

Rockdale's 2020 Business Plan




SENIOR LIVING
ROCKDALE
at the heart of Sevenoaks

Activity, healthy surroundings and history - all in one community at Rockdale.



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

We will 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

Offer high quality residential care.

- * 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

Sustain and develop our charitable work.

- * 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 of Rockdale

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 surrounding areas.

In 1948 The Association formed 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 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 over 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 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 who are elected annually by the members of the Association.

This year we will be compiling a 'History of Rockdale' booklet, documenting our unique story.

Evidence of Rockdale's history can be seen around the site.



**Preserving unique history
of Rockdale.**

Regulatory Environment

Each year the Association faces an on-going challenge to continue to provide and maintain the right services for our vulnerable older people at an affordable cost. A challenge made much greater at a time where the external environment is ever changing and due to the uncertainty caused by Brexit.

With the regulatory requirements within the social housing sector focusing on economic rather than consumer regulation, the Association has critically reviewed the condition of its housing stock and the services it provides. It has looked at ways to improve its offering in the longer term to ensure the services provided not only offer Value for Money but also enhances the lives of the people living here as well as meeting the increasing needs of an aging population.

It remains a continual challenge for small housing providers like Rockdale to meet the ever-increasing statutory requirements demanded of us. The Association is incredibly proud of its approach in responding to these demands through the hard work of its dedicated team of staff.

The Business plan sets out a series of strategic aims and priorities, each of which will help the Association deliver service enhancements and to achieve high levels of customer satisfaction within a financially sustainable business model.



Dementia

Dementia

A person with dementia will need more care and support as their symptoms get worse over time. There are many positive aspects to living at Rockdale with early stages of dementia and we are always looking for the most relevant training options for our staff, to help them support our residents the best they can.

As we are not Dementia registered, we support our residents who show signs of living with early stage, but manageable dementia by doing the following:

- actively train all our staff to become 'Dementia Friends';
- Rockdale House decorate each floor in a different colour;
- residents living at Rockdale House, will have 24hr support from care staff;
- all residents will be able to join in social activities with other residents;
- signpost residents and families to local services and groups for social activities;
- assist with practical day-to-day living arrangements.



Rockdale House

Our key objective is to continue to promote Rockdale House as a model of excellence in residential care by forging strong links and raising our profile with the local community. In our last Care Quality Commission (CQC) inspection in September 2018 we achieved compliance with the five required standards, receiving an overall “good” rating.

Staff provide holistic person centred care by helping residents with every aspect of their daily living. This includes practical tasks, such as washing and dressing, as well as support to pursue leisure activities of their choosing.

It is our philosophy that great care supports people practically, socially and emotionally and this is reflected in our approach regardless of the level of support needed.

Recruitment of volunteers is continuous, to offer extra activities and interest for our residents, which we are successfully managing for the House. For example, students who can read to our residents or perform music, Mums and toddlers, owners with their very well behaved small dogs.

In 2020, a brochure is to be produced for all Rockdale House marketing requirements ‘All you need to know about Rockdale House’



Rockdale is regulated by the Care Quality Commission. We were inspected in September 2018 and have maintained our rating of “Good” across all categories.

Rockdale House - our promise



To maintain occupancy at budgeted levels, developing partnerships, working with key agencies such as local commissioners to minimise void levels.



To reduce the use of agency staff.



To continue to focus on staff training and development , through succession planning and reviewing individual needs.



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 centred approach and forging links with other external agencies who offer similar activities.



Develop and strengthen links in the community, working collaboratively with marketing team to promote Rockdale House.



To seek new opportunities through the use of technology to improve the quality of care and support provided to residents.



Through internal audits and reviews to continually improve service delivery, with a focus on achieving outstanding in our next CQC inspection.



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 tool to help govern current and future staffing requirements.

The ages and average dependency levels of residents in Rockdale House as at Summer 2019 were:

	2016	2017	2018	2019
Number of residents	47	41	47	43
Average dependency score	21	24	22	24
Number with a score below 30 (low needs)	32	28	34	30
Number with a score above 30 (high needs)	15	13	13	13
Average age of resident	92	90	91	92

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 five residents who the Association is charitably supporting and two residents who may need help with funding in the very near future.

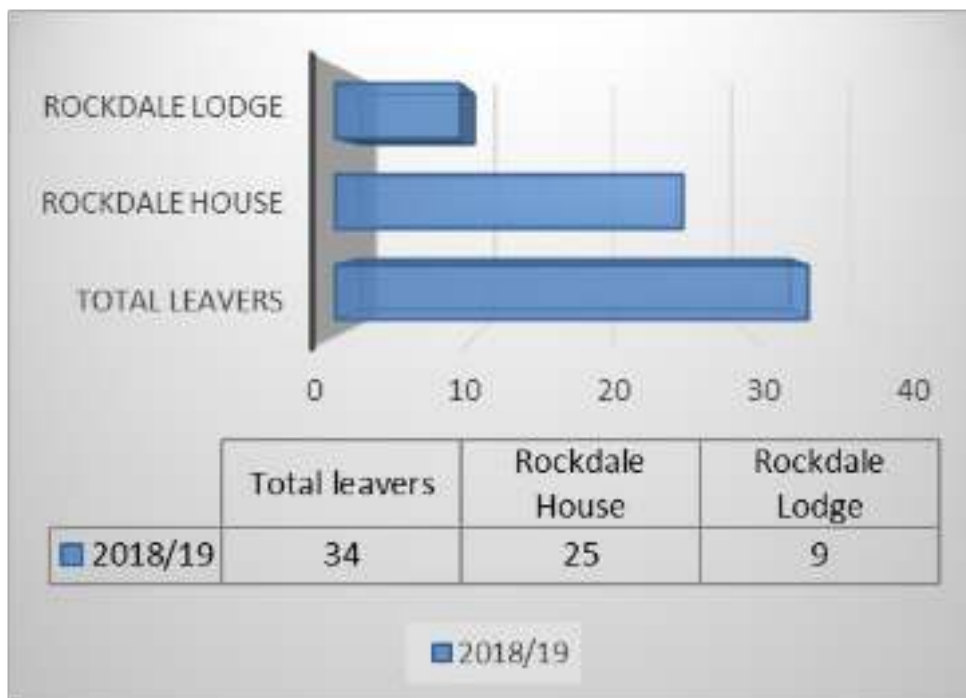


Recruitment/HR

The Association has approximately 89 employees, 65% of these work full-time and 35% work part-time (less than 30 hours per week). The skills for care statistics show that 91% of staff were employed on permanent contracts. Approximately half (52%) worked on a full-time basis, 35% were part-time and the remaining 13% had no fixed hours.

Our vacancy rate at the end of August 2019 was 2.24% as we had two vacant care posts to fill, one on days and one on nights .

This chart below shows the number of staff members leaving the Association's employment between August 2018 and August 2019:



These figures include 7 employees who were on bank or temporary contracts, 5 employees who retired and 7 employees who left the organisation. This totals 21.34% of our turnover for the year.

Skills for care statistics show that the staff turnover rate of directly employed staff working in the adult social care sector was 30.3%.

Rockdale's staff turnover rates, remain below the sector average.

Training

We are, as always committed to the ongoing training and development of our staff. Line managers are completing regular reviews and annual appraisals for all staff using the new appraisal and review process. Regular supervisions are also now being conducted for staff at Rockdale House. This will enable employees to know what their contribution to the success of the organisation is and know that they are valued for the work they do. Combined with the completion of their personal development plan (PDP) staff are given the opportunity to complete additional or specialised training relevant to their role to enhance their professional development.

Two members of the care team have commenced their Level 3 qualification in Health and Social Care. This is a distance learning course and is being reviewed at the monthly HR meetings to see how they are getting on, both courses are due for completion later this year.


Two members of the support team are currently completing an 8 week Level 2 distance learning course on Nutrition and Health and Managing Challenging Behaviour and the new receptionist at Rockdale House is completing the Level 2 in Business and Administration. These fully funded courses will be beneficial to our care and support teams, some of the other courses available consist of End of Life Care, Care Planning and Dementia Care. Courses are also available for non care staff which include Cleaning Principles, Team Leading and Customer Service.

The Social Care TV package has been reviewed and updated with courses which have expired and training matrix's are being issued to line managers to notify their staff which training modules need to be completed. Research is currently underway for a new online GDPR training module.

One of our support co-ordinators is due to complete a Mental Health First Aid course with MIND in September. The information from this course will then be filtered back to the rest of the team. Following this course we would like other staff members to complete Mental Health training so that we can appoint a Mental Health Champion in conjunction with time-to-change.org, this will enable us to provide staff health and well being training sessions and have access to resources and activities and be able to network with other organisations. We continue to promote the Simplyhealth package which has a range of health benefits including access to GP consultations and counselling. We are also registered with MIND and receive monthly newsletters with updates and ideas to promote well being in the workplace, free leaflets with tips on relaxation, sleep and wellbeing have been placed on staff notice boards.

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 31/03/2019:

	16/17	17/18	18/19	Difference compared to previous year
Total sickness days lost	723	540	585	45
Total %	3.94%	3.14%	3.23%	0.09%
Short term	1.73%	1.49%	0.51%	0.98%
Long term	2.21%	1.51%	1.71%	0.20%

Overall there has been an increase in the sickness levels. We have seen an improvement in short-term sickness which has de-creased by 0.98% but an increase in long-term sickness levels compared to the previous year. The increase in long term sickness is due to several staff members being signed off due to planned surgeries.

Reduce the short and long term sickness



The sickness policy has been reviewed and the new scoring system is now in place. Review meetings have been taking place with those staff members who have high levels of sickness to establish why they have been off sick, how we can support them and if there are any adjustments that can be made to reduce this. Where applicable, staff are also being made aware that if the levels continue to rise then disciplinary action could follow.



The Senior Management Team have been issued with MIND guides to help support their team members health and well-being and guides for employees have been put on the staff notice boards. Our Simplyhealth Scheme continues to be promoted at the HR surgeries as a form of support and we have made 3 referrals to occupational health in the last 12 months.

Challenges and priorities

Recruiting and retaining employees still remains challenging however, the following measures have been put in place to help with the on boarding of new staff and also help manage and retain current staff:

Improve communications and employee relations



The HR surgeries are becoming more popular with staff, a regular surgery is held every month in the house and any issues or queries from the surgeries are being fed back to the relevant line managers. A 'drop in' approach is used for Lodge staff which works well.



While we are waiting for the pre employment checks to come back we are keeping in touch with our new starters by regular email contact and also sending a personalised card welcoming them to Rockdale and the team, this has been very well received. As a gesture we have also started sending out birthday cards to each member of staff.



As from September we will be holding monthly staff meetings for Lodge staff which supports the new staff newsletter to ensure communications are being shared amongst all staff members, minutes of these meetings will be taken and shared with those who are unable to attend.

Continue to review and support Rockdale staff with their performance and training



The new employee induction packs are now complete and have been tailored to each individual role. They are being issued to all new staff to make sure that they receive the relevant training for their role and ensure they are supported. The regular reviews and appraisals are also being completed using the new policy and this is working well with positive feedback being received from the Senior Management Team.

Continue to embed our Core Values and Behaviours as part of our culture



The on boarding of new employees has been reviewed and we have introduced new starter packs to send out to newly recruited members of staff. The induction packs include everything needed for new recruits as they start their career with us to ensure they feel welcome and part of the Rockdale family.

Recruitment of a full and established team at Rockdale House



We have made contact with the Employment Officer at West Kent Housing who helps her tenants find employment and we have been liaising with her regarding possible candidates who may be suitable to help fill our vacancies.



Indeed remains a popular and very cost effective way of recruiting staff, along with Indeed we have been in contact with local colleges to advertise our vacancies on their college boards. The Job Centre plus has a new Facebook page that we are able to advertise our vacancies on along with our own Rockdale page.

Housing management

Residents' profile

We have 195 residents in our sheltered apartments with the eldest being 100 and the youngest 63 years. Whilst most residents are single occupants we have 16 couples in our properties.

Over one third of our residents are over 90 years and the age range for the largest majority is between 80 and 90 years. The majority are still able to maintain a degree of independence, carrying out their day to day living needs with either little or no help from others. Some actively participate either in the local community in Sevenoaks or else join in the organised activities at Rockdale. Others benefit from the range of in-house services we offer such as a lunch club, home help and property maintenance.

Provision of a 24 hour support service is an important factor for applicants and their families when considering Rockdale as a housing option. Staff are available to assist in many ways, from arranging social events, helping residents when they are unwell, completing forms, to responding to an emergency call via the custom built call system. Support is tailored to the needs of the resident meaning that some of the more frail residents need a more enhanced level of support and others need little more than peace of mind that someone is there to help.

During 2018 we welcomed 19 new households in both our rented and leasehold apartments. Many residents see this as a final move unless they need to move into residential or nursing care and 39% have been here for at least five years.

195 residents

66 age 90+

85 age 80+

37 age 70+

7 age 60+

Youngest 63 oldest 100

74% of residents are over the average life expectancy of 81.6 yrs



Current and prospective residents

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.

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, outings and a wide range of social events and clubs.







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 day event provides the opportunity for anyone to view the different types of accommodation available.

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.

Challenges and priorities

-  To review and respond to any areas of service or accommodation which have been highlighted as needing improvement in the 2019 Resident Satisfaction Survey.
-  To complete the current refurbishment of the Beatrice Wilson communal areas.
-  To review the accommodation we offer to ensure that this remains in demand and meets the practical needs of applicants where feasible.
-  To network with local community groups, schools and individuals and actively engage with them on proposals for activities or events which may enhance the wellbeing of residents.
-  To be proactive in promoting Rockdale to new applicants through social media, open events, and other marketing opportunities which present themselves.
-  To refresh the current promotional and application literature to reflect the rebranding and other site changes.



Maintenance

The Association manages maintenance of its properties in various ways:

- On-site team undertake routine maintenance work on weekly and monthly schedules to proactively prevent responsive issue and repair requests.
- Hold appropriate stocks of spare parts and accessories to achieve economies of scale and improve equipment and plant down times.
- Maintain and regularly review our list of Specialist Contractors with industry standard accreditations for Health & Safety.
- Ensure compliance with the Decent Homes Standard.
- Stringently review our Service Agreements for Planned Preventative Maintenance, comparing alternative providers annually prior to renewal.

Responsive maintenance

A large part of our Responsive Maintenance management is monitoring and ensuring compliance with our Health & Safety requirements, as well as comparing our performance against the standards set out in the Residents Handbook. With effect from May 2018, all Residents requesting a responsive maintenance visit both in house or from an external Contractor have received a Satisfaction Survey.

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 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 Agreements are in place for all essential installations. We strive to build strong relationships with the service providers and monitor their performance closely. We aim to meet with our Service Managers at least annually, usually on renewal and award contracts on 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 a good state of repair. The main requirements of the standard are that bathrooms are required to be less than 30 years old, kitchens to be less than 20 years old and of an adequate size and layout, and basic requirements met i.e. heat, WC provision, water and sound insulation. 100% of the Association's properties meet the Decent Homes Standard. Every year the work required to maintain our 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 programme for major and cyclical maintenance as well as 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, along with cyclical programmes such as external and internal redecorations 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.



Planned maintenance and capital expenditure 2020

Rockdale Housing Association

Planned Maintenance and Capital Expenditure 2020

Project	£
Planned Maintenance	
Sevenoaks Flats internal decorations	48,000
Rockdale House internal decorations	17,000
Rockdale Lodge external redecorations	5,000
Rockdale Site landscaping	15,000
Rockdale Site landscaping, roads and path repairs	18,500
Beatrice Wilson laundry refurbishment	20,000
Beatrice Wilson calorifiers & radiators	65,000
Beatrice Wilson second lift installation	165,000
Rockdale Lodge replacement boiler	7,500
	361,000
Capital Expenditure	
Beatrice Wilson scooter store & kitchen final costs	37,500
Sevenoaks flats decent homes upgrades	90,000
Sevenoaks Flats Fire door replacements	50,000
Rockdale House air conditioning in some communal areas	34,500
Rockdale House new lift programmer	30,000
Rockdale House new fixed awning on roof terrace	10,000
Rockdale House computer system and hardware	8,500
Beatrice Wilson common and guest room furnishings	11,000
Admin: new computer systems and computers	13,000
	284,500
Leasehold Flats redecorations	
Akehurst Lane redecorations	6,100
Leasehold Flats Sinking Fund	
Akehurst Lane courtyard & scooter store	145,000
Leasehold fire door replacements	21,000
Access Roads and Paths	6,500
	172,500
Totals	824,100

Main items included in our planned maintenance and capital expenditure programme for 2020/21

Planned Maintenance and Capital Expenditure 2021 includes:

Project	£
Planned Maintenance	
Beatrice Wilson / Stable Court lift replacement	100,000
Sevenoaks Flats soffit & fascia replacement	175,000
Sevenoaks Flats external decorations	40,000
Pleasaunce radiator replacement	25,000
Rockdale Site works	29,925
Rockdale House internal decorations	17,000
Rockdale Lodge fire prevention work	4,500
	391,425
Capital Expenditure	
Sevenoaks flats decent homes upgrades	110,000
Lodge kitchen refurbishment	4,500
	114,500
Leasehold Flats redecorations	
Internal redecorations	29,000
Leasehold Flats Sinking Fund	
Window replacements	4,000
Access Roads and Paths	5,075
	9,075
Totals	544,000

Planned Maintenance and Capital Expenditure 2022 includes:

Project	£
Planned Maintenance	
Rockdale House internal decorations	17,000
Rockdale Lodge internal decorations	10,000
Sevenoaks Flats external decorations	20,000
	47,000
Capital Expenditure	
Sevenoaks flats decent homes upgrades	109,000
Totals	156,000

Challenges and priorities: maintenance

- 🏠 Review all Preventative Planned Maintenance (PPM) Agreements annually.
- 🏠 Deliver all projects carried forward from previous years.
- 🏠 Investigate options for a rolling tendering process.
- 🏠 Ensure Approved Contractor list is current/relevant & expand where required.
- 🏠 Achieving the Decent Homes Standard.
- 🏠 Update and or revise Health and Safety Policies and Procedures.
- 🏠 Streamline operating processes & procedures following migration to new IT platform.
- 🏠 Manage Projects within an industry standard framework to include realisation of benefits.
- 🏠 Finalise all aspects of Fire safety at Rockdale House.



Health and Safety

Health and Safety incidents on the Associations property are strictly monitored and controlled. This includes both near misses and accidents that are reported under Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) where appropriate.

In 2019 we have built significant relationships with both Health & Safety Executive (HSE) and Fire Safety teams (KFB). Additional inspections of all of our properties have been undertaken by (KFB) and we will continue to work on recommendations received.

Rockdale House & Beatrice Wilson will continue to be a priority for all aspects of Fire Safety throughout 2019/2020 with evacuation and training procedures reviewed and updated.

Each quarter a Health and Safety meeting is held with the CEO, Senior Managers and other Managers from all areas of the Association. The meeting looks at Health and Safety issues and improvements. 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 is able to offer 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 cost charitably.
- 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.

Compliance

The Association is registered with the Regulator of Social Housing and is monitored under its Regulatory Arrangements for Small Associations programme (RASA). We also conduct periodic reviews to ensure compliance with the National Housing Federation's Code of Governance.

Rockdale House is monitored and inspected by the Care Quality Commission (CQC), who carry 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 and resulted in the Association being rated as "Good" by the CQC.

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 2014 to 2018 and Appendices 2-3 show the forecast Income and Expenditure and Balance Sheet for the period of 2019 to 2023.

Challenges and priorities

 To achieve a balanced budget despite the ever growing external financial pressures which include:

- 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.

 Contain the agreed deficit.



Environmental Impact

Environmental impact

The residential care sector accounts for at least 3.4m tonnes of CO2 each year and almost £1.1bn in natural resource costs, according to an NHS report.

"Sustainable care homes are becoming an increasingly important area. The UK has a growing older population, increasing natural resource costs and a requirement through the climate change act to cut CO2 emissions by 80% by 2050".

Rockdale is committed to managing our environmental impact. We recognise the impact of all of our business operations and activities on the environment and will seek to respond effectively.

What we currently do:

- Boilers serviced regularly
- Introducing IT software to reduce paperwork
- Scrapped disposable plastics in the office
- Heating is adjusted for Summer/Winter output
- Void flats have an EPC certified survey and checked for loft insulation if top floor
- Radiators are checked for air and TRVs are fitted
- Windows are checked for correctly sealing closure
- Front door and letterbox are checked for draught excluders
- Lightbulbs are changed to energy efficient bulbs

What we will be doing:

- introducing an environmental impact policy for approved contractors
- a recycling scheme for residents with resident involvement
- long term plan to update the fabric of each building
- collecting measurable recycling statistics in the future





Rockdale Housing Association Limited is registered with the Regulator of Social Housing No. LH0869 and is a Registered Society under the Co-operative and Community Benefit Societies Act 2014 as a charity no 1350R.

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www.rockdale.org.uk

[Www.facebook.com/RHASEvenoaks/](https://www.facebook.com/RHASEvenoaks/)