the main Rockdale Road site, there are 123 studio and one-bedroomed apartments to rent and 29 one and two-bedroomed leasehold properties. Residents are supported by a team of staff who are available for 24 hours each day and also benefit from in-house Home Help, a lunch service five days a week, a computer club and a wide range of social events and clubs.

AKEHURST LANE

This site consists of twenty-eight one and two bed-roomed apartments. Residents receive the same support as those living on Rockdale Road and are welcome to join in any activities being held on Rockdale Road. However, Akehurst Lane also has its own common room, hosting a small calendar of activities, and boasts a drying room, beautiful gardens and ample parking.

RESIDENT INVOLVEMENT

Residents have the chance to raise any issues and put forward suggestions at a quarterly residents meeting attended by senior staff. Feedback on services and accommodation is sought via routine maintenance satisfaction surveys as well as an in-depth satisfaction survey once every three years. Residents are actively involved in various activities on-site organised both by themselves and by the Association.

APPLICATIONS

Applications for housing are accepted from anyone meeting the admissions criteria and a choice based lettings system used to process the admission. Feedback is given each time a bid for a property is made and this helps applicants to understand their chances of being offered a property and the likely waiting time. Our annual open morning provides the opportunity for anyone to view the different types of accommodation available.

CHALLENGES AND PRIORITIES

- ✓ To explore new opportunities to market our properties to minimize voids and ensure maximum usage of our sheltered properties.
- ✓ To review our housing stock and create a long-term strategy to ensure that our accommodation is both appealing and practical for older people.
- ✓ To support our residents to form a new, inclusive Social Club which is formally recognised and supported by the Association and enables members to organise events and activities within the boundaries of current legislation.
- ✓ To support our residents leaving our Tunbridge Wells apartments by assisting them both practically and financially to ensure that their housing needs are met.
- ✓ To explore options to maximise the proceeds from the sale of the properties in Tunbridge Wells to further our mission to provide good quality and affordable housing in Sevenoaks.

PLANNED, RESPONSIVE AND VOID MAINTENANCE

The Association manages maintenance of its properties in various ways:

- The in-house Maintenance Department are responsible for cleaning the common areas, undertaking routine site maintenance, health and safety monitoring and responding to daily job requests from tenants and staff in both the common areas and individual apartments
- Approved contractors from various building trades are called in for responsive maintenance outside the scope of the maintenance department's remit
- Approved contractors are appointed to refurbish void flats to ensure compliance with the Decent Homes Standard.
- Service Agreements with specialist contractors for plant such as the boilers, lifts, fire alarm systems
- A 25 year rolling programme of planned maintenance and capital expenditure projects.



RESPONSIVE MAINTENANCE

The recommended length of time taken for outside contractors to complete any responsive maintenance tasks is suggested by the Homes & Communities Agency. Our outside contractors' performance is monitored against these recommendations and the results are published in our Annual Report.

In-house responsive maintenance work is not classified in the same way and we aim to complete all in-house maintenance requests within 7 days unless the job is an emergency or urgent in which case we would aim to complete the task within 24 hours or 5 days respectively or alternatively the job could have a planned delay.



Performance is monitored, and satisfaction surveys are carried out on all outside contractor maintenance carried out in residents' apartments and 10% of the in-house maintenance jobs. Performance against the target for in-house work and the results of the satisfaction surveys are reported annually to both the Board and the residents.

VOID APARTMENTS

The average re let time for void apartments has reduced this year from 59 days to 33 days. When notice is given for an apartment the maintenance and housing departments work together to arrange the works required for the apartment and an estimate of when the apartment will be ready for re let.

SERVICE LEVEL AGREEMENTS

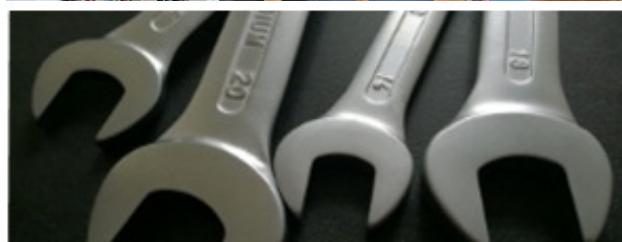
Service contracts have been agreed for the servicing and maintenance of all major items of plant and installations e.g. the fire alarm systems, heating systems, electrical safety, lifts, legionella testing, the warden monitoring service, sewage waste pumps and others. These are periodically reviewed, subjected to competitive pricing and reassigned on the basis of price and performance.

DECENT HOMES STANDARD

The Communities and Local Government Department has laid down a standard for rented properties designed to ensure they have reasonable facilities and are kept in repair. The main requirements of the standard are that bathrooms to be less than 30 years old, kitchens to be less than 20 years old and of an adequate size and layout, to have a good state of repair and basic requirements met i.e. heat, WC provision, water and sound insulation. 100% of the Association's properties currently meet the Decent Homes Standard. Every year the work required to achieve 100% compliance is assessed and a provision made in our planned maintenance programme for the necessary refurbishment works.

PLANNED MAINTENANCE AND CAPITAL EXPENDITURE

A rolling 25-year plan for major and cyclical maintenance and capital expenditure is maintained which predicts the replacement or refurbishment of all the major structural and service elements for the Association's properties. Decent homes expenditure is also included in this plan. Cyclical programmes such as external and internal redecorations are also included. Annual transfers from the Association's revenue accounts have built up a reserve to fund the programme and it is reviewed annually against the actual and predicted costs of planned maintenance and capital projects to ensure that the fund is maintained at an acceptable level.



<u>Planned Maintenance</u>	<u>£</u>
Lodge External Redecorations	4,157
Beatrice Wilson internal redecorations after projects	30,000
Beatrice Wilson laundry refurbishment	5,000
General electrical work	2,000
Decent Homes expenditure	110,000
Fire door project	65,000
Drains on site	20,000
Laurie House rear landscaping	15,000
Contingency site work	22,975
Rockdale House – Revamp locker room for staff rest room	15,000
Rockdale House – Internal redecorations and new carpet level 0	20,000
Rockdale House – Electrical works upgrades	5,000
Rockdale House – Fixed awning roof terrace	10,000
TOTAL	£324,132

<u>Leasehold flats redecorating works</u>	<u>£23,500</u>
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<u>Leasehold flats sinking fund</u>	<u>£</u>
Webbs Meadow courtyard and buggy store	75,000
Constant Meadow garden upgrades	3,000
Woodwork on external redecorations project	4,000
Contingency	10,500
Electrical works	1,200
TOTAL	£93,700

<u>Capital Expenditure</u>	<u>£</u>
New boiler Lodge	3,000
Admin expenditure – maintenance system, new web site, new computers	35,000
New Pendants	5,280
New benches around the site	5,000
Rockdale House – Air conditioning in some communal areas	50,000
Rockdale House – New lift programmer	15,000
TOTAL	£113,280

MAIN ITEMS INCLUDED IN OUR PLANNED MAINTENANCE AND CAPITAL EXPENDITURE PROGRAMME FOR 2019

<u>2020 Planned Maintenance</u>	<u>£</u>
Rockdale Road site roads, pathways, lighting and drainage	43,750
External redecorations Pleasaunce and Garden flats	42,903
Decent Homes	110,000
Rockdale House external rendering	20,000
Rockdale House internal decorating	22,000
Contingency and minor repairs	17,200
TOTAL	255,853

<u>2020 Capital Projects</u>	<u>£</u>
Beatrice Wilson water heaters and new radiators	65,000
New soffits and fascia The Pleasaunce and Rockdale Gardens	175,000
TOTAL	240,000

<u>2021 Planned Maintenance</u>	<u>£</u>
Rockdale Road site roads, pathways, lighting and drainage	8,750
Lodge radiators, kitchen, Alarm	13,050
Decent Homes	110,000
Rockdale House internal redecorations	22,000
Contingency	17,200
TOTAL	171,000

<u>2021 Capital projects</u>	<u>£</u>
Pleasaunce radiators	25,000
TOTAL	25,000

MAIN ITEMS INCLUDED IN OUR PLANNED MAINTENANCE AND CAPITAL EXPENDITURE PROGRAMME 2020/2021

CHALLENGES AND PRIORITIES

- ✓ Managing the amount and diversity of projects during 2019.
- ✓ Reducing void turnaround times.
- ✓ Ensuring that the Service Agreements still represent Value for money.
- ✓ Achieving the Decent Homes Standard.
- ✓ Keeping up to date with Health and Safety requirements.
- ✓ Continuing with the update of the maintenance management systems.

HEALTH AND SAFETY

Health and safety incidents involving staff are strictly reported and recorded. During 2017 only 4 incidents were reported and none of these were deemed serious.

Each quarter a Health and safety meeting is held with the director, senior managers and other managers from all areas of the Association. The meeting looks at Health and Safety issues that have arisen or which could arise. Examples of topics discussed are thermostatic mixer valve servicing, signage around the site, fire risk assessments, staff training updates, and 5-year electric testing. Minutes of these meetings are included in the relevant Board papers.

All staff undertake compulsory health and safety training via the on line training portal "Social care TV". In addition to this other training needs are identified during staff appraisals and arrangements made via HR.

Risk assessments are carried out by external assessors for Asbestos management, Fire safety, Legionnaires and Lightning conductors. All other risk assessments for potential hazards are prepared internally and updated annually.

An annual Health and Safety Report is prepared and presented to the Board of management at the November Board meeting.

CHARITABLE SUPPORT

Rockdale offers charitable support to some residents who need our housing and care, but who may not necessarily have the financial means to access it. As a charity we continue, where possible, to support those residents needing to move into residential care who cannot meet the full cost of care and supporting their daily needs as well. We do this by:

- Accepting a number of local authority residents at a reduced fee, supplementing the extra cost via our Access to Care Fund. In the future we hope to utilise the Fund to assist more residents in need of residential care where appropriate.
- Subsidising "The Pantry" which provides good quality, hot meals for residents at a low cost.
- Providing a "Home Help" service at a low cost to help those residents who need more support within their apartment.



GOVERNANCE AND QUALITY ASSURANCE

The Association is registered with the Regulator of Social Housing and is monitored under its Regulatory Arrangements for Small Associations programme (RASA)

Rockdale House is monitored and inspected by the Care Quality Commission (CQC), who carries out unannounced inspections at their discretion. At least once every three years Rockdale is required to provide Compliance Assessment evidence. The last assessment took place in September 2018 where the Association was rated as Good by the CQC. During the year a quality assessment framework was introduced to provide further assurance of effective management to the regulator.

The Association has a Business Continuity Plan which is regularly reviewed by staff. This addresses risks to people, property, the Association's financial stability and business continuity.

The Association also maintains robust financial controls which are regularly reviewed and updated. In addition, an annual financial audit is carried out by an independent firm of auditors to provide further assurance to our Board of the Association's financial viability.

FINANCE

Appendix 1 shows the Association's summarised final accounts from 2013 to 2017 and Appendices 2-3 show the forecast Income and Expenditure and Balance Sheet for the period 2018 to 2022.

CHALLENGES AND PRIORITIES

- ✓ To achieve a balanced budget despite the ever growing external financial pressures which include:
 - Social Housing rent reductions
 - Introduction of the national working wage
 - Pension costs
 - Ever increasing Health and Safety legislation
 - Increasing costs of food and other items
 - Increasing fuel costs
 - Increasing costs of Insurance

- ✓ To continue to review and streamline our accounting procedures to ensure the correct information is accurately recorded in a strict and timely fashion

- ✓ To keep a regular and timely review of rent arrears