



70  
YEARS

VIEWPOINT   
joy in later years

Annual Report 2016/17



**2017 will be a year to remember. This is Viewpoint's 70th year, making us Scotland's oldest housing association. From that first flat in Rutland Square to the 1313 properties and 3 care homes we own and manage today, our story is an exceptional one.**

**1946**

Miss Cunningham purchases flat in Rutland Square and lets out rooms to single women.

**1947**

First Committee established by 8 women and named the Viewpoint Housing Society.

**1948**

The NHS is created. The society purchases its first property - 9 Warrender Park Crescent.

**1968**

Lennox Row opens, providing nursing facilities. Viewpoint Housing Society becomes Viewpoint Housing Association.

**mid 1950s**

A construction and conversion programme starts. The first warden is appointed in 1957.

**1953**

The Viewpoint Housing Society becomes a registered charity and acquires its first self contained flats.

**1974**

Sheltered housing construction programme starts and 15 complexes are completed in the following 9 years.

**1991**

St Raphael's is transferred to Viewpoint Housing Association, opening officially in 1992.

**2000**

Conversion at Marian House Care Home takes place.

**2011**

Computer Clubs introduced to sheltered complexes. Investors in People accreditation. Extension opens at Marian House.

**2007-2010**

Bedsit conversion programme takes place, creating flats from unpopular bedsits.

**2003**

Conversion work at Glenesk House in Midlothian is completed.

**2012**

First Dementia Strategy launched. The Craft Café opens at St Raphael's/Marian House in partnership with Impact Arts.

**2013**

A second Craft Café opens at Lennox House.

**2014**

Creating Joy in Later Years becomes Viewpoint's new vision. Investors in Diversity award.

**2017**

Introduction of Care at Home service.

**2016**

Lade Court Training Suite opens.

**2015**

Cunningham House opens as an extension to St Raphael's.

This has been a year of change and fresh opportunities. One of our biggest changes has been the introduction of the departments of Finance and Assets and People and Place. Renaming the Housing department People and Place, and moving Property Services to a more asset management approach, we are seeking to be more tenant-focused, delivering best value for money and ensuring they can access services to help them stay healthy and supported.

Participation has been a key theme in 2017. During the course of the year, we aimed to build stronger relationships with our tenants, recognising that we are partners working together. A successful tenant conference in the spring gave us helpful insight into barriers to participation and created a good foundation for the upcoming work on our new Tenant Participation Strategy.

We have also engaged Arneil Johnston, a housing consultancy, to carry out an independent service charge and rent review of all our housing stock. Consultation with all our tenants is taking place and will shape a new service charge and rent setting methodology that is fair, consistent and transparent.

Significant investment continued during the year with £1.3m capital spent on our housing properties and £0.2m in care homes. This investment demonstrates our commitment to maintaining the Scottish Housing Quality Standard across our properties and achieving the Energy Efficiency Standard for Social Housing by 2020.

Across the business, work has continued to develop new services for our customers. Earlier this year we secured a contract with the City in Edinburgh Council to provide care at home to sheltered housing tenants. Scheduled to start this autumn at Croft an Righ and Gillespie, this exciting new service will provide an integrated care at home, housing support and community enabling service.

Ensuring we have a consistent supply of talent is an essential element of our business planning – this year we continued to invest in our staff with over 400 training places filled. We are delighted this commitment to our people continued to be recognised with the Investors in People Silver accreditation. In addition to this, in 2017 we were one of two Registered Social Landlords in Scotland to be awarded Leaders in Diversity for our commitment to equality for everyone and in everything we do.

During the past year there has been a renewed focus on corporate governance at Viewpoint, with the Board commissioning an external consultant to review its skills mix, develop a training plan and assist with succession planning. Rob Rae, our Chair since 2013, is retiring at this year's AGM, leaving an excellent track record and a strong team. The Board is delighted to welcome Jackie Macdonald as our new Chair. Jackie brings broad experience and fresh perspectives to build on our existing strengths to create an exciting future for Viewpoint.

As we move forward - and grow stronger - we are committed to continue listening to our customers, improving our services and exploring new approaches to creating joy in later years. Thanks for being part of the journey.

**Dorry McLaughlin, CEO**

## Our Values

As we reflect on this fantastic milestone and where we are heading in the next 70 years, our Board and staff have been thinking about the values that guide our work. Overwhelmingly people agreed to focus on these 4 core values:

**Treat others as we would a loved one**

**Say yes I can and I will**

**Work hard, have fun and laugh**

**Do according to our customers' wishes and ambitions**

Over the next pages we will show what these values look like in real life.



## **Treat others as we would a loved one:**

Fern's Kitchen is our latest venture at Balfour House. Ensuring our sheltered housing tenants have access to healthy wholesome food is for us an integral part of creating joy in later years. Our tenants can expect to have tasty and nutritious food, always served with a smile by Hazel and Sarah at the cafe.



## **Work hard, have fun and laugh:**

Working in care is not for everyone. Demanding physically and mentally, it takes the right kind of people - compassionate, warm and with boundless energy. Luckily, we found them! Hard work is not an obstacle to having fun and creating joy in our care homes. Pop in on a Fresh Friday (the last Friday of the month) and try not to join in - we'll even provide the outfit!





## Say yes I can and I will:

Give a Dog a Bone and an Animal A Home is an award winning charity specialising in rehoming older dogs with older people. The benefits pets can have on our wellbeing are undeniable. With this in mind, we have embraced the challenge and partnered with the charity to start matching tenants with dogs. Our first match, Isaac, has changed tenant Adele's life!



## Do according to our customers wishes and ambitions:

Following months of consultation with tenants about the kind of new services they would like to see, the brand new @HOME service is our answer. Initially launching at Croft an Righ and Gillespie, our @HOME staff will assist tenants with housing support and help at home.



# The year at a glance:



Care homes  
occupancy **96.4%**



% of stock meeting  
SHQS **100%**



Average length of  
time to complete  
emergency repairs  
**4.5 hours**



Repairs completed  
right first time **73%**



Care home grades by  
Care Inspectorate:  
**Very good**



Housing Support  
grades by Care  
Inspectorate:  
**Very good**



Capital investment  
in our care homes:  
**£0.2m**



Capital investment in  
housing properties:  
**£1.3m**

# Financial Performance

We are pleased to report that our financial position remains healthy allowing us to continue to maintain our portfolio of properties and services.

Our income for the year has grown by just under 3% in the year to £15.7m.

The introduction of the Scottish Living Wage and the National Living Wage during the year coupled with significant ongoing investment in our property repairs and improvements has resulted in an overall increase in our operating costs of approximately 7% to £14.1m.

As a result, our operating surplus for the year has dropped from £2.1m in 2016 to £1.6m in the current year.

We have continued our strategic plans to future proof our property stock with capital spend in the year on housing of £1.3m (2016:£0.9m) and in our care homes of £0.2m (2016:£0.7m).

We are currently in the process of conducting a Stock Condition Survey across all our properties. The results from this project will inform our planned improvement strategy ensuring that we continue to meet the Scottish Housing Quality Standard and are fully compliant with EESSH (Energy Efficiency Standard for Social Housing) in advance of the 2020 deadline whilst also continuing to offering our customers value for money through robust procurement of goods and services.

2016 saw the introduction of the new Financial Reporting Standard 102 (FRS 102) so this is the second year our accounts have been prepared under this basis. One of the major changes was that, from last year, we had to show the long term past pension deficit of £5.4m as a liability in our Statement of Financial Position. In the year we have made repayment contributions of £0.3m. The most recent actuarial valuation now forecasts our liability to have reduced to £2.2m so we are obliged by the Accounting Standard to show this reduction of £2.9m as “Other Comprehensive Income” in our Statement of Comprehensive Income. We should emphasise that this is an accounting adjustment and we have not actually received this as real income.

	2017 (£m)	2016 (£m)
<b>Turnover</b>	15.7	15.3
<b>Operating Costs</b>	(14.1)	(13.2)
<b>Operating Surplus</b>	1.6	2.1
<b>Interest Receivable and Other Income</b>	0.1	0.1
<b>Interest Payable and Similar Charges</b>	(0.5)	(0.4)
<b>Net Surplus for the Year</b>	1.2	1.8
<b>Other Comprehensive Income</b>	2.9	0
<b>Total Comprehensive Income</b>	4.1	1.8



## The Board

**Rob Rae** (Chair)

**Iain Thompson**  
(Deputy Chair)

**Roger Stewart**  
(Chair of the Group)

Audit Committee)

**Jean Simpson** (Chair  
of the Remuneration  
Committee)

**Gordon Anderson**

**Robin Barnes**

**John Beaton**

**William Campbell**

**Nicki Donaldson**

**Jackie Macdonald**

**Ian Mackay**

**Robert McNeill**

**Tom Roehricht**

**Vic Stewart**

## Executive and Leadership Team

**Dorry McLaughlin**  
Chief Executive

**Howard Vaughan**  
Director of Finance  
and Assets

**Donna Macleod**  
Director of Care

**Lyn Jardine**  
Head of New Service  
Innovation (Acting  
Director of People and  
Place)

**Helen McMorran**  
Head of Business  
Performance

**Jake Irvine**  
Head of Asset  
Management

**Sandra Ashton**  
Financial Services  
Manager

**Mary Burns** Care  
Home Manager - St  
Raphael's

**Elizabeth Douglas**  
Learning and  
Development Manager

**Sarah Galbraith**  
Care Home Manager -  
Lennox House

**Mike Gibson**  
Management  
Accountant

**Anne McCarry**  
Housing Services  
Manager

**Neil McKnight**  
Housing Services  
Manager

**Julia Murray**  
New Business  
Development Manager

**Margaret Stewart**  
Care Home Manager -  
Marian House

## Auditors

Alexander Sloan (External) BDO LLP (Internal)

## Solicitors

TC Young

ACH Shoosmiths

## Bankers

The Royal Bank of Scotland

## Registered Office

4 South Oswald Road  
EDINBURGH  
EH9 2HG