

Inspiring the future

 Viewpoint
2011/12 Annual Report



INVESTING...

In enhancing the quality of existing and developing new accommodation services which older people want

In efficiency and offering value for money- making a sufficient surplus to invest in existing and future accommodation and services

In maintaining our accommodation to high standards and ensuring that it not only meets regulatory standards but it is fit for the future

DEVELOPING...

Accountable leaders who walk our values and are passionate about our vision

A well trained, qualified and motivated staff team that welcomes feedback and embraces change

COMMUNICATING...

By seeking out and taking account of the views of our customers

By promoting our vision both internally and externally and generating confidence in the services we offer

Our priorities



Audrey Reddish and Art Tutor Tomasina Hurrell in the Craft Café

Inspiring the future means that we have to evolve and position ourselves in ways that continue to add value for our customers. Developing innovative services is central to achieving this.

We have embarked on the first major review of our day to day repairs service, as well as retendering other key contracts. Investment in our accommodation and services has also been stepped up in the last year, with over £1,935k spent. The launch of our Dementia Awareness Road Shows in sheltered housing complexes and the opening of Edinburgh's first Craft Café have signalled our commitment to continual innovation driven by our customers' needs.

The introduction of the Social Housing Regulator along with the Social Housing Charter has made us rethink, in partnership with our tenants, the scope for customer engagement in all aspects of our work. The introduction of the Care Inspectorate has also led us to embrace care home resident involvement in everything from menus and design of a sensory garden to the recruitment of staff. *The focus now has to be very much on outcomes that matter to our customers.*

We are very conscious of the reform to the welfare system and its impact on our tenants. Accommodation and service affordability is an issue now and will continue to be for some years. Our improved financial performance gives us the confidence to invest to reduce ongoing costs for our customers, to meet the Scottish Housing Quality Standard (SHQS) and develop other necessary improvements to our accommodation as well as mitigating the risk to our services as a result of the difficult economic climate.

There continued to be change affecting our staff during the year; a pay and benefits review as well as changes to pension arrangements and structures to increase the skill mix in the care homes.



The resilience of our staff in this challenging environment and their continued commitment to our customers is valued and appreciated by senior management and the Board. In spite of these changes we were pleased to be classed by the Social Housing Regulator as low risk as well as to achieve the Investors in People award.

We value our partnerships as we can achieve little on our own. Special thanks to the Viewpoint Tenants Representative Group (VTRG) for their invaluable contribution to our work during the year. We are also grateful to the Viewpoint Trust for their funding of the Sensory Garden and Craft Café, and the Queensberry House Trust for enabling us to develop computer clubs in association with KiTE. We are also excited about our partnerships with Impact Arts who run the Craft Café and Alzheimer Scotland who helped make our Dementia Awareness Road Shows such a success and guided our thinking on our Dementia Strategy.

In this year's annual report we would like to give you an idea of how we are approaching the current environment through the lens of our priorities. We hope you will read with interest and see that we are embracing local and national policy developments for older people, in particular the Reshaping Care for Older People agenda. We look forward to working with all our partners, customers and staff in the coming year to further develop our services.

Dorry McLaughlin, CEO

Roger Smith, Chairman

Opening of Edinburgh's first Craft Café
Successful Customer Satisfaction Survey Results
Dementia Awareness Road Shows
Completion of Sensory Garden
Tenants' Art Competition
Staff Conference
Grade 5s at St Raphael's Care Home
Grade 4s for Housing Support
Continued improved financial performance
Computer Clubs in sheltered complexes

All this wouldn't have been possible without

Our tenants & residents
Our dedicated staff team
Alzheimer Scotland
Impact Arts
Viewpoint Tenants Representative Group
Viewpoint Trust
Our Local Authority partners
Keeping in Touch Edinburgh
The Queensberry House Trust
Investors in People Scotland

A BIG thank you to all!





Mrs O'Neill in her new kitchen at Ingham Court

INVESTING

This year saw us review our day to day repairs service, embarking on a tender exercise to attract a partner to work with us to improve the quality of this vital service.

We welcomed the input of VTRG members in evaluating this and other contract tender submissions. Our aim is to provide more efficient services at a higher quality, as well as to introduce an appointment system.

From lift and boiler refurbishments to kitchen replacements and cyclical redecoration, Viewpoint has embarked on a robust programme of investment to meet the Scottish Housing Quality Standard by 2015 and to ensure our accommodation is fit for the future. The total spend on planned, cyclical and major works for the year amounted to £1,587k in housing and £348k in the care homes. The application of rigorous procurement caused delays to the programme but we are confident that we have a sound platform for delivering on time and within budget in the future.

There has also been a focus on enhancing services in our housing complexes. These include working in partnership with Midlothian Council to accommodate a day centre at our Glenesk enhanced sheltered housing complex and further development and expansion of the computer clubs run by Keeping in Touch Edinburgh (KiTE) for sheltered housing tenants.

Sustaining quality in the care homes has been a key objective during the year. Although occupancy in our care homes was 95% (a little short of our target of 97%) we were immensely proud that all our hard work has been recognised by the Care Inspectorate. St Raphael's Care Home achieved four Grade 5s in its June 2012 inspection report.

New daycare service launches at Glenesk House



New lift at St Raphael's Care Home



Fire safety training during induction week

DEVELOPING

We are especially pleased to have achieved Investors in People accreditation but we are not complacent.

The award recognised what we are doing well, but has also set the scene for continuous improvement, and we remain focused on our staff and their development. Quality leadership and management require investment in both the leaders of today and those of tomorrow. We held a Leadership Programme for both the Executive Team and Leadership Team and this is being followed up with management development workshops for all managers and supervisors. Leadership competencies are also being introduced to further embed our core values.

This year we have seen our Human Resources team expand the corporate induction programme which all new employees are invited to attend. As well as introducing new staff to the standards expected at Viewpoint, it allows them to meet colleagues from across the organisation. Introduction to Dementia, Moving and Handling, Food Hygiene and Fire Safety are some of the topics covered by the programme.

To keep ahead of best practice in our care homes, nurse learning and development days have been introduced and are held every six weeks. Led by our Head of Care, Donna Macleod, these sessions bring nurses together to reflect on their practices, share ideas, support each other and keep up to date with current research and best practice. We have covered many aspects of practice this year from care planning to wound care. The nurses and care home managers have been eager participants, contributing to the development of policies and procedures and sharing their knowledge and expertise with their colleagues.



Nursing Team



Leadership Team



2011 Staff Conference



COMMUNICATING

88% of tenants and over 86% of care home residents told us in our 2012 surveys that they are satisfied with our overall service. However there is always more we can do.

Communication is key to all we do. We value the involvement of our customers in shaping the services we provide and will be working closely with the VTRG to develop our Customer Engagement Strategy. This is all the more important with the introduction of the Social Housing Charter and a greater focus on customer engagement in the work of the new Social Housing Regulator.

We go to great lengths to engage our customers, listen to what is on their minds, and implement changes to ensure we continue providing the services they want. 2011 saw customers getting involved in areas such as tendering for new services and staff recruitment. Local survey toolkits are currently being introduced in our housing complexes to help us identify front line improvements, as well as to start developing individualised services in response to the Scottish Government's personalisation agenda.

Our staff's input has been key in setting our strategic direction, and their strong motivation to continuously improve our services is essential to our success. The Employee Forum continued to challenge management on key issues such as pay and benefits and employee relations, as well as re-launching our staff newsletter in 2011.



Annual Tenants Meeting at Lynedoch House



Innovation is a risky business



But we believe that we have to do things differently and be creative in how we work, seeking partners that will bring great value and experience to Viewpoint. Our Dementia Strategy reflects our commitment to the Scottish Government's objectives for older people and drives our response to the increasing number of our customers living with this challenge.

Our Dementia Awareness Road Shows, organised and run in partnership with Alzheimer Scotland in our sheltered complexes have been a great success. 95% of attendees said that the road shows provided them with an understanding of the difficulties and challenges that people living with dementia have to overcome. We are committed to continue running these sessions during 2012/13.

We were also excited to open the first Craft Café in Edinburgh. Designed and managed in partnership with Impact Arts we are grateful to the Viewpoint Trust for their investment in this pioneering project. Open to care home residents and sheltered housing tenants the café provides the opportunity to learn new skills and resurrect old ones. From painting and drawing to jewellery making and sculpture, the Craft Café bridges the gap between care and housing support, creating a vibrant creative space, improving social interaction and tackling isolation.

Likewise, our Sensory Garden at St Raphael's, which draws on the work of the Stirling University Dementia Centre and with the input of Alzheimer Scotland, provides a safe and stimulating environment for the residents of this care home. Residents and relatives were fully involved in the development of the garden and again we are grateful to the Viewpoint Trust for funding this initiative.





Resident Retta
Buchan cuts the
ribbon at our
Sensory Garden
opening



Pets As Therapy dog Darcy
visits the Sensory Garden



Resident Frances Flynn with her Art Tutor in the Craft Café

The year in numbers



120 Care Home bed spaces

1353 Housing units

159 Lettings

2.13% Arrears (Housing)

1.60% Void losses (Housing)

95% Care Home occupancy

24% Staff turnover

Planned, cyclical and major works spend

£1,587,000 in Housing

£348,000 in Care Homes

Reactive Maintenance spend

£613,735 in Housing





Financial Performance

Over the past two years Viewpoint has sought to achieve efficiencies and improve financial performance in order to reduce costs to customers and to deliver its objective of providing homes which are fit for the future. The results of this are now evident with Viewpoint generating an overall surplus of £2.5m with an operating surplus of £2.8m.

Reductions in the number of empty properties/rooms in both housing and care homes have contributed to an increased turnover, as did eight extra care home places at Marian House which were opened in April 2011. Central costs have decreased substantially in the year as a result of a number of initiatives, including staffing restructures and improved purchasing.

During the year Viewpoint implemented a new way of accounting for major repair expenditure on its properties. This change was as a result of the implementation of Component Accounting (SORP update 2010). Had this change not been implemented the net surplus for 2012 would have been £1.6m reflecting £0.9m spent on major repairs in housing and homes.

An additional £2.35m has been designated for major repairs within the next three years bringing the total designated funds at March 2012 to £8.7m. This reflects the need for ongoing major repairs and improvements, particularly to the housing stock, to meet the Social Housing Quality Standard by 2015 and beyond.

The following is an extract from the Financial Statements which shows the Income & Expenditure for the years ended 31 March 2012 and 2011.

Income & Expenditure Account

	2012	2011 (Restated)
	£	£
Turnover	12,605,935	11,529,617
Operating Costs	-9,840,886	-9,768,510
Operating Surplus	2,765,049	1,761,107
Gain/(Loss) on Sale of Fixed Assets	8,500	-242,334
Interest Receivable and Other Income	45,334	35,266
Interest Payable and similar charges	-362,623	-357,157
Net Surplus for the year	2,456,260	1,196,882



I thought I was too old and stupid to join the class at ninety years of age. It has given me closer contact with my family at home and abroad, by email, Skype and accessing their websites.
Peggy Willis, tenant at Old Farm Court

The VTRG

The Viewpoint Tenants Representative Group continued to change in the past year. The group is seeking to be more involved in working with Viewpoint to make sure that, in line with government policy, tenants' views and interests are at the heart of all the Association does. This has brought about better communication with management and, in particular, with the Board which has been the focus of much of the Group's efforts this year.

Increased informal meetings with Board members and management have been instituted so that the people charged with the responsibility of caring for tenants are much better informed of tenants' opinion. Tenants' representatives have been closely involved in developing new policies on Anti-Social Behaviour and the Keeping of Pets. They have been much involved in the appointment of new Coordinators as well as forming a significant part of the committee appointing the new gardening contractors and overseeing improvements in the delivery of the Repairs and Maintenance service - all areas where there have been significant concerns for tenants.

Now that the Group has been invited to have representation on the Board, it is hoped that this improvement in communication will continue to see tenants increasingly involved in developing policies which genuinely show tenants receiving value for money. This is one of the VTRG's main aims.



The Board

Roger Smith (Chairman)
Rob Rae (Vice Chair)
Ian Calder (Chair of Audit Committee)
Gordon Anderson
Nicola Donaldson
Iain Macdonald
Jacqui Macrae
Robert McNeill
Elspeth Morrison
Jean Simpson
Roger Stewart
Vic Stewart
Iain Thompson (co-opted July 2012)
Colm Cunningham (resigned August 2011)



The Executive Team

Dorry McLaughlin (Chief Executive Officer)
Sandra Brydon (Director of Housing & Property Services)
Jenni Fairbairn (Director of Finance & ICT)
Donna MacLeod (Head of Care)

Auditors
Solicitors
Bankers

Chiene & Tait (External), Baker Tilly (Internal)
Biggart Baillie, HBJ Gateley
The Royal Bank of Scotland

As a registered charity Viewpoint Housing Association Limited has for the past 65 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. SCO05619
A Scottish Charitable Housing Association
Industrial & Provident Society No.1228R(S)
Register of Scottish Housing Association No. HEP 199



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