

LOOKING TO THE FUTURE

ANNUAL REPORT 2018


WELCOME

2017 was a historic year for Viewpoint. We reached a major milestone and marked turning 70 with a wonderful celebration of all we have achieved since 1947.

This milestone provided the perfect opportunity to reflect on how we got to where we are today, as we pick up pace and look ahead at new opportunities. This report sets out what we have achieved in the year, and gives an update on our six strategic objectives which are underpinned by the outcomes we plan to achieve.

The policy and strategic priorities for both the Scottish Government and Integrated Health and Social Care Partnerships continue to place an emphasis on enabling older people to live independently at home as long as possible. We are fully on board with this agenda with the development and expansion of our @HOME service. We have also introduced the “internet of things” as a resource for our tenants; using wifi monitoring devices we can provide a more bespoke way of monitoring health and wellbeing and tailoring care and support packages.

We welcome the Care Inspectorate continually shaping its inspection process to be more outcome focused in line with the Health and Social Care Standards – My support, my life. There is a focus now on improvement as well as compliance and we were pleased to achieve grade 4s and 5s (good and very good) in our care homes and housing support inspections. Tovertafel, a technology based innovation to support residents with dementia, was introduced this year to our care homes and is one way we are developing our care home service.



Our focus on outcomes is also evident for our tenants as we work to review our approach to participation and engagement, as well as paying close attention to affordability and value for money. In 2017 we completed a major review of our rent and service charge structure following extensive consultation with tenants. We are grateful for their willingness to engage and for helping us design a simpler and easier framework.

Ever since our first Dementia Strategy in 2012 we have been leading the way with a range of practical initiatives to support those living with dementia and their carers. We continuously review the services we provide for people with dementia and our third Strategy was launched in early 2018, outlining plans for dementia education and development for 2018 – 2020.

We are making strong progress, and remain firmly focused on our objectives. They will guide our collective energy for the coming year, and beyond, as we continue to create joy in later years. The future is exciting – for our customers and for Viewpoint.

Dorry McLaughlin
CEO

Jackie MacDonald
Chair

OUR
PEOPLE
MAKE
GREAT
THINGS
HAPPEN



Our commitment to our values and vision has never been stronger, and we appreciate our 300+ staff members for continuing to deliver first class care and support as we work together to create joy in later years. It is their dedication and talent which drives all of our plans and we are delighted to have maintained our Investors in People Silver status this year.

We are passionate about building a team which is diverse and an environment that welcomes all. Work in this area was recognised by the Leaders in Diversity award, acknowledging the success of our equality, diversity and inclusion practices.

We continue to develop a learning culture at every level of our organisation, offering our staff a variety of development opportunities. In 2017 nearly a third of our staff successfully completed a recognised qualification.



Angela, Care Assistant, successfully completed her SVQ2 in Health and Social Care.

OUR
CUSTOMERS
ARE AT THE
HEART OF
EVERYTHING
WE DO



The way customers feel about Viewpoint is defined by how we respond to the issues that matter to them. Mindful of this, in 2017 we engaged with tenants to review our rent and service charges and successfully implemented a simpler, more transparent structure. Our tenant participation and engagement activities are also being completely reviewed and our new Participation Strategy will provide a range of opportunities for tenants to engage and influence decisions at all levels.

In our care homes, we were delighted to launch our partnership with Kidzcare nurseries, enabling connections between older people and young children. Blending these two worlds together has been a real success, with residents and children sharing activities and building relationships. In line with Curriculum for Excellence, this intergenerational projects contributes to the children becoming confident individuals and responsible citizens.



Marian House
residents and nursery
children play and laugh
together.



OUR
FINANCES
WILL
SUPPORT THE
CHANGING
NEEDS OF
THE BUSINESS

This year our income grew by 2.8% to £16.2m. We also had a corresponding increase in our operating costs of 2.8%.

As a result our operating surplus has shown a modest increase of 2.5%

Ambitious investment in our housing and homes took place in the year totalling £3m and including major investments in kitchens, bathrooms, heating and window replacements.

Our latest condition survey was also carried out, alongside mechanical and electrical surveys of our stock. Their findings will help to inform our Asset Management Strategy in terms of planned work in the coming years, ensuring all Viewpoint's properties remain future proof and energy efficient.

	2018 (£m)	2017 (£m)
Turnover	16.2	15.7
Operating Costs	(14.5)	(14.1)
Operating Surplus	1.7	1.6
Interest Receivable and Other Income	0.0	0.1
Interest Payable and Similar Charges	(0.3)	(0.5)
Other Comprehensive Income	0.0	2.9
Total Comprehensive Income	1.4	4.1

WE EMPOWER
AND SUPPORT
PEOPLE
TO LIVE AS
INDEPENDENTLY
AS THEY
CHOOSE



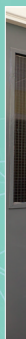
Following our success at Croft an Righ, our unique care at home and housing support project will soon be expanding to support tenants at Gillespie Crescent. Our first inspection by the Care Inspectorate awarded @HOME grade 5s (very good) to the service.

In Midlothian we are in the initial stages of developing our first extra care housing complex. Designed to maximise the potential for older people with care and support needs to live independently in the community for as long as possible, this new development will also incorporate dementia design principles to meet the requirements of our ageing population and of those with mobility issues. Maximising natural light, increased circulation space in corridors and barrier free access through the entire building, are some of the features planned.



Plans for our new Glenesk extra care development.

WE
PROVIDE
GREAT
PLACES
WHERE
PEOPLE
CHOOSE
TO LIVE



With over £3m invested in the year, our customers have benefitted from new lifts, kitchens, bathrooms and heating systems. This year we also retendered many of our major contracts to provide the best value for money and continuity by contractors who understand our customers and are able to deliver a first class service.

We continue to plan for the future, with the recent findings from two major independent surveys carried out on our property portfolio informing our new 30 year financial plan. In the meantime work continues, including £3.6m of new investment for the coming year- an increase of 20% for the year just finished. We will be carrying out major roofing works, upgrading windows, replacing many kitchens and bathrooms, as well as making improvements to heating systems across many of our housing complexes. We will also be investing in our three care homes with upgrades to air conditioning and heating systems.



Tenants have benefited from a new lift (Lade Court) and new kitchens (Croft an Righ).

WE ASSERT
OUR
INFLUENCE
TO CREATE
AN EVER
IMPROVING
ENVIRONMENT
FOR OLDER
PEOPLE WHICH
MEETS THEIR
ASPIRATIONS

This year we have been working closely with the University of Edinburgh, Napier University and Queen Margaret University to develop the concept of the Teaching and Research Care Home. A destination point for the community, this exciting project will research and spread good practice, test new models of care and change negative perceptions of care amongst older people and those who work with them.

We also work with the Scottish Federation of Housing Associations and Coalition of Care and Support Providers in Scotland to influence national policy in relation to older people. Our current focus is ensuring adequate provision of housing for older people going forward that is in the right place and is designed for life.



We look forward to working in partnership to develop new models of care.

The Board

Jackie Macdonald (Chair)

Robin Barnes

John Beaton

Nicola Donaldson

Carol Lumsden

Ian Mackay

Robert McNeill

Tom Roehricht

Jean Simpson

Roger Stewart

Victor Stewart

Iain Thompson

Gordon Anderson

resigned July 2018

Bill Campbell

resigned December 2017

Executive Team

Dorry McLaughlin (CEO)

Howard Vaughan (Director of
Finance & Assets)

Ann Wood (Director of Care)

Esther Wilson (Director of People
and Place)

Helen McMorran (Director of
Business Support)

Auditors

Alexander Sloan
(External)

BDO LLP (Internal)

Solicitors

TC Young, ACH
Shoosmiths

Bankers

The Royal Bank of
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INVESTORS
IN PEOPLE

Silver



HAPPY TO TRANSLATE