

A photograph of a gravel path winding through a grassy field. The path starts in the foreground on the right and curves into the distance. The field is covered in tall, green grass with some yellow wildflowers. In the background, there are rolling green hills under a cloudy sky.

# Viewpoint Housing Association Annual Report 2010/11

# On Our Way





## Board Members

Dr Roger Smith  
Gordon Anderson  
Elizabeth Beedie  
Alan Brown  
Ian Calder  
Colm Cunningham  
Nicola Donaldson  
Isabel Duncan  
Margaret Henderson

Chairman  
  
(retired September 2010)  
(retired September 2010)  
  
(resigned August 2011)  
  
(resigned April 2010)  
(retired September 2010)

Paul Hush  
Ian Kennedy  
Iain MacDonald  
Robert McNeill  
Elspeth Morrison  
Robert Rae  
Jean Simpson  
Roger Stewart  
Vic Stewart

(resigned September 2010)  
(resigned July 2010)  
(co-opted March 2011)

## Senior Staff

Dorry McLaughlin  
Jane Brown  
Sandra Brydon  
Jenni Fairbairn  
Graham Harper

Chief Executive Officer  
Assistant Chief Executive (resigned May 2011)  
Director of Housing & Property Services  
Director of Finance & ICT  
Director of Development (resigned June 2010)

External Auditors

Chiene & Tait

Internal Auditors

Baker Tilly

Solicitors

Biggart Baillie  
HBJ Gateley Waring

# GOVERNANCE

# OUR VISION

Committed to delivering  
excellence in housing  
care and support  
services for  
older people

# Message from Chairman and Chief Executive



We are well *On Our Way* to achieving our Strategic Aims which we developed during the year and which will continue to guide our work in 2011/12. Developing a new and ambitious Strategic Plan was a major step forward and we are grateful to our tenants, residents, staff and other stakeholders who contributed to this work. We welcomed new Board members and value the way they have quickly signed up to and support Viewpoint's vision.

Our priorities in 2010/11 were to bring about efficiencies as well as continuing to improve and develop services. We are pleased that we achieved a sustainable surplus and will be able to step up investment in services and accommodation during future years.

You will read in this report about the many initiatives we have introduced in spite of the enormous change Viewpoint has been through. We are particularly pleased to have achieved the Investors in People award, extended our IT for tenants and residents and built partnerships which have resulted in us making the best of our sheltered housing.

Whilst Viewpoint has experienced internal change, our operating environment has also been changing and will continue to do so. We are disappointed that our Supporting People Grant has been reduced but we welcome the government's commitment to addressing the challenges of an ageing population and, in particular, the needs of people with dementia. Our commitment to working alongside the government and local authorities to meet these challenges is evidenced by our new Dementia Strategy and we were pleased that our staff rose to the challenge personally by taking part in many charitable events to raise funds for Alzheimer Scotland.

Finally a thank you to staff, tenants, residents and partners who have supported our work – Queensberry House Trust for funding our IT work with tenants and residents and the Viewpoint Trust for funding the development of a dementia garden at St Raphael's.

**Dorry McLaughlin,**  
CEO

**Roger Smith,**  
Chairman





# Our Achievements

Investors in People accreditation

Tenant Participation Advisory Service (TPAS)

Tenant Participation Accreditation award

Increase in demand for care home  
and sheltered housing places

Opening of 8 additional beds in Marian House

Successful pilot of computer clubs

Dementia service in partnership with  
Oxgangs Care at Colinton

Support Groups in partnership with NHS Scotland at  
Richmond Court and Balfour House

Meeting new needs in sheltered housing in  
partnership with The Action Group and Carr Gomm

Staff Conference

Improved financial performance

**Thank you** to the following who helped make the above possible

Our dedicated staff team

Carr Gomm

City of Edinburgh Council

Investors in People Scotland

Keeping in Touch Edinburgh

NHS Scotland

Oxgangs Care

Queensberry House Trust

Scottish Housing Regulator

Social Care and Social Work Improvement Scotland

Tenant Participation Advisory Service Scotland

The Action Group

Viewpoint Tenants Representative Group

Viewpoint Trust





Our first staff conference



Computer Club at Old Farm Court



Work starts to create a dementia garden at St Raphael's





# Our Strategic Aims

We develop imaginative and quality accommodation and services that are valued by our customers and can be evidenced through positive customer and regulatory feedback.

The Care Commission (SCSWS) approved the refurbishment works and care provision for 8 additional rooms at our Marian House Care Home bringing the total rooms available to 35. These were quickly occupied by people on the home's waiting list.

Following a survey of some tenants at our Kilvarock housing complex on future services, a meals service was set up from the kitchen at the adjacent care home. In future we will be looking at other areas highlighted in the survey that might involve services being provided from the care home.

We also explored alternative uses for our remaining bedsits and were pleased to form partnerships with Carr Gomm and The Action Group, which have seen 9 bedsits let to older people with learning difficulties and older people with mental health challenges.

Working with Keeping in Touch Edinburgh (KiTE) at our sheltered housing complex at Colinton, Viewpoint sponsored a pilot of taster sessions which provided support, learning and practical help to tenants who wanted to understand the world of computers and the internet. In recognising the potential of this type of service, we applied to and received funding from the Queensberry House Trust to extend this project and also to introduce Skype to Marian House.

Other projects introduced during the year included establishing NHS support groups at Richmond Court and Balfour House which help older people who need emotional support to make use of our facilities.





*Living in Marian House is an experience I am enjoying very much. In fact, it is like staying in a very good hotel. All the people I have met in the short time I've been here are wonderfully kind with enjoyable humour, and I love the garden.*

**May Moffat**  
May moved into one of our refurbished rooms in March

## We influence national and local agendas and strategies for older people to ensure our current and future customers' needs and aspirations are met.

National and local policy responses are at the heart of Viewpoint's approach to housing, support and care for older people. We have embraced the opportunity to contribute to a number of local and national consultations as the Government and local authorities seek to develop strategies to address the challenges and opportunities of an ageing population in these difficult economic and financial times. We participated in the City of Edinburgh Council's work to develop a strategy to use the change fund monies it had been allocated to identify new ways to meet the needs of older people and shift the balance of care from hospital and other residential services to community based provision.

We also commented on the Government's National Dementia Strategy and are active participants, along with other providers on the Advisory Group to City of Edinburgh Council as it develops its Older Peoples Housing and Support Strategy. Viewpoint's representation on this Group will enable us to contribute

to the shape of the City's Strategy and also help us review and develop our own services.

The Scottish Government is introducing the Scottish Social Housing Charter to set outcomes and standards that all social landlords should achieve for the customers they serve, their tenants, homeless people, and others who use their housing services. The Government issued a discussion paper on the Charter and invited landlords and tenants to comment on it. The Viewpoint Tenants Representative Group Committee and Viewpoint staff met to discuss the Charter and agree a joint response to the discussion paper. This was a positive meeting and a great example of ways in which we can work together to influence the national debate on housing.





**Morag Murray and David Hay, VTRG Vice Chair and Chairman. The VTRG and Viewpoint worked together on a response to the Government's consultation on the Scottish Social Housing Charter.**

We have a full understanding of the demands of older people both now and in the future in order that we can develop and offer a broad range of person centred services which cater for older people.

Dementia affects people in different ways and does not obscure the individual character of the person affected. Our approach is to make certain that our customers are themselves in control - acting collectively to influence our service. We do this by ensuring active group consultation.

Our Care Home Managers had the opportunity to attend the Dementia Service Development Centre Conference "Coming of Age". The event brought together expertise and opinions from worldwide sources and addressed a broad range of clinical and quality of life issues for people with dementia at all stages in their life.

We work in partnership with Oxgangs Care Group to bring a day support service for older people with dementia. The common lounge at our sheltered housing complex at Colinton is the venue for this vital service for those who use it as well as their families. A number of

our own tenants use the service as well as other older people who live in the Colinton/Oxgangs area.

We are all aware that the cost of delivering quality care is expensive. There is a definite need for an improved approach to service delivery that provides widely accessible and acceptable care for people with dementia and their carers and which encompasses person centred care tailored to the particular needs of the target population.

Viewpoint is in an excellent position, having supported living accommodation and superior care homes which will enable us to continue to develop a unique quality care service and quality life solution.





Our staff are enthusiastic about their professional development and are keen to undertake training that will not only benefit them but will benefit the service they deliver. Over the last year our training programme has been extensive. Going forward we hope to develop our dementia training further to meet the needs of our services.

## We are affordable and offer value for money in all that we do.

During the year a number of procurement projects were commenced. Some of these have been concluded (insurance retender, telecommunications and lift maintenance) and have generated savings of approximately £60k for Viewpoint. Other projects we are working on (repairs, ICT infrastructure and service related items) will be concluded in the year to March 2012.

Our now well established two course lunch service at our Croft-an-Righ housing complex continues to prove popular, with well over 100 meals served every week. While the price of food continues to rise in the supermarkets, tenants recognise that £6.85 offers a good value for money lunch and many invite guests to join them, which reflects the popularity and confidence in the service.

We are delighted that this service continues to not only offer a well balanced, home cooked, tasty meal in a pleasant setting, but is also a vital social gathering which can impact positively on isolation.

Plans are at an early stage to develop a lunch service at Balfour House through a partnership approach with Carr Gomm. We discussed value for money with Balfour House tenants and their thoughts were very welcome in shaping a possible service.





Michelle's recipes are very popular with our tenants at Croft an Righ

# Investors in People



**Some Employee Forum members with the liP plaque**

Investors in People is the UK's leading people management standard, covering almost seven million employees across 30,000 organisations.

During 2011 Viewpoint underwent the liP assessment process, and following this was successfully recognised as having achieved the standard. As a result of working towards the standard, Viewpoint introduced changes to its working practices that have had a positive impact on the organisation as a place of work.

Viewpoint is delighted to be named an Investor in People. The award illustrates the organisation's on-going commitment to people's learning and development. We are especially grateful to all our staff, as we could not have achieved this recognition without them.





Care Home bed spaces  
**120 (2010/11) – 112 (2009/10)**

Housing units  
**1,390 (2010/11) – 1,387 (2009/10)**

Lettings (Housing)  
**172 (2010/11) – 171 (2009/10)**

% of arrears  
**2.79% (2010/11) – 1.85% (2009/10)**

% of void losses (Housing)  
**3.01% (2010/11) – 4.08% (2009/10)**

% occupancy in Care Homes  
**96% (2010/11) – 87% (2009/10)**

Efficiency savings  
**£392,000 (2010/11) - £0 (2009/10)**

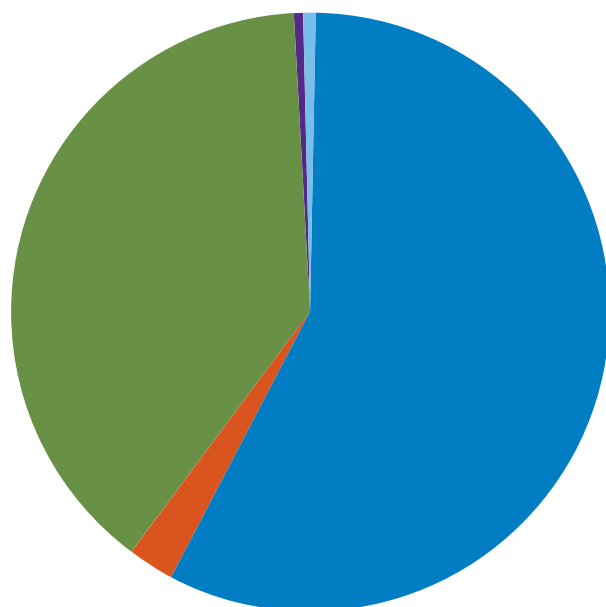
Number of repairs carried out  
**4,973 (2010/11) - 5,974 (2009/10)**

% repairs within target time  
**97.59% (2010/11) - 95.73% (2009/10)**

Staff turnover  
**23.30% (2010/11) – 28.40% (2009/10)**

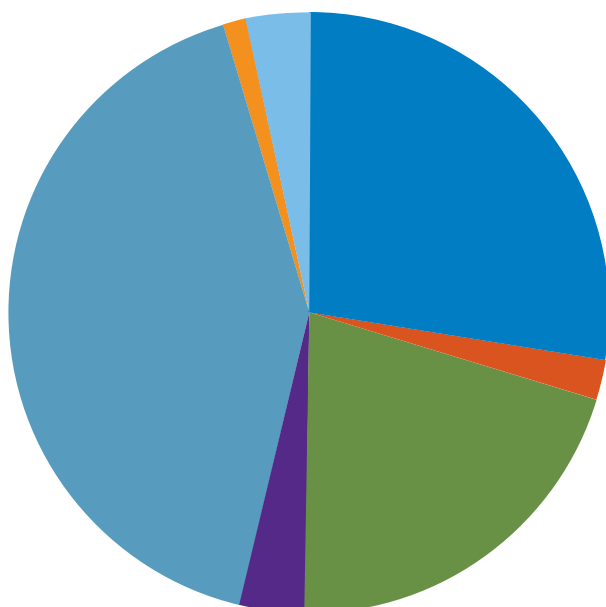
% of staff with SVQ (Housing/Care)  
**42.29% (2010/11) - 39.86% (2009/10)**

# Financial Performance



## Income

- Housing £6.67m
- Housing Support £0.27m
- Homes £4.55m
- Interest Earned £0.04m
- Other £0.04m



## Expenditure

- Housing Services and Management £2.92m
- Housing Support £0.24m
- Housing Maintenance £2.18m
- Depreciation of Housing Stock £0.38m
- Operating Costs - Homes £4.45m
- Operating Costs - Other £0.11m
- Loan Charges £0.36m

The surplus generated for the year to 31 March 2011 of £692,227 represents a considerable improvement on the previous year of £7,230. A number of initiatives were progressed during the year which contributed to this result. The two key contributors were the improved financial position of the care homes and the savings made through the central support restructure in June 2010. The care home restructure focussed on increasing demand for care home bed-spaces as well as reducing staff costs by increasing recruitment and reducing agency costs. This has proved successful, however, there is more work to do in this area. The central support restructure focused on rationalising Head Office based staff costs. This work was completed during the year contributing annual savings of around £400k.

Going forward there are a number of projects progressing which largely focus on improved procurement. This is an important area for us to develop so that we can ensure both financial efficiency and high service standards which we recognise as essential for our tenants and residents.



# The Viewpoint Tenants Representative Group

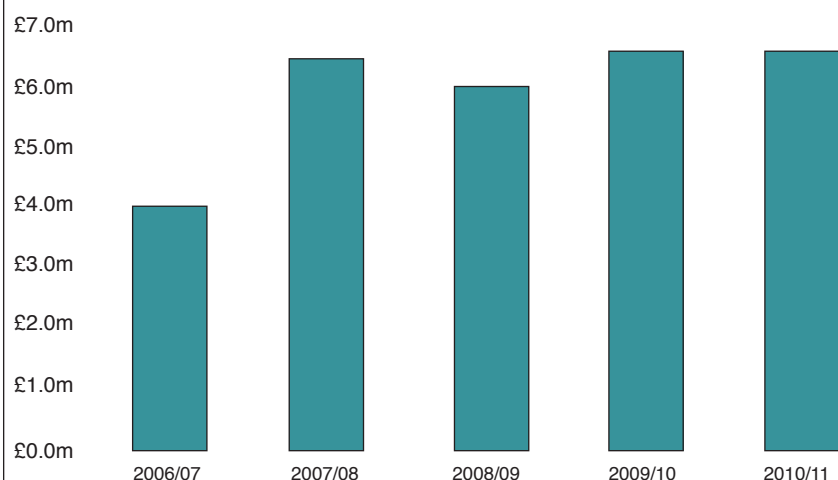
The VTRG continues to provide us with an invaluable sounding board and we appreciate their directness in telling us where we need to improve our services and how we could do so. We know that many tenants are concerned about communication both within Viewpoint and between Viewpoint and tenants. This is particularly so around the repairs service and we hope that by involving tenants in a review of our day to day repairs service we will make real improvements as well as achieve better value for money.

We also know that the VTRG would like better and meaningful consultation about rents and service charge reviews, and by bringing forward our consultation timetable next year we think we can meet their expectations.

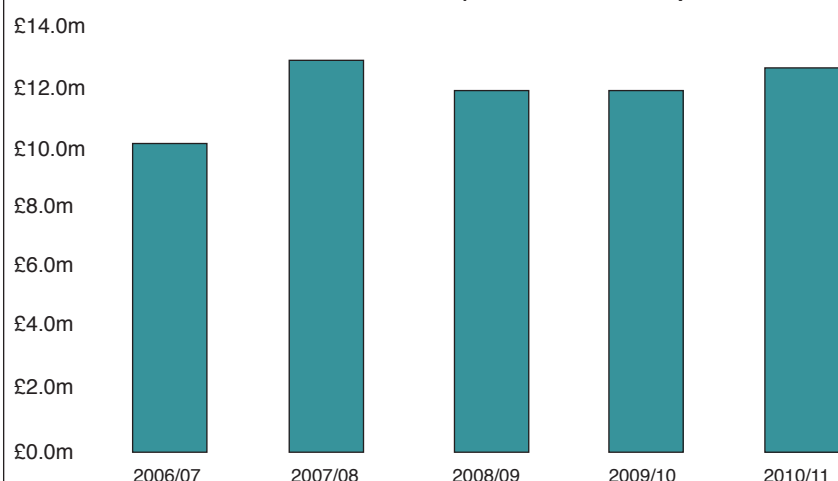
The VTRG has contributed to the development of our Strategic Plan. They agree that we should support existing tenants who might develop dementia and welcome the training we plan to provide coordinators in our complexes. However we need to address the worry that any plans to let homes to new tenants with dementia does not place burdens on the communities already living there.

These are all points we take on board and we will make every effort to meet the expectations of the VTRG and our tenants.

**Future Provisions (Designated Reserves)**



**Future Provisions (Total Reserves)**



## Direct Maintenance Expenditure Housing & Homes

	Expenditure	Expenditure
	2009/2010	2010/2011
	£	£
Reactive	770,566	897,521
Cyclical	487,227	395,131
Major Repairs	104,377	548,081
Sinking Fund	320,122	426,580
<b>Total</b>	<b>1,682,292</b>	<b>2,267,313</b>



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As a registered charity Viewpoint Housing Association Limited has for the past 64 years promoted its charitable aims, these being the provision of housing and care of the highest quality to those in need. If you feel you are able to help us achieve our charitable aims then please contact us.

Scottish Charity No. SC005619  
A Scottish Charitable Housing Association  
Industrial & Provident Society No. I228R(S)  
Register of Scottish Housing Association No. HEP 199