

for the year ended 31 December 2019



Contents

Foreword

Message from Anita Cleugh, CEO	3
Looking back over the year by Ian Grattidge, Chairman	4
Mission and responsibility	
What we are, what we do / Board responsibility	7
Our year in pictures - independent living and Rockdale House	8 - 10
South East in Bloom / Social Club - independent living	11
Objectives and outcomes	12
Financial statistics	13
Value for money / Efficiency and forecasts	14
Performance / Compliments and complaints	15

Foreword

Message from Anita Cleugh, CEO

Welcome to our annual Resident's Report 2019, where we will provide an overview of how Rockdale has performed over the last 12 months.

We hope you find this report informative and that it gives you an idea of where the Association's focus is in terms of improvements we want to make in the future. Please do let us have your feedback – we love hearing about how our services are working and if you have any suggestions for improvement.

Before we take a look at 2019, we need to acknowledge that Housing Association's like Rockdale have to operate in ever changing and complex environments, none more so than this year, 2020, when like all UK businesses and charities, we have faced the biggest and potentially deadliest



challenge in living history, the Covid-19 pandemic.

Despite this, Rockdale is weathering the storm and our staff have worked tremendously hard in a rapidly evolving environment, working under unprecedented pressures to continue to provide critical services, whilst maintaining the safety and wellbeing of our residents, staff and contractors.

Whilst the pandemic is not yet over, we have adapted to our new ways of working and we are in a better position than ever before now that our emergency plans and technology capabilities have been tested to their limits.... and at times beyond too! I would like to thank our staff and our residents for their support, understanding and patience as we battle through this together.

Annually Rockdale is required by the regulator of Social housing to produce an annual report to residents with an open and honest account of how well we are doing against the regulatory standards for resident involvement, meeting the decent homes standard, allocation of homes, keeping Rockdale clean and safe, providing value for money and our governance arrangements.

In this report we have set out various statistics so that you can see how we are performing against agreed targets. This report will also set out areas that we plan to deliver in the coming year. The information contained in this report mostly relates to the period January – December 2019, unless otherwise stated.





Looking back over year 2019, by Ian Grattidge, Chairman

Before I take a look back at the Associations performance during 2019, I wanted to take this opportunity to highlight the tremendous efforts made by staff in their response to the Covid-19 pandemic. We found ourselves in a rapidly evolving environment, and working under unprecedented pressures to continue to provide critical services, whilst maintaining the safety and wellbeing of our residents, staff and contractors.

Our business continuity and emergency plans have been tested to their limits and thankfully, Rockdale's investment in technology over recent years enabled staff to continue with the majority of business functions remotely, allowing our key workers to focus on caring and supporting residents. Throughout the crisis staff continued to follow Government advice and guidance, ensuring residents and colleagues adhered to social distancing guidelines, followed self-isolation and lockdown requirements.

At this point in time, it is difficult to ascertain the direct impact this crisis will have on the Association, given that we are still in the midst of it, but it is likely to be far reaching. It is fair to say that there will be lost rental income as a result of not being able to fill void flats, as well as, an increase in staffing costs, as a direct result of providing cover for staff who are either off work self-isolating or who have the virus.

However long this crisis lasts and whatever challenges lay ahead, I know that Rockdale staff will rise to the challenge and stand stronger together.

In my first year as Chair I am delighted to present Rockdale's annual report and to have the opportunity to provide an update on progress the Association has made during 2019. Despite another challenging year, Rockdale has continued to perform well and deliver a number of improvements during 2019. These included several planned maintenance projects as part of our programme of improvement works and include the new kitchen extension works and scooter storage projects which have been completed and the additional lift in Beatrice Wilson which is due for completion in the summer.

Continuing with our ongoing strategy to ensure the Association makes the best use of its assets, our Tunbridge Wells properties at Frant Road and Madeira Park were sold. Staff supported the 14 residents living in the apartments through every step of the move process, to make the transition as smooth and as stress free as possible. The sale proceeds from the properties will help fund future improvements on the main site. A feasibility study in to potential development opportunities is also underway and due for consideration later this year.

2019 was another solid financial year in overall operating terms for the Association. The financial statements show an operating surplus of £1,533,156 and a surplus before other comprehensive income of £1,585,918. These figures however include the significant surplus made from the sale of Tunbridge Wells of £1,629,930 and when removed, this results in a

deficit of £(44,012). This performance is discussed more fully later in the report. The accounts also show net adjustments of £87,972 in other comprehensive income, which relate to our defined benefit pensions schemes. From 1 January 2019, Rockdale has been provided with extra information to enable these schemes to be accounted for as defined benefit schemes. Previously, this was not possible and these schemes were treated as defined contribution schemes.

We strive to achieve value for money across all departments but especially in areas of high value costs such as those associated with repair work, maintenance contracts and utility costs. We work hard to negotiate cost effective contracts to ensure that we are able to deliver this key objective.

We continued to carry out major works across the site in line with our 25-year planned maintenance programme. During 2020 we are forecasting to spend £196,000 on planned maintenance projects, which equates to 6.1% of our budgeted income from lettings. In addition, we are also forecasting to spend an additional £626,600 on capital projects, £437,500 of which is for new projects in the coming year.

During 2019, the Association reviewed its investment policy on cash deposits and reserves and as a result, the decision was taken to place funds into listed investments with an Asset Management Company. The aim is to improve the return earned on the Association's funds.

2019 has proved to be a challenging year for Rockdale House following an unstable period without a permanent Home Manager. Fortunately, we have recruited a highly experienced Manager in Jo-Ann Davis who completed her registration with the Care Quality Commission in December. As a result of the instability, void levels in the house were significantly higher than anticipated. Higher than forecast staffing and agency costs were also incurred due to ongoing difficulties with recruitment. However, towards the end of the year the voids position improved considerably and staffing levels have stabilised. The focus going forward is on reducing the costs associated with the management of our care home and the implementation of new electronic care plan and medication system to strengthen regulatory compliance.

Our approach to residential care in Rockdale House remains focused on the delivery of high-quality care in a way which empowers residents and which puts people at the very heart of everything we do. In recent years we have seen the profile of our resident's change, who are now coming in to residential care at a later stage in life. With increased age comes an increase in mobility issues and health conditions. In response to this the shift change the Association appointed a Head of Care role to strengthen its position in managing complex needs, ensuing a high standard of care provision and future viability.

Throughout the year there has been greater focus on providing meaningful activities for residents, offering a person-centred approach to establish individualised activities. To help achieve this aim we recruited an additional activity coordinator. Rockdale House is supported by a variety of volunteers from Sevenoaks and Tonbridge schools who enrich and enhance the lives of our residents and in doing so help the Association forge strong links with the local community. This year the Association has also provided placement opportunities for Kent Police Students as part of their Equality and Diversity training.

In 2019, fourteen rented apartments became available for re-let. These were refurbished, where necessary, in line with the Decent Homes standards. Four leasehold apartments changed hands; this has no significant impact on the accounts other than a percentage of the sale proceeds is added to the sinking fund for major refurbishments.

Our fundraising department continued its focus on promoting and encouraging membership of our "Friends of Rockdale Scheme" which aims to support a number of activities, as well charitably supporting residents in Rockdale House where possible.

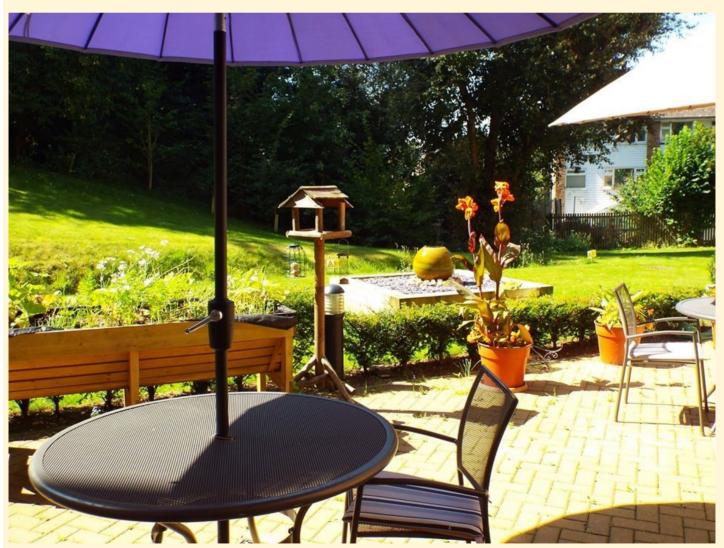
At the beginning of 2019 we recruited a new marketing role and developed a marketing strategy to help raise the Association's profile in the local community. During the year we worked with a neighbouring housing association through their employment programme to help fill vacancies in Rockdale House and commissioned GDPR training through them. We networked with Sevenoaks Chamber of Commerce and provided a platform for their work experience week with local schools, we partnered with the Sevenoaks Three Arts Festival which provided our residents with free invitations to attend the festival and created a platform to publicise Rockdale's services. We also organised a wellbeing event for residents bringing external organisations in to deliver a range of activities and services.

The Board saw a number of changes to membership following the retirement of Dr Sian Watt and Jane Budack during the year. This year, I very much look forward to welcoming Rosalind Ward to the Board. Ros is a registered nurse, a former Health visitor and registered manager of a care home so I am sure her expertise in adult social care will be an invaluable asset to the Board.

Finally, I would like to take this opportunity to thank my fellow Trustees for their support and their continued commitment to residents and staff of Rockdale over the past twelve months.

Ian Grattidge, Chair of the Board of Trustees, March 2020

Rockdale's Board member information can be found on Rockdale's website.



Our beautiful terrace and gardens at Rockdale House.

What we are and what we do

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

We provide good quality homes and support services for older people which meet their changing needs. This means we:

- 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. This means we:

- 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/donations for the support and expansion of our charitable work.

Board responsibility and monitoring the Association's Business Plan activities

The Co-operative and Community Benefit Societies Act 2014 and registered social housing legislation require the Board to prepare financial statements for each financial year which provide a true and fair view of the state of affairs of the Association, and of its income and expenditure for the period. The Board is responsible for the keeping of proper accounting records, which disclose with reasonable accuracy at any time, the financial position of the Association and has general responsibility for taking reasonable steps to safeguard the assets of the Association and to prevent and detect fraud and other irregularities. The Board proactively review and manage potential risk exposure through the risk register and aim to mitigate this risk as much as possible.

A year in pictures - independent living



Magic event by resident



Rockdale residents enjoy the Sevenoaks Heritage talk



Trip to Polhill Garden Centre



3 Arts Festival performances



Wellbeing event



Christmas party with staff participation!



Regular visits from local pre-school children to Rockdale to enjoy gardening activities

The community invited Rockdale residents to many events alongside weekly scheduled activities.



Trip to Knole Academy to enjoy a production



Tea at Walthamstow Hall School



Volunteers' Afternoon tea



Open Day



One of many Social Club talks

Rockdale House residents also enjoyed many weekly activities, some of which have been captured in picture here.

Our Activity Coordinators arrange many weekly activities for our residents to enjoy. We also have many volunteers offering their time to talk, listen, play music, bring their pet in and walk with our residents.

We welcomed volunteers from Kent Police as part of their community training during the year, many afternoon teas have been enjoyed, food has been decorated with our very own edible plants, new exercise machines became available thanks to a sports grant obtained for the House, 'Mr Pip' the dog came for weekly visits, the art, games and painting activities continue to be very well attended and enjoyed as did the pre-school visits.

















South East in Bloom competition - Awarded GOLD

Rockdale participated in the South & South East in Bloom competition with Sevenoaks Town. We were awarded GOLD with Sevenoaks Town and the gardens at Rockdale were especially commended.

Many of our residents participated and ensured Rockdale's gardens looked fantastic for judging day.











Rockdale's Social Club - independent living

Rockdale Social Club is an independent club that is run by the residents of Rockdale. John Ward (pictured) has been the Chair for the past two years, with support from a Secretary, a Treasurer and four members. The Social Club meets on various days of the week depending on the events that have been planned.



Between them, the team arrange popular events with speakers from the local Police, the Fire Brigade, R.S.P.B. Dogs for the blind and Air Ambulance.

Monday evenings the social club holds games in the Beatrice Wilson common room. Various board games are available, a pool table and a dart board. Monday evening games nights are very popular with residents.

At the Social Club meetings, there is often a raffle and sometimes a Quiz to round the meeting off. There is a notice board in the Beatrice Wilson reception for residents to put forward new ideas to the Social Club.

Whilst Covid-19 has paused activities during 2020, going forward this friendly social club, will continue.

Planned objectives and outcomes 2019 and 2020 plans

Objective	Comments at year end 2019
To conduct a strategic review of the property portfolio to make best use of the Association's assets	Completed – Following the review of the Association's assets which took place in 2018 both the Tunbridge Wells properties at Frant Road and Madeira Park were sold. A potential development scheme on the main Rockdale site has been identified and a full feasibility study is being conducted to determine suitability and likely cost.
To complete major projects including Webbs meadow courtyard project, Beatrice Wilson Kitchen project, Beatrice Wilson additional lift project	Ongoing - The kitchen refurbishment in Beatrice Wilson has been completed and deferred decorating in the common room will take place during 2020. The lift project is underway for completion by summer 2020. Several design issues were identified for the Webbs Courtyard project which resulted in new plans being drawn up and a review of the cost of the project being conducted. Full costings and design are subject to resident consultation in February 2020 before being presented to the Board for their decision in April 2020.
Work with Support Solutions to optimise income following the loss of Supporting People funding stream in April 2018	Completed - A review of additional income generation streams took place and after consideration the Board decided not to proceed due to the risk to the Associations reputation.
Working with IT partners develop and implement new Housing Management / maintenance data base to support operational activities across, Finance and Maintenance departments, Housing management and Care Home.	Ongoing – Organisational requirements could not be fulfilled by the nominated IT provider as originally scoped. A new provider has been identified which meets the housing management and support requirements for the Sheltered apartments. Work is currently underway to migrate the data to the new platform with a "go live" date planned for June 2020. Rockdale House will also be moving to a new care planning system from March 2020 and Electronic Medication system from June 2020.
Reduce void turnaround times by a further 2 days to maximise rental income	Completed.
To review and improve Health & Safety requirements on site	Completed – Full risk assessments have been conducted across the site with key actions either completed or underway. Regular site inspections along with fire risk reviews take place to identify any issues which are also added to the log and tracked.

Additional key information

- The loss from void flats equates to 0.9% of total Sevenoaks rented flats income, significantly less than our budgeted level of 4.3%. We carried out improvement works in all these flats in order to continue to achieve **our 100% decent home standard** and ensure they remain attractive to let.
- Spent £14,415 on planned maintenance projects, £497,540 on capital projects and £54,753 on leasehold apartment works. This included the installation of an external scooter storage facility (required because of a revision to the fire regulations), the revamping of the Beatrice Wilson kitchen and redecoration of leasehold flats.
- Overall, there has been a slight decline in performance due in part to a 19% increase in the number of works requested and under resourcing in the staff team for the last 3 months of the year.

The mean wait time for work to be completed during 2019 was 2 days

1,330 completed maintenance jobs in 2019

Call outs 290 Target time for carrying out repairs is 24 hours for emergency repairs, 5 working days for non urgent repairs and one calendar month for routine repairs.

A new process introduced – residents will now receive a follow up call if a contractor survey is not returned.

19% increase in number of works requested

100% decent homes standard

91.6% of jobs completed within 7 days in the apartments and 88.63% in Rockdale House.

The average monthly charges for Rockdale

		Rent	Services	Support	Total monthly charge	
		2019	2019	2019	2019	2018
Rockdale Road	Studio	£382.47	£241.93	£100.27	£724.67	£717.59
Rockdale Road	1 bedroom	£448.77	£266.12	£100.27	£815.16	£807.87
Stable Court	1 bedroom	£448.77	£232.82*	£100.27	£781.86	£775.55
Rockdale House	Residential care home	£3,565.95	-	-	£3,565.95	£3,317.16

Key financial statistics: year ended 31/12/2019

Fixed assets, housing properties: £8,238,155

Restricted reserves: £ 374,007

Income and expenditure reserve: £ 11,066,793

Balance as at 31 December 2019: £ 11,440,850

Forecast 2019 spend on planned projects: £ 367,100

(due to Covid a number of projects have had to be postponed)

Forecast spend on capital projects: £ 457,000

(many postponed - as above)



Value for money

The Association demonstrates Value for Money by:

- Ensuring Value for Money is embedded through all decision-making processes.
- Setting clear strategic objectives.
- Having a framework of strategies, policies & processes in place to ensure optimal benefits are achieved from both assets and resources.
- Ensuring services are cost effective, efficient and customer driven.
- Recruiting and retaining the best staff to deliver our services.



Efficiency and forecasts

- We have conducted a review over the last 12 months of all the consumables used across the association from cleaning materials to ink cartridges. From this we have built an annual usage volumes (including peak usage) and minimum stock levels spreadsheet that identifies where we can make savings by buying in bulk To assist with this we have also had to form a storage plan and identify where we can increase stock (and store safely) to make bigger savings on bulk buying going forward. Standardising the product range also cuts down on administrative costs in relation to H&S & training requirements.
- Our gardening team grew much of the plant stock from seed this year, which is a saving on purchasing new plants.
- We have changed the standard for kitchen refurbishments in all ground floor accommodation (except BW) to allow for the installation of washing machines in individual flats and therefore increasing overall laundry capacity to those that use the communal facilities.
- Gardening rotas have been subject to a thorough review over the last 9 months and
 adjustments made to quantify effort for each property block to maximise efficiencies.
 Choosing low maintenance, attractive planting. A schedule of labour-intensive areas that
 are to be scaled back and refurbished are in progress where possible.
- Sold Madeira Road and Frant Road.
- During 2020 we are forecasting to spend £196,000 on planned maintenance projects, which equates to 6.1% of our budgeted income from lettings. In addition, we are also forecasting to spend an additional £626,600 on capital projects, £437,500 of which is for new projects in the coming year.
- No new supply of housing units was delivered during 2019. Following a strategic review of all of its assets the Association identified potential development opportunities which are being considered.

How we performed compared to previous years

Description	2017	2018	2019	2020 Target
Current tenant arrears (rented flats) as % of annual rent debit	1.0	1.4	1.1	1.0
Average re-let time (in days)	59	56	35	28
% of Rent loss through empty properties (excluding care home)	3.7	2.6	0.9	3.7
% of repairs completed contractor within timescale by external contractor	96	100	98	66
Average days lost to sickness absence	7.2	6.9	5.3	4
Average days lost due to short term sickness absence	3.2	3.3	2.3	2
Average days lost to long term sickness absence	4.0	3.3	2.9	2

Contractors	2019	2018	2017	2016
Emergency repairs	100%	100%	100%	96.88%
Urgent Repairs	100%	96.51%	93.58%	96.92%
Routine repairs	94.34%	94.16%	95.9%	94.35%

Compliments and complaints

We attempt to manage Rockdale so that complaints do not arise in the first place and look to our staff to take action or draw attention to problems before there is a need for a complaint to be made. From time to time you may not be satisfied with the quality of services provided and may wish to complain. We see this as a valuable source of feedback for our services to enable us to make improvements.

7

recorded compliments received

0

complaints received

You can make a compliment or complaint either verbally, or by posting a note into The Lodge for the attention of Anita Cleugh, CEO.





This fantastic art, by Rockdale resident, Pat, captures the current time in 2020 at Rockdale perfectly. We would like to thank you all for your patience and understanding throughout the Covid-19 pandemic.

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Registered Society under the Co-operative and Community Benefit Societies Act 2014 as a charity no. 13507R