



Through our eyes

Viewpoint in 2012/13

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

Chair and Chief Executive's Report

Our annual report takes you on a journey through our activities during 2012/13 as seen through the eyes of our people. Whether customers, relatives or members of staff, their stories illustrate the work we have done in the last year and what this has meant to the individuals who are part of Viewpoint. We are incredibly proud to see the positive impact of our work at a very personal level. This is what we are about.

You will see that the year brought us recognition for the innovative work we have carried out, including our Edinburgh Craft Café and Dementia Roadshows. Finding new, creative ways to engage with dementia continues to inspire us as we develop our Dementia Strategy over the coming years.

We also continued to invest in our properties, spending nearly £2m improving both our housing and care homes. Take a look at the virtual tours of our care homes on our website to see the impact a little imagination, investment and understanding of the wellbeing of older people can bring to a care home environment. Look through the eyes of a tenant at Lynedoch House to see what tenants themselves can achieve to complement the investment Viewpoint is making.

Supporting our staff to be the best they can be has been a key priority for us this year. Senior managers took part in our first ever Leadership Programme and we rolled out a Management Competency Framework to existing and aspiring managers. We also made a brave commitment as part of our Dementia Strategy to train all staff and Board members to Dementia Awareness level one (Promoting Excellence Framework). By the time of writing over 95% have undertaken this training.

We do not underestimate the challenge of keeping up this work against a backdrop of change. The year saw the Government progress the integration of health and social care with the prospect of very different commissioning and negotiating strategies for care for older people and care home funding. Reshaping Care for Older People maintained pace and we are working hard to continue supporting our customers to maintain their independence for as long as they wish. To this end we are looking at ways we can deliver some of the new initiatives our customers have told us they want to see.



Work to implement the Social Housing Charter continued throughout the year and we are grateful to the many tenants who chose to engage with us in this big piece of work. Their ideas guided our plans and resulted in the development of Viewpoint's own Customer Charter.


Ever mindful of the need to do everything as efficiently as we can we were very pleased to be able to hold rent levels with no increase at all and restrict service charge increases to 4% from April 2013. This was a fantastic result during a year that saw us commit to substantial investment in service and property improvements. Although most of our customers have not been affected by Welfare Reform the changes will continue and we will do all we can to ensure that we help minimise the impact any further changes might have on them.

Finally, in this my last year as Chairman, I would like to thank everyone who has helped make my tenure so rewarding. I feel honoured to have been part of such a vibrant, inspiring organisation with exciting plans for the future.

Dorry McLaughlin,
CEO

Roger Smith,
Chairman





Having the peace of mind that Nessie is not alone means a lot.

Pat's story

Nessie and I have been tenants for seven years and moved here for the security it provides, especially for Nessie who has poor mobility. Living here has made a big difference, knowing that all we have to do is pull the cord and there will be someone to help us on the other side. I go and play bowls every week, so having the peace of mind that Nessie is not alone means a lot.

Lynedoch may be small but it is a fantastic place. We are very lucky to have our Coordinator, Maureen. With her cheery smile, nothing is too much to ask. She is very kind and always finds solutions to any problems. We feel secure knowing she is there for us.

In the last year we got new boilers and double glazed windows installed. Our disabled door was also replaced, allowing frailer tenants easier access when out and about. I was happy to help to raise the money and install the new CCTV system so now we have the added safety of that too.

Our committee, the Eventers, has been in great form this year. They applied for and were awarded a grant to extend our computer club. Now that the wifi has been installed in the common lounge it means everyone can access the internet. A great achievement.

It was also good to see Viewpoint did not put the rents up this year; I am pleased to see the good service we keep getting doesn't have to cost the earth.

Our number one priority

Understanding our customers' needs and expectations is something we do well at Viewpoint. In fact, our recent Investors in People review highlighted the incredible commitment of our staff to customer care. This is what makes us different.

Working together with our customers and listening to what is important to them is key to our success. The Viewpoint Tenants Representative Group continued to provide a valuable sounding board during the year, ensuring that we are responsive to tenants' needs and aspirations. The Board also welcomed the Chair of the VTRG, Morag Murray, as a co-optee in September 2012.

Our local housing surveys are proving very useful. These surveys, coupled with the results of our main satisfaction survey showed 88% satisfaction with Viewpoint as a whole, making us confident that we are on the right track. Our recent Housing Support inspection report highlighted our commitment to providing quality services and ensuring our tenants' health and wellbeing needs are met. This was reflected in the grade 5s (very good) obtained across the board for this service.

We were equally pleased that over 90% of our care home residents are satisfied with services overall. When customers are satisfied it is a reflection of care and support standards as much as the quality of the environment. With that in mind we were proud to achieve grade 5s in all areas at St. Raphael's care home and improved grades at Marian and Lennox Houses.

New lifts and laundries, window replacements, roof and external repairs are only some examples of the huge amount of works we have undertaken to ensure we keep offering the highest standards to our tenants. We have also invested for the future in our care homes by developing a specialised dementia unit at St. Raphael's and completing the sensory garden – both with the help of the Viewpoint Trust.

Sadly we cannot always improve accommodation so that it is fit for the future and this was the case at Newbattle Terrace where we took the difficult decision to close this mainstream complex. We made a commitment to tenants that we would help them move and this we have achieved. We are grateful for their trust during this period of transition.

We try to always put our customers first but when we get it wrong we try to learn from our mistakes. Our new Complaints Handling Procedures developed in light of the Scottish Public Services Ombudsman's guidelines are helping to shape a culture of learning and improving.



Before her illness, Wendy had always painted and dreamed of having a studio space.

Wendy's story

My mother-in-law Wendy has been living at St Raphael's for a year now and I am a frequent visitor to the Craft Café.

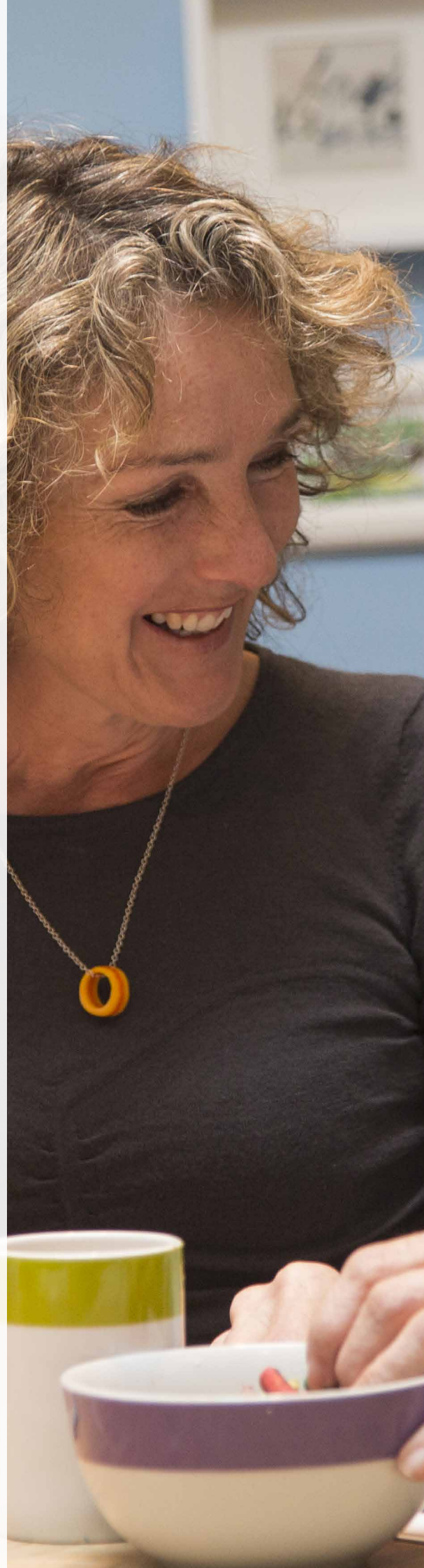
Three days a week between 10 and 4, I can drop in with Wendy, watch her take part, idly doodle alongside her, chitchat with her and whoever else is there, Audrey, Jessica, Josie, Jackie (DJing his jazz records), John painting and advising and Ronnie working on some big project.

Before her illness, Wendy had always painted and dreamed of having a 'studio space', the Craft Café has given her the chance to realise that dream late in life.

Visiting someone who is suffering memory loss, confusion and deafness can be stressful for both parties when it is on a one to one basis. There is a pressure to keep talking, understand where there is no real understanding, and to find things to talk about, when not much has happened since the day before.

In the Craft Café this pressure is immediately taken away as you are handed the possibility of sitting together in silent concentration on some task or other, and when difficulties in interpreting what someone is saying do arise, you can turn quickly to others for help in sorting them out.

My children love the Café as they get to spend valuable time with their grandmother, time that they actually enjoy, and for Wendy, she has a chance to socialise with people who have a shared interest, and watch the "Fantastic work that goes on here" (from her Craft Café birthday speech!).





A year of great achievements

So much to celebrate. Big and small, this year hasn't been short of firsts for Viewpoint.

We are delighted our Edinburgh Craft Café, run in partnership with Impact Arts, was a finalist in both the Care Accolades and Scottish Dementia Awards; both nominations speak of the quality support this service continues to provide to our customers. We must also commend Audrey Reddish from St Raphael's, who received the Angela Farnell Memorial Prize (Elderly Accommodation Council) for one of her fabulous landscape paintings.

Keeping active and inspired is good for our health and wellbeing and so we were pleased to be able to commission pilates sessions for our sheltered housing tenants and to set up Viewpoint Voices, a singing group for tenants and care home residents. Other initiatives included Dancebase providing chair-based dance and exercise, as well as our continued commitment to fund our ever popular computer classes, run with KiTE and Tap into It.

Responding to the challenges people with dementia and those who support them face led us to initiate a series of conversations with our tenants on this difficult topic. Held in the form of interactive roadshows in conjunction with Alzheimer Scotland, they were a great success; with 97% of those attending saying they now have a better awareness of the challenges that those living with dementia have to overcome. This was such an encouraging result we have decided to extend our information roadshows into 2013/14.

Partnerships are important to us and we were pleased to continue to work with Carr Gomm to bring Drummond Place back into use as a supported accommodation in Edinburgh, to lease John Hunter House in Kirkcaldy to Fife Council and to receive Change Fund investment to open a Craft Café in Lennox House with Impact Arts. We were also excited to contribute to Improving the Design of Housing to Assist People with Dementia (Dementia Services Development Centre, Joint Improvement Team and Chartered Institute of Housing) and are already putting some of the guidance into practice, as reflected in our Planned Maintenance Programme.

There has been a real focus on engaging better with our customers, staff and other stakeholders; the introduction of tenant and staff conferences has been key in this area. In addition to this, we have stepped up our commitment to improving communication with our brand new website, packed with new features and information. To complement the work of KiTE we are also installing wifi in all our sheltered housing complexes; we want to embrace how technology can help us do more.



Our Dementia Strategy really influences how we work together.

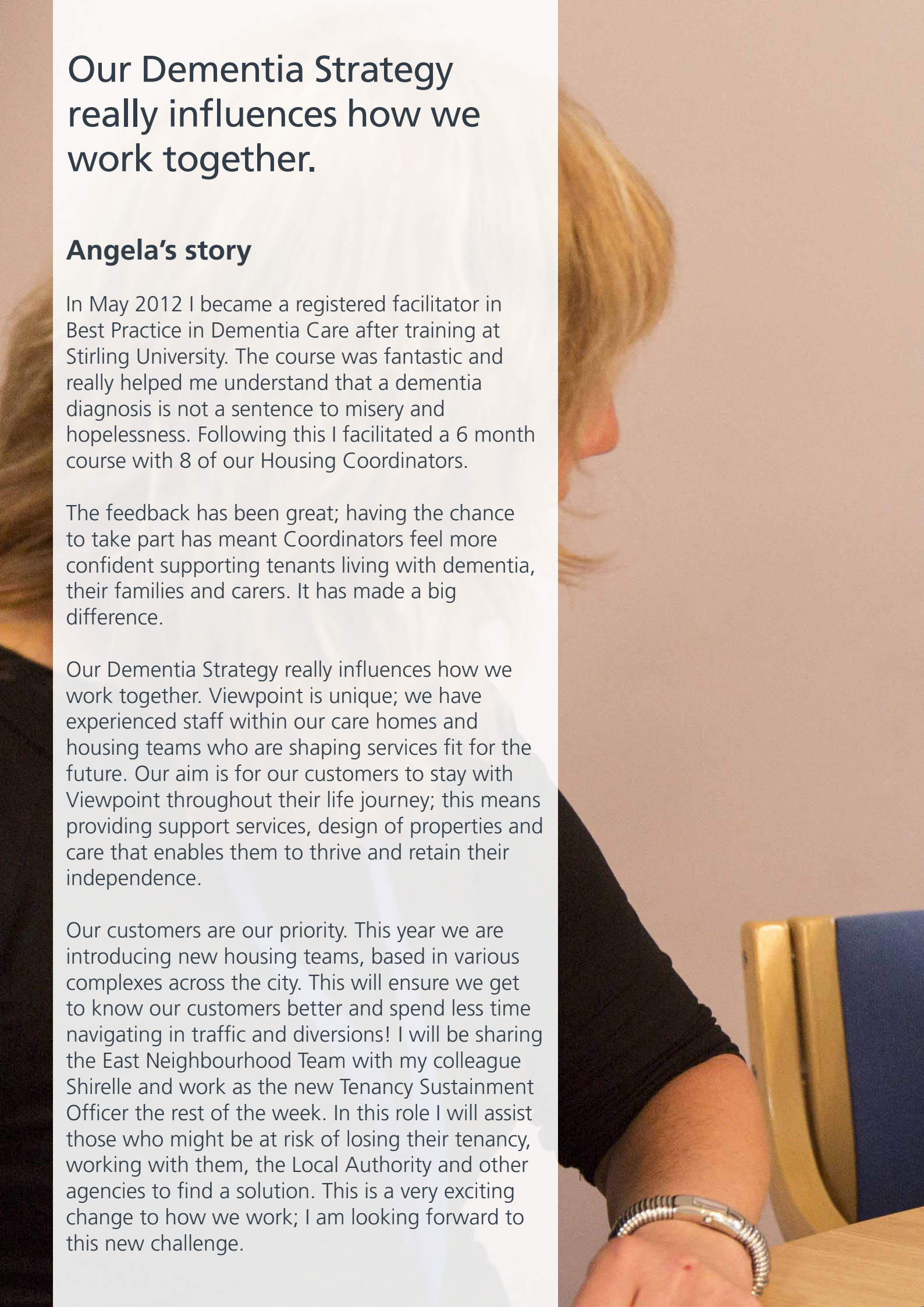
Angela's story

In May 2012 I became a registered facilitator in Best Practice in Dementia Care after training at Stirling University. The course was fantastic and really helped me understand that a dementia diagnosis is not a sentence to misery and hopelessness. Following this I facilitated a 6 month course with 8 of our Housing Coordinators.

The feedback has been great; having the chance to take part has meant Coordinators feel more confident supporting tenants living with dementia, their families and carers. It has made a big difference.

Our Dementia Strategy really influences how we work together. Viewpoint is unique; we have experienced staff within our care homes and housing teams who are shaping services fit for the future. Our aim is for our customers to stay with Viewpoint throughout their life journey; this means providing support services, design of properties and care that enables them to thrive and retain their independence.

Our customers are our priority. This year we are introducing new housing teams, based in various complexes across the city. This will ensure we get to know our customers better and spend less time navigating in traffic and diversions! I will be sharing the East Neighbourhood Team with my colleague Shirelle and work as the new Tenancy Sustainment Officer the rest of the week. In this role I will assist those who might be at risk of losing their tenancy, working with them, the Local Authority and other agencies to find a solution. This is a very exciting change to how we work; I am looking forward to this new challenge.





Change is all around us

As change continues to shape how we work, our challenge is to engage with it and respond in creative ways, staying connected to our customers and their aspirations. This is a time of great opportunities for Viewpoint.

The introduction of the Social Housing Charter presents many challenges in how we present and evidence our compliance. Together with our tenants we worked on a response to the Social Housing Charter consultation and developed our very own Viewpoint Charter. Through a series of consultation events – Bacon Butty Banter and Charter Chatter – tenants told us what they wanted ‘their’ Viewpoint service to look like. The next step is to develop a tenant scrutiny framework within Viewpoint, the focus of our Tenant Conference and Board and staff training in summer 2013.

The year also saw a complete change in approach to asset management. A stock condition survey was completed and showed we will meet the Scottish Housing Quality Standard in time for the March 2015 deadline. This is, however, a substantial programme to manage and procure and we are pleased to have a firm plan in place. In 2012 this included heavy investment in our assets, replacing windows and lifts, repainting buildings and installing new kitchens. We also tendered our day to day repairs service and appointed MITIE a single, multi trade contractor. This has completely changed the way we deliver our day to day repairs service and we are pleased to now be offering tenants appointments for repairs.

We also undertook to test the quality and value for money of estate services and involved tenants in this process. This included tendering the gardening service, which has meant a marked improvement in quality and value for money. We are also tendering other servicing contracts, for example alarms, fire safety and water testing.

We listened to our tenants when they said they wanted more staff visibility and are in the process of implementing a new way of working for our housing teams. Four neighbourhood teams have been created and will be managed locally by Housing Officers who will be based in sheltered housing complexes.

Reshaping Care continues to focus on community based services designed to enable older people to remain at home for longer. For us, this means talking to our tenants about the kind of services they need us to provide to help them continue living independently. We are also exploring different ways we can use telecare and telehealth to support them at home. In the meantime, we continue to lobby for more Stage 3 adaptation funding to meet the growing need for level access showers, handrails and other aids.

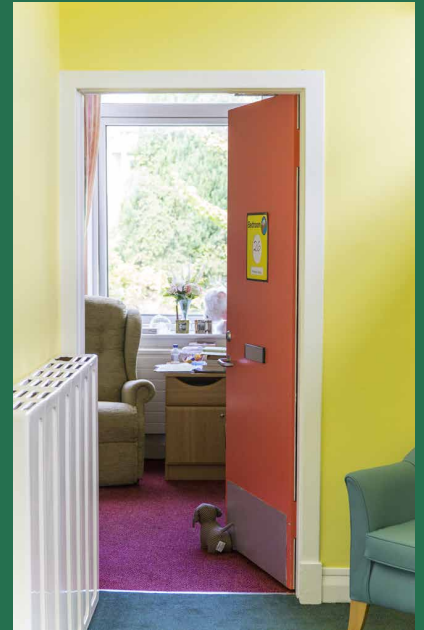




In numbers



£1,766,000
spent improving
our housing
stock



92%
Care Home
Occupancy

88%
Tenant
Satisfaction
with Repairs



140
Lettings



1.8%
Void losses
(Housing)



£204,000
invested in our
Care Homes

2.4%
Arrears
(Housing)

Financial Performance

We have continued to achieve efficiencies for our customers and our sound financial performance enables us to deliver our objective of providing homes which are fit for the future. Surpluses were generated in both our housing (£1.9m) and care homes (£0.3m) operations.

We made significant investment in our properties with capital spend of £1.8m in housing and £0.2m in care homes. A 100% property survey was carried out during the financial year and the financial plan was updated. It is encouraging to be able to report that future investment requirements identified can be met. Reserves of £6.6m have been designated to meet the next three to five years of forecast spend. Compliance with the Scottish Housing Quality Standard is forecasted to be achieved by the end of March 2014, a year earlier than required.

Our tenants benefited from a rent freeze in April 2013 and also many received a reduction in service charges. During the year the gardening service was out-sourced; this achieved financial savings which were passed on to our tenants. We actively monitor our heating and lighting costs and appreciate this is an area of ongoing concern to our tenants. Unfortunately, the tariff rates increased for gas during the year and we have no option but to pass these on. We are investing in our heating systems to ensure that these are as efficient as is possible.

Our care homes generated smaller surpluses this year, mainly as a result of lower occupancy. The issues leading to this are now resolved and all care homes have been graded 4s or 5s by the Care Inspectorate (maximum 6).

We have a robust Key Performance Indicator system in place which alerts management to issues as they arise. The performance measured through these KPIs has ensured we are able to maintain a strong financial position.

	2013	2012
	£	£
Turnover	12,608,412	12,605,935
Operating Costs	-10,368,335	-9,840,886
Operating Surplus	2,240,077	2,765,049
Gain on Sale of Fixed Assets	12,078	8,500
Interest Receivable and Other Income	76,121	45,334
Interest Payable and similar charges	-365,359	-362,623
Net Surplus for the year	1,962,917	2,456,260

A big thank you. We could not have done it without you.

Our tenants & residents
Our dedicated staff team
Impact Arts
Alzheimer Scotland
The Viewpoint Tenants Representative Group
The Fife Tenants Forum
The Viewpoint Trust
Our Local Authority partners
Keeping in Touch Edinburgh
Tap Into It
Carr Gomm
Dancebase
Chartered Institute of Housing
Dementia Services Development Centre

The Board

Roger Smith (*Chairman*)
Rob Rae (*Vice Chair*)
Roger Stewart (*Chair of Audit Committee*)
Gordon Anderson
Ann Cumber (*co-opted July 2013*)
Nicola Donaldson
Jacqui Macrae
Robert McNeill
Morag Murray (*co-opted September 2012*)
Jean Simpson
Vic Stewart
Iain Thompson
Ian Calder (*resigned September 2012*)
Ian McDonald (*resigned February 2013*)
Elspeth Morrison (*resigned September 2012*)



The Executive Team

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

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

As a registered charity Viewpoint has for the past 66 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
Scottish Property Factor No. PF000364
Industrial & Provident Society No.1228R(S)
Register of Scottish Housing Association No. HEP 199



VIEWPOINT

4 South Oswald Road
Edinburgh
EH9 2HG

Phone: 0131 668 4247
Web: www.viewpoint.org.uk