




a year of  creativity

VIEWPOINT 
joy in later years

Annual Report 2014/15

The Year in Numbers

“good”
&
“very good”

Care home
grades by Care
Inspectorate

“very good”

Housing support
grades by Care
Inspectorate

97%

Care
home
occupancy

86%

Tenant
satisfaction
with repairs

1.5%

Void
losses
(housing)

3.3%

Arrears
(housing)

117

Lettings

100%

Stock
meeting
SHQS

£482k

Invested in
our care
homes

£830k

Care
homes
surplus

£1174k

Invested in
housing

£1323k

Housing
surplus

One Year On

And what a remarkable - and busy - 12 months we have had. With our new vision and values fully embedded, we are delighted to see the impact on a daily basis. Our people make great things happen and the achievements highlighted in this report show how their passion continues to bring our vision to life. This work continued to be recognised by the Care Inspectorate in the last year, with “good” and “very good” grades given for our care and housing support services.

The theme of the report – creativity – is a value embraced by all who work at Viewpoint. Our plans are ambitious and we know that the road is not straightforward, but we are proud to see our people continuously challenge how we do things, bringing innovative ideas and solutions to the table.

Cunningham House is a great example of this. The latest addition to our care homes in Edinburgh, this state of the art unit provides skilled nursing care for people living with dementia. Cunningham House became a reality when we decided to redesign our Head Office building, relocating to the top floors and converting the empty ground floor into this much needed extension to St Raphael's. If you haven't seen it yet, ask us

for a tour, we really are impressed with the beautiful result.

We want Viewpoint to be a place to learn and grow. Our diverse workforce of over 250 makes us a rich and dynamic organisation, with over 78% of our staff saying they would recommend us as a good place to work. We are committed to seeing our people flourish and this year saw the creation of our Learning and Development department, whose focus is to enhance the skills of our staff and promote health and wellbeing at work. We also made considerable progress on our Diversity Strategy and are currently working towards achieving Leaders in Diversity status.

It is hard to believe Tenant Scrutiny was only introduced in the last year. We have been blown away by our tenants' enthusiasm in taking part and are grateful for the continued assistance of TIS (Tenants Information Service) as they guide our work in this area. Scrutiny has become an integral part of our Participation Strategy and we are honoured to be recognised with a TPAS (Tenant Participation Advisory Service) Gold Accreditation, the first housing association in Scotland to achieve this.

Investment in our properties continued throughout the year, as always underpinned by a robust Asset Management Strategy. Having met SHQS (Scottish Housing Quality Standard) a year earlier than required, we

spent £1174k and £482k improving our housing stock and care homes respectively. Our plan is to invest £6.8m over the next five years, ensuring continued compliance with the Standard.

Strong leadership and governance are key to Viewpoint's strength. During the year we were delighted to appoint Helen Barclay to the post of Director of Housing and Property Services. Helen brings immense knowledge, experience and imagination to our team. The Board also welcomed two new members this year: Robin Barnes and Ian Mackay, whose wisdom and insight have been invaluable.

Looking To The Future

Viewpoint continues to thrive. As we look to the coming year, we are seeing real expansion and development opportunities we are excited about. We are keen to grow and extend our services, building rich and vibrant communities, creating joy in later years.

We hope you enjoy the report

Dorry McLaughlin
Chief Executive

Rob Rae
Chairman



Neil goes
“back to
the floor”



Development

Creativity in action: It should be no surprise to find our Housing Services Manager Neil helping with the dishes in St Raphael's. We have introduced back to the floor days because we believe that getting your hands dirty helps understand other people's roles, offering invaluable insights into the day to day reality of our business. We also think that it should be a regular and ongoing aspect of leadership.

Having a well-trained and motivated team is an integral part of our strategy and that is why our first Learning and Development department was established this year. Our commitment to developing skills and knowledge benefits Viewpoint because it creates a dynamic and engaged workplace where imagination, collaboration and teamwork thrive.

And the results speak for themselves. Having been awarded IIP (Investors in People) Silver status last year, our latest review in June 2015 highlighted our approach to developing our people. In the last 12 months we have revamped our induction programme to ensure a warm welcome to new starts. Statutory training continues, with a focus on achieving the qualifications required for SSSC (Scottish

Social Services Council) registration for all our care and housing staff. Promoting dementia awareness is still high on the agenda and we were proud to design a new course this year, Further Knowledge in Dementia. We are also looking forward to the launch of an online learning hub in the coming year, so that our staff, no matter where they work, can access learning materials 24/7.

Expertise

Creativity in action: An imposing listed building; today Cunningham House provides care and support for people living with dementia. Used for many years as our Head Office, in spring 2014 the builders moved in and a clever dance followed, as we packed up and jumped between floors, working from temporary offices as the conversion took place.

We are about using our knowledge and expertise to create vibrant communities where older people can enjoy life to the fullest. Cunningham House came to life as we looked for imaginative ways to bring as many of our assets into use, in this case our Head Office ground floor. With vast experience in the redevelopment of listed buildings, James Clydesdale & Associates came on board as

our partner to create a space that is light, generous and homely, and that meets today's standards on dementia design. The result is outstanding. We are pleased to be able to make many of the rooms available to people from the Royal Edinburgh Hospital thanks to a partnership with The City of Edinburgh Council and NHS Lothian.

We want to continue raising standards of care and improving our practice. In 2015 we

were proud to see our Care Home Managers complete the Leadership and Management in Dementia Care: Aspiring to Excellence course at the University of Stirling. As we build our knowledge and understanding of what it means to live with dementia, we are constantly seeking opportunities to expand the services we offer, promoting independence and designing the right kind of support for our customers.



Esther and
Gail enjoy
a chat
outside
Cunningham
House

Margaret and Morag
enjoy some tunes
in our
50s Diner
at Lennox House



Collaboration

Creativity in action: A jukebox, American retro booths, wonderful lighting effects and even a vintage payphone...welcome to the 50s Diner at Lennox! Earlier this year we asked our residents for their thoughts and ideas for a rarely used part of their dining room; our brand new Diner is the brilliant result.

We want to bring about the best of Viewpoint to better serve our customers and that is why we are always finding ways to foster collaboration. We know that by working as one we can deliver exceptional outcomes.

This year we were excited to see the fruits of our partnership with Impact Arts at our third annual Craft Café exhibition. With over 40 artists exhibiting more than 300 pieces of

artwork, this year's exhibition was our biggest to date and included creations of Craft Café members from Lennox House, St Raphael's, Marian House, Kilravock House and Lynedoch Place.

We are a wonderfully diverse organisation and believe that a collaborative culture is based on the principle that everyone has something to offer. Our staff conference last November brought together people from

across Viewpoint, and once again their views and feedback had a direct influence on our priorities and direction of travel. This year saw the creation of a Business Systems Manager post and with that a big shift in how we work. By investing in systems and applications to help our staff share information and ideas faster and more easily we are creating a more responsive and resilient Viewpoint.

Solutions

Creativity in action: We are excited about the introduction of our showflats at Croft an Righ and Old Farm Court. The flats are open to anyone who wants to find out about the small changes that can be made to help those with dementia live at home for longer. Things like lighting, colour and contrast, and signage. We think that good design plays a huge role for those living with dementia; getting this right is a priority for Viewpoint.

Investment in our care homes has enabled us to provide living spaces designed to support the needs of our residents, giving them more freedom and confidence. As we turn our attention to our housing properties and listen to the feedback of our tenants, we are working closely with The University of Stirling's Dementia Services Development Centre to ensure their design

guidelines are incorporated in our Asset Management Strategy. This will enable more homes to meet the needs of those diagnosed with dementia.

Substantial investment in our properties continued in the year with boiler replacements at Croft an Righ and Lennox House, lift refurbishments at St Albans and Craiglea Court, communal area painting

at Balfour House and external painting at Kilravock House amongst others. We were also able to secure funding from Midlothian Council to upgrade the kitchens in Glenesk House.

Having met the Scottish Housing Quality Standard, we are now working towards achieving the Energy Efficiency Standard for Social Housing by 2020.

Nan gets
a tour of our
new dementia
showflat
at Old
Farm Court



**Victoria Sponge anyone?
Our Performance Officer
Ian puts the final touches
to his creation**



Participation

Creativity in action: Over the last 18 months, as our Tenant Participation Strategy has taken off, so have our calorie levels. Performance and Pies, Scrutiny and Scones, Bacon Butty Banter, Charter Chatter, Afternoon Tea...are just some of the events we have held to involve our tenants, build strong relationships and as a pretty good excuse for delicious treats.

Through challenge and collaboration tenants continue to shape our services and the way we work. This partnership approach was recognised this year with a TPAS Gold Accreditation, the first housing association in Scotland to achieve this.

Our tenant groups, the Viewpoint Tenants' Representative Group (VTRG) and Fife Forum have continued their hard work, giving us valuable feedback about our services. This year, the VTRG and its Chair were nominated

for a TIS (Tenant Information Service) Excellence Award recognising their positive efforts to influence Viewpoint for the benefit of tenants.

We welcomed the introduction of Tenant Scrutiny, which gives tenants more power in holding their landlords to account for their decisions, performance and conduct. With the invaluable support of TIS, our first group, the Repairs Scrutiny Group, reviewed the repairs services through interviews, meetings,

shadowing and presentations, and produced an excellent report; with most of the recommendations being implemented.

With the help of our tenants we introduced our Tenant Involvement in Staff Recruitment and Selection Policy, increasing transparency in our recruitment process. Our 3 yearly Tenant Satisfaction Survey was also carried out, achieving an impressive 59% response rate and 83% overall satisfaction.

Wellbeing

Creativity in action: Fresh Fridays are cake Fridays, bring-your-dog-to work Fridays, fancy dress Fridays, office-Olympics Fridays, laughter-workshop Fridays... We introduced Fresh Fridays to remind us to celebrate our work, how we have created joy and to have a good laugh. We want to make our jobs something we look forward to and we believe that hard work and play can coexist.

Together we want to build a strong and happy Viewpoint, nurturing a culture that is welcoming, creative and fun. We know that investing in the wellbeing of our staff makes us stronger.

Following on from the successful roadshows for our tenants, we introduced free health and

wellbeing days for our staff too. Whether it's for a blood sugar test, relaxing massage or nutrition advice, these days have proven very popular and are free for anyone to attend. Body balance classes were another hit this summer and we are grateful to Northwood House tenants for letting us borrow their beautiful lounge.

This year we also took part in a government sponsored wellbeing research project, as part of the Healthy Working Lives campaign. Our involvement in this made us realise how much more we wanted to do in this area. Our upcoming staff clinic is the first step in this.



Who's up for a
water fight?
Just another normal
Friday morning at
St Raphael's Care Home

Tenant George,
Housing Officer Angela
and Safety Community
Officer Mark with
the new railway
bridge mural



Community

Creativity in action: This spring, A Wonderful Abbeyhill brought the community together to take a stand against graffiti. Our Croft an Righ tenants joined Abbeyhill Primary School pupils, neighbouring businesses and local artists to pick up rubbish, clean graffiti and design a beautiful mural under the railway bridge. The artwork, facilitated by LeithLate, was inspired by the stories and memories of our tenants.

At Viewpoint we have a clear commitment to playing our part in the communities we belong to. We believe in being a responsible neighbour and accordingly empower our staff to identify opportunities that benefit the wider community. This work is only possible thanks to the support and dedication of our partners.

This year we worked with Impact Arts to build a superb seaside themed garden for

our residents at Lennox House. Members of Impact Arts' employability programme for young people took on the challenge of renovating the garden and have in the process learnt practical skills that prepare them for work or encourage further training.

Now in its second year, our café at Croft an Righ continues to grow in popularity. Encouraged by this, we have opened a pilot café in Balfour House, aiming to promote

healthier food choices for our tenants and the wider community. The café will also provide training for Queen Margaret University BSc Nutrition students.

Closer to home, our staff continued to raise money for Marie Curie through a myriad of activities. Since 2013, we have raised over £4500 to help support those living with a terminal illness.

Financial Performance

We are pleased to report that our financial performance has once again been strong and we have continued to invest in our properties and services. The surplus of £1.8m was less than that generated in 2014 (£2.9m) as the 2014 amount included £1.3m relating to the sales of Newbattle Terrace and parking spaces.

Our surplus (before interest) in housing for the year to 31st March 2015 was £1.3m (2014: £1.5m) and £758k (£406k) in other activities, principally care homes. Interest payable for the year was £333k (2014: £329k).

Our capital programme on existing housing properties was £1.2m in the year with £482k on care homes, including the creation of 12

new care home places at Cunningham House. In addition to this we invested just over £378k to reconfigure the office space for staff. It is very pleasing to report that within two months of the new care facility opening it is full. £220k was spent on replacing other fixed assets; this includes spending on common areas in housing, equipment and ICT systems.

Our properties continue to comply with the Scottish Housing Quality Standard and we are working hard to ensure that we ascertain our investment needs to ensure we adhere to the EESH (Energy Efficiency Standard for Social Housing). Essentially this standard aims to improve the energy efficiency of social housing in Scotland by reducing energy consumption, fuel poverty and the emission of greenhouse

gases. We know we need to continue to invest in our properties both for now and future. Our designated reserves of £8.8m include an allocation of £6.8m to meet future investment needs in our housing and care homes properties.

We appreciate that rent and fee increases are not always welcome, however, we are committed to offering high quality properties and services. We have employed a Procurement and Contracts Manager within Viewpoint to ensure our purchasing yields value for money. We have also commenced our work with tenants on reviewing our Service Charges Policy and continue to encourage our tenants to be engaged in this.

	2015 (£)	2014 (£)
Turnover	13,681,524	12,572,882
Operating Costs	-11,599,645	-10,651,136
Operating Surplus	2,081,879	1,921,746
Gain on Sale of Fixed Assets	691	1,261,066
Interest Payable and similar charges	76,337	46,550
Interest Receivable and Other Income	-332,624	-329,051
Net Surplus for the year	1,826,283	2,900,311

Thank you

We could not have done it without you!

Our tenants & residents	Keeping in Touch Edinburgh (KiTE)	SCVO
Our staff team	Tap Into IT	Investors in People
Impact Arts	Carr Gomm	Investors in Diversity
Alzheimer Scotland	Care Inspectorate	Happy to Translate
The Viewpoint Tenants' Representative Group	Scottish Housing Regulator	Tenants Information Service
The Fife Forum	Chartered Institute of Housing	Tenant Participation Advisory Service
The Viewpoint Trust	CCPS	Ashwood Scotland Ltd
Our Local Authority partners	Scottish Care	James Clydesdale & Associates

This is who we are

The Board

Rob Rae <i>(Chair)</i>	Jean Simpson <i>(Chair of the Remuneration Committee)</i>	Nicola Donaldson
Iain Thompson <i>(Deputy Chair)</i>	Gordon Anderson	Ian Mackay <i>(co-opted May 2015)</i>
Roger Stewart <i>(Chair of the Audit Committee)</i>	Robin Barnes <i>(co-opted May 2015)</i>	Jacqui Macrae
	William Campbell	Robert McNeill
		Vic Stewart

The Executive Team

Dorry McLaughlin <i>Chief Executive</i>	Jenni Fairbairn <i>Director of Finance and ICT</i>
Helen Barclay <i>Director of Housing and Property Services</i>	Donna Macleod <i>Director of Care</i>

Auditors

Chiene + Tait *(External)*, BDO *(Internal)*

Solicitors

TC Young, ACH Shoosmiths

Bankers

The Royal Bank of Scotland

Viewpoint
4 South Oswald Road
EDINBURGH
EH9 2HG

0131 668 4247

viewpoint.org.uk

[@viewpointha](https://twitter.com/viewpointha)



Viewpoint Housing Association
A Scottish Charitable Housing Association
Scottish Charity No. SCO05619
Scottish Property Factor No. PF000364
Register of Cooperative and Community Benefit
Societies No. I228RS
Register of Scottish Housing Association No. HEP 199

