

## Future Ambitions 5 Year Strategy – Year 1 Priorities

Our 5 year strategy sets out our commitment to providing good quality homes and support services for older people in order to meet their change needs. Having a long-term strategy demonstrates that we understand the scale of the challenges we face.

We remain committed to providing social rented homes and a good quality Care Home. We aim to:

- Remain an independent and community based charitable housing association, responsive to local need.
- Provide more intensively supported accommodation that might otherwise be available
- Offer a 'Home for Life' extending to end of life care

In order for us to be successful we must:

- Build a strong coherent and highly motivated team
- Ensure our existing portfolio of properties is well maintained and refresh our assess to meet future needs
- Be innovative in our services, and take a personal, caring and a less bureaucratic approach to our work
- Establish an operating model that ensure our Association's medium to long-term financial stability
- Continue to build and maintain our profile in the community

We will deliver our objectives through our business planning process with 5 core supporting strategies. Progress will be monitored by our Senior Management Team and our Board on a quarterly basis. We will report our annual progress both to our Board to customers and other external stakeholders via the Annual Report.

Providing good quality homes and care/support services for older people

Enablers of Success	Year 1 Priorities - 2022
Build a strong coherent and highly motivated team	<ul style="list-style-type: none"> <li>• To review past and current staff survey results. Produce an action plan that aims to prove that Rockdale is a pleasant place to work, encourages happiness, acts upon issues such as harassment and bullying and reduces reports of stress in the workplace.</li> <li>• To develop a training plan that sets to identify compliancy requirements, needs and skills gaps. This will assist in seeking out appropriate training and implement a programme that seeks to enhance individual needs and creates opportunities for self-development.</li> <li>• Define the culture – embed collaborative approach and create opportunities to foster relationships that will deliver excellence. Embed Rockdale values and behaviors, be open and transparent and continually share processes for reporting inappropriate behaviour.</li> <li>• Create an effective Senior Management Team that has strong leadership skills by sharing the vision, demonstrates integrity, communicates effectively, motivates and inspires and empowers others. Sets clear objectives, and creates a supportive environment through change management and recognises and celebrates success.</li> <li>• Develop a Succession and Retention Plan – create opportunities to identify and develop new leaders, consider options for recognition and awards, achieving a work-life balance with flexible arrangements and well-being support.</li> </ul>
Attend to and refresh our assets to meet future needs	<ul style="list-style-type: none"> <li>• To develop our 25-year plan following the completion of the stock condition survey carried out in 2021. The survey will inform a minor works/maintenance programme that will need to be undertaken in the future and then a more extensive capital replacement programme of major elements such as roofs and replacement heating systems.</li> <li>• To develop an Asset Strategy plan that provides a framework in which we will manage, maintain and invest in our housing assets. It will aim to deliver investment in our existing properties, stock,</li> </ul>

	<p>improvement, planned and responsive repair programmes in a structured and sustainable way. The framework will also consider how we will deliver a sound financial plan, increase energy efficiency in our stock and current and future use of technology.</p>
<p>Take advantage of our small size to be innovative in our services, and take a personal caring and less bureaucratic approach to our work</p>	<ul style="list-style-type: none"> <li>• 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. To achieve an increased rating, evidencing that our Care Home is fully compliant in all requirements. Once achieved to consider whether there is an appetite to expand our care provision by providing end of life care and additional support services in our overall 5 year strategy.</li> <li>• To identify efficiencies by removing activity that has no value to the customer experience. We aim to do this by conducting a lean review and map activity to ensure resources are focused where they have most value/impact. To deliver good quality, affordable rented and leasehold homes with enhanced landlord services.</li> <li>• To modernize our service accessibility. To build on our digital engagement opportunities to ensure our service is efficient and easy to access. We will measure this by percentage of digital interactions and begin to create flexibility for customers through our lettings practice. Be customer-driven, by giving choice in when and how existing and new resident's access our services.</li> <li>• Benchmarking creates a structure where we measure our performance levels, we can then compare them with other social housing organisations with similar characteristics to see how well we are doing, where we are meeting the sector norms, and where we may be falling short.</li> </ul>
<p>Establish financial stability both short and long-term</p>	<ul style="list-style-type: none"> <li>• To re-establish a strong, stable financial position despite the ongoing impact of the pandemic, keeping tight control and oversight on costs. Working closely with Rockdale House and Senior Management Team to ensure new admissions are dealt with promptly to reduce ongoing void loss.</li> </ul>

	<ul style="list-style-type: none"> <li>• To show that we have clear lines of responsibilities and delegated authority, ensure that they are effective and timely decision making processes are in place that provides requisite authority and holds individuals to account.</li> <li>• To demonstrate that we have sufficient financial controls and processes in place to monitor and control the direction, allocation and usage of our financial resources and evidence operational efficiency.</li> <li>• Reserves are an essential part of good financial management. They help to cope with unpredictable financial pressures and plan for future spending commitments. A reserve strategy is required, this will be integral to the annual budget setting process. The strategy will show the level of reserves and how these have changed over time and the forward strategy for reserves to support Rockdale's short to term strategy.</li> <li>• Ensure Value for Money is embedded through all decision-making processes. To undertake regular reviews in areas of high-value costs such as those associated with repair work, maintenance contracts and utility costs.</li> <li>• Risk Management – our corporate risk map enables the Board to review all known and emerging risks and allows Senior Management Team to take mitigating action. The Asset Strategy will support the risk map by providing greater assurance in relation to legislation and statutory obligations by implementing additional assurance checks.</li> </ul>
<p>Strengthen our Community Profile, Marketing and Charitable Status</p>	<ul style="list-style-type: none"> <li>• To develop a Marketing and Fundraising Strategy that aims to increase our charitable work by seeking grants and donations for the support and expansion of our charity, this will be used to support those who do not have the financial means to access our services. It will also aim to increase public image and build strong links and relationships with the wider community, promoting Rockdale as a charitable organisation.</li> <li>• To enhance our Marketing, PR and communications platforms by delivering a coordinated approach that informs and obtains feedback from residents, widens our network and increases our access to support, volunteering and fundraising opportunities.</li> </ul>

	<ul style="list-style-type: none"><li>• Social media is revolutionising communication because it brings a new level of efficiency, we will find value in communicating our corporate social purpose and achievements over social media. It will assist in communicating with our residents, stakeholders and supporters.</li><li>• To engage and work with the local communities and organisations who are supporters and who share our vision to build a strong cohesive and inclusive community. To attend local and regional networking events and have a presence at local community events.</li><li>• To enhance and create new stakeholder partnerships by engaging and strengthen our relationships that help contribute towards to local strategic plans and access to commissioning support services such as Kent County Council.</li><li>• Charitable Status - As a regulated charitable small housing association, everything we do is with a social purpose we therefore need to review our current status to ascertain that we have full access to grants and donations to support and deliver our objectives.</li><li>• Our branding is the foundation for all our marketing and messaging strategies, consider whether rebranding will be beneficial to help engage with new audiences who will support the Associations vision and goals.</li></ul>
--	---