



## ***Strategic Business Plan 2020/21***



<i><b>Approver</b></i>	<i><b>Viewpoint Board</b></i>
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<i><b>Revised by</b></i>	<i><b>Chief Executive</b></i>

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## *Section 1 - Introduction*

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We are delighted to present Viewpoint's Strategic Plan 2020-2021. This plan sets out the clear strategic direction for the next financial year as well as the organisation's intentions for the next three years.

- It helps us to comply with all our statutory obligations
- It helps us to continually improve our customer services and focus on achieving excellence
- It assists in making the organisation sustainable in the longer term
- It ensures we continue to be an efficient and effective organisation
- It helps us to consider value for money in all that we do

This Plan serves to inform and direct the operational service priorities for the coming year and to provide an indication of the direction for future years.

We believe this plan aligns our ambitions to our capacity and our charitable status and takes cognisance of the social and economic challenges facing our customers and communities.

In brief, this plan communicates who we are and what we do and sets out our ambitions for the next three years serving as a framework for organisational business planning and self-evaluation.

Our people are key to meeting these challenges. We will ensure that they continue to be valued, are given opportunities to grow and develop and are enabled to deliver high quality services that will continue to benefit our customers and the communities that they live in.

The plan will be monitored on a 'plan-do-review-improve' evaluation cycle and is organised around our current vision and values.

We will update our customers; partners and stakeholders annually as to how well we are achieving in the delivery of the objectives.

With the backdrop of our current activities, the uncertain political agenda and the recognition that significant housing and care challenges still exist within our communities, we want to continue to engage and consult with a wide range of people, partner agencies and organisations to ensure we are addressing the unmet needs that still exist. The success of the implementation of this plan relies on continued engagement and consultation with our tenants, residents, families and the wider communities and we need to be open, listening and responsive as we move into Year 2 of implementing our



refreshed Tenant Participation Strategy, with a dedicated resource in place to support our work in this important area.

We look forward to working to realise our shared ambition to ensure that our work continues to improve the lives of our customers in Edinburgh, Lothians and Fife.

The continued pressure on public resources mean an increased reliance on private financing and managing the associated risks. This is set alongside the ongoing uncertainties arising from an unknown political future and associated agenda; the continuing impact of Welfare Reform; the continued lack of Health & Social Care support and an increasing older population with inadequate available housing and support options.

Ensuring a sustainable strategy for growth requires Viewpoint to remain financially viable. Rent and care home fees are increased to help achieve this but always with affordability at the forefront. It may be necessary to consider an assumption of at least CPIH+ per annum to maintain high standards of property, care and housing support services over the next 30 years.

Our commitment within this new Strategic Business Plan is to invest £15m in our housing complexes and care homes over the next three years. To enable us to achieve this we have refinanced our loan facilities with a new banking partner. As a result, our banking covenants are more relaxed allowing us the capacity to spend more each year on maintenance and capital investment.

To ensure that our plans are affordable we have updated our 5-year and 10-year financial plans. This plan is based on conservative assumptions, our annual surplus remains positive throughout the next 10 years with our bank balance, and reserves position also remaining healthy.

We will also deliver our treasury management strategy to ensure our growth programme is deliverable and we protect our liquidity through our continued growth.

We will review our financial plans on an annual basis to ensure that we remain financially strong enough to support the changing needs of the business. We will robustly stress test our business decisions to ensure they are deliverable under a range of scenarios. We provide our financial plans to our lenders, the Scottish Housing Regulator and to any other interested parties.

We will always remain conscious of the need to consider value for money in the provision of services for all our tenants and residents.

This Plan highlights our strategic goals, how they will be achieved, and the criteria we use to measure success. It demonstrates the resources we will have over the next three years to deliver our aims and the approach to managing our key financial and business risks. The controls we have in place are intended to minimise the exposure to these risks where possible.

The operational activities linked to the strategic objectives will be detailed within an Internal Management Plan and monitored through the delivery of Departmental Plans agreed by each team.

We measure our progress against the Annual Return on the Charter (ARC) indicators, which we are required to report to The Scottish Housing Regulator annually, and to be accountable to our customers on. We have a high-level set of Key Performance Indicators that enable our Board to track progress against the most significant issues for the Association.

The process of reviewing, agreeing and approving the strategic plan as well as monitoring its progress is the overall responsibility of the Viewpoint Board and will take the following format:



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## *Section 2 – Viewpoint and its Operating Environment*

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Viewpoint Housing Association was established in 1947 with the intention of giving a home to a group of people who otherwise would have no or very little franchise in society.

As its original tenants aged, the need for a variety of housing schemes designed to meet the requirements of older people became more apparent. Viewpoint soon began offering everything from sheltered housing to 24-hour care and introduced amenity and general needs housing for people below retirement age. In providing a continuum of care and support, we also provide end of life care in our care homes.

We have three Care Homes in Edinburgh: St Raphael's is an impressive, bright and airy art deco building with 63 en-suite rooms in four units. Each unit has a team of Registered Nurses and Care Assistants, both day and night. We also have a specialised dementia unit. Marian House is one of our smaller homes with 35 en-suite rooms with wet floor showers. Both these homes are set within the Grange, a highly desirable part of Edinburgh. Lennox House is located in Trinity and has 34 en-suite rooms over two floors, an enclosed garden and similar to the other two homes we have a dedicated Activities Co-ordinator to organise internal and external events and outings.



At Viewpoint, we are passionate about people and want them to choose us as their preferred landlord and care home provider. We value the wisdom and experience that comes with age and through this Strategic Plan, we will ensure we provide homes for our customers where dignity, opportunity, friendship, support and independence are paramount and where personal choice is a way of life.

With an annual turnover in excess of £17m, Viewpoint now owns approximately 1340 properties in Edinburgh, Lothians and Fife. We are registered with the Scottish Housing Regulator (SHR) as a Registered Social Landlord and as a charity with the Office of the Scottish Charities Register (OSCR). The Care Inspectorate also regulates our @ Home, Support and Care services.

Control of the Association is vested with a voluntary Board, which is elected by the Association Membership at the Annual General Meeting. Membership is open to anyone over 16 years old. Tenants are particularly encouraged to become Members. The Board of Management normally meets eight times per year. It delegates detailed scrutiny of operational matters and risk and audit to two sub-committees, Risk and Audit and Operations.

The Association operates a fair and objective allocations policy that prioritises people in greatest housing need. Working with the City Council and other housing associations through EDINDEX, Edinburgh's single access point for affordable housing, our homes are allocated using a choice-based letting process.

At Viewpoint, we seek to work in a responsive and flexible way to empower our staff and our tenants to contribute in their communities effectively. We will continue to work with other organisations to improve the quality of life in our communities whether that be through the development of work ourselves or supporting others to undertake it.

The external world has been extremely challenging for housing associations and their tenants and these tough times are likely to continue. As we move forward, the changes we have made and are planning to make to our services will reflect this.

## **Universal Credit**

The introduction of Universal Credit has seen an increase in more people moving into poverty. Employment in Edinburgh for people on low incomes is often transient, temporary and seasonal work and this means for many they can move in and out of Universal Credit. The five week (and over) waiting times

causes extreme hardship and distress and the dependence on foodbanks is increasing. Although Welfare Reform has not yet had an impact on the older population this will change and as such could have a detrimental effect on the lives of some of the most vulnerable people in our communities.

Private lets are becoming increasingly unaffordable. For those unable to work, life has also become increasingly hard as assessments of fitness to work have become more stringent and do not necessarily take into account issues around mental or physical ill health.

### **Fuel Efficient Homes Fit For Purpose**

Although new homes are built to the silver standard for energy efficiency and we are continually working to improve the heating systems we put into our homes there is an increasing concern that our tenants have more affordability issues that could include fuel poverty. They find it hard to heat their home and the impact on their living conditions, physical and mental health is palpable. We will look at collating more data about our tenants and ensure where possible we take a more person-centered approach to our homes whereby we look at both the asset and the person living there to ensure whatever we are doing not only improves energy efficiency but also is affordable. We are committed to increasing the amount of staff time focused on more complex face-to-face work with tenants and in the future, our aim is that we will do this even more.



In June 2019, the UK announced it would be legislating for a net zero carbon emissions target that will mean the UK will end its domestic contribution to climate change from 2050. This will profoundly affect almost all aspects of society, including the way we heat our homes. Currently most UK homes use



natural gas for heat. In a net zero world, all these households must use alternative, lower carbon sources of heat. Unless radical changes in housing, energy and climate policy are prioritised, the UK will miss its 2050 net zero climate target. The 2020 UN climate change summit will take place in Glasgow and could provide an important catalyst for these transformations as well as prompting the Scottish Government to consider future funding for Housing providers. We are committed to ensure we both comply with legislative requirements set out in national targets and that we promote best practice as a responsible and forward-looking organisation.

### **Empowering Staff and Tenants to Manage Digital Changes**

More and more of day-to-day life is conducted on line and the management of our affairs is quick and easy for those of us who are familiar with the use of technology. However, the speed of change in this area has meant that a proportion of our tenants have been left behind. They do not interact on line even if they own a smart phone. This can be due to extreme poverty, lack of opportunity, ill health or being part of a generation who are less willing to embrace these changes.

We believe that we should be empowering our tenants to manage the world around them as best they can. We want them to access opportunities to live safely, healthily and affordably. To do this we need to empower our staff to assist them. This means freeing up our staff by doing more of the basic interactions on line and allowing more time to work face to face with tenants and to enable them to access the help and support they need. It also means focusing on understanding individual tenant's issues and seeking to solve them in a person-centered and thoughtful way.

### **How We Engage and How our Customers Participate**

As we continue to face difficult decisions, we need to ensure we continue to engage and involve our tenants, residents and other customers.

We need to be accessible. Like many providers, we have tenant groups, run annual conferences, arrange consultation sessions, continue various meetings at our complexes, and care homes, but we want to hear from more of you.

True tenant/resident engagement is more about listening than it is talking, so we will continue to engage with our customers and align those discussions with the priorities of the organisation to make these sessions relevant, listen to views and ensure customers feel they are making a real contribution to what we are aiming to achieve.

It is critical that customer feedback is listened to and where possible action is taken. We want our tenants/residents to be satisfied that Viewpoint is engaging with them, listening, learning and considering how we continue to improve.

### **Commit to Planning our Strategic Direction**

In Year 1 of this plan, we will continue to consolidate our work, assess our systems, plan change, and the time it will take to deliver. Our aim is to improve our business; modernize systems; focus on customers; improve our assets; consider value for money and empower our staff.

We will start to deliver a challenging planned maintenance programme as we begin significant investment into our existing stock ensuring they are energy efficient and fit for the future.

We will continue to deliver our Dementia Strategy across all our services and will assist people to adapt their homes to meet their needs and make them fit for purpose for the future.

We will gather evidence to help us understand the needs of our customers and how we can help them either directly or indirectly. We will also seek to identify other high quality flexible services targeted to improving the lives of our tenants, residents and customers.

We will ensure we have astute financial management to ensure we can maximise our impact and protect our longer-term position, including the affordability of our range of both housing, housing support and care services.

We believe we can improve the effectiveness of our systems and improve their transparency. We can evidence what we do better. The first year of this plan will be about planning and beginning the implementation of this.

We are committed to the evolution of our digital journey with the intention of changing our mindset to thinking 'digital first'. We will look at empowering tenants, residents and staff, improving the use of technology in our homes as well as continuing the improvement, security and speed of our own systems to support these changes.

We will continue to invest in our people to enable them to deliver the best services that we can but also to allow them to grow and develop within the organisation.

## **Other Contextual Factors to Consider**

**Brexit** – As we move out of Europe, we expect there may be unintended consequences for those who are on lower incomes. If there is a lack of food, medicines, supplies and prices rise this will mean families with less means will find it even harder to cope. We do not yet know what the next year or two will bring economically and we are unclear how this might affect our tenants, residents and the organisation itself. As the impacts become clearer, we will seek to alleviate distress caused by the change in the position of the UK with Europe.

**National & Local Government** – There is a strong push from the Scottish Government to develop the capacity and capability of communities and to enable them to take control of their destiny.

There has also been a significant amount of work completed in relation to older people with a framework that sets out the intended direction of travel encompassing current and future needs.

Community businesses and social enterprises are actively encouraged. They have implemented a series of laws to enable communities to gain access to land and assets and to get control of empty land. The government is seeking to improve planning processes to allow them to move more speedily and they are asking all public agencies to actively engage with communities to support them in ‘place making’ to improve smaller towns and communities across Scotland. There is a push for more economic growth and development of new modern businesses of all sizes and fit for the future.

Local Authorities continue to make cuts and reduce services. They are committed to reviewing services with a particular focus on homeless people through their Rapid Rehousing Transition Plan albeit there is still very little reference to the needs of older people.

All our Care and Support services are registered with the Care Inspectorate who carry out regular inspections of our services and care homes.

The Scottish Government has set out National Care Standards on care homes, care at home, support services and housing support. These cover the following principles:

1. Dignity and respect
  - My human rights are respected and promoted
  - I am respected and treated with dignity as an individual.
  - I am treated fairly and do not experience discrimination.
  - My privacy is respected.

## 2. Compassion

- I experience warm, compassionate and nurturing care and support.
- My care is provided by people who understand and are sensitive to my needs and my wishes.

## 3. Be included

- I receive the right information, at the right time and in a way that I can understand.
- I am supported to make informed choices, so that I can control my care and support.
- I am included in wider decisions about the way the service is provided, and my suggestions, feedback and concerns are considered.
- I am supported to participate fully and actively in my community.

## 4. Responsive care and support

- My health and social care needs are assessed and reviewed to ensure I receive the right support and care at the right time.
- My care and support adapts when my needs, choices and decisions change.
- I experience consistency in who provides my care and support and in how it is provided.
- If I make a complaint, it is acted on.

## 5. Wellbeing

- I am asked about my lifestyle preferences and aspirations and I am supported to achieve these.
- I am encouraged and helped to achieve my full potential.
- I am supported to make informed choices, even if this means I might be taking personal risks.
- I feel safe and I am protected from neglect, abuse or avoidable harm

We will continue to work alongside the public agencies and our corporate partners where possible to deliver our part in their strategies.





## Our Vision

### **“Creating Joy in Later Years”**

## Our Values

Life needn't be complicated. We're here simply to help people enjoy their later years. Everything we do is about realising this vision and in order to achieve this we have an equally straightforward set of values. Values which define us. They are:

- **Inspire with positive smiles and words**
- **Say ‘yes I can and I will’**
- **Celebrate age, experience and wisdom**
- **Do according to our customers’ wishes and ambitions**
- **Treat people (everyone is a VIP) as we would a “loved one”**
- **Work hard, have fun and laugh**
- **Stay courageous, creative and ahead of the game**
- **Work with those that share our values**

These promises shape us. They are a commitment to our residents, staff and suppliers. They are fundamental to every single plan, decision and project we embark on.

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## *Section 4 - Strategic Plan*

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In order to achieve our vision and working with the values we have developed together over the past few years we have recognised that we need to develop our plan from four perspectives. While our objectives are all interdependent and all contribute to meeting our vision, we are clear that the overriding priority is to ensure that our current properties and care homes are fit for purpose now and for the future to provide, wherever possible, a home for life for older and vulnerable people in Edinburgh, Fife and the Lothians.

**We have five Strategic Objectives:**

- 1. To ensure our customers are at the heart of what we do**
- 2. To be financially strong enough to support the changing needs of the business**
- 3. To empower and support people to live as independently as they choose**
- 4. To have a Board and staff team that are encouraged to be developing and growing**
- 5. To be efficient and effective whilst considering value for money**

**Our Key themes over this period are:**

- The Board are engaged and risk aware and in support of the strategic direction of the business**
- Digital evolution moving towards digital first**
- Develop a Care Strategy for our homes and tailor support packages for those that need it**
- Deliver our Asset Management Strategy to ensure our homes are fuel efficient; fit for purpose and are of the best achievable standard**
- Staff are empowered and ready for change and we continue to invest in their development in line with our aims to create a succession plan**
- We consider value for money in all that we do**
- Continue to implement the Tenant Participation Strategy to ensure customers are also involved and committed to our strategic direction**

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*Year One Priorities:*

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***Our customers are at the heart of what we do***

<b><i>Objective</i></b>	<b><i>Description</i></b>	<b><i>Target Date</i></b>
To create a Housing Strategy that is inclusive of services for homelessness, mental health & other needs	To develop a formal process by which we can identify tenants with higher levels of need: <ul style="list-style-type: none"> <li>Is there a system using the information from our customer relationship management tool that we can implement a method of identifying when specific tenants need more support and ensure we coordinate and manage it more effectively</li> </ul>	Mar 2021
	Consider future options to reduce social isolation: <ul style="list-style-type: none"> <li>Consider how we use Viewpoint Minibus to enable tenants to get out and about</li> </ul>	Sep 2020
	<ul style="list-style-type: none"> <li>Look at events across complexes and care homes and encourage social interaction between both</li> </ul>	Sep 2020
	<ul style="list-style-type: none"> <li>Consult tenants and speak with other potential community partners to devise how the social and learning opportunities our tenants desire can be delivered and sustained</li> </ul>	Mar 2021
To continue implementation of ICT Strategy & digital inclusion	To plan and introduce a tenants portal - <ul style="list-style-type: none"> <li>This will allow tenants access to their own accounts, repair history and rent payments.</li> <li>They will be able to record all their communications with us and see it for themselves</li> </ul>	Ongoing
To continue with Communications Strategy, VHA's brand and marketing; Vision & Values	To review; consult and implement a Communications Strategy	Sep 2020
	To rebrand in line with any changes to vision & values	Mar 2021
Review and roll out our Dementia Strategy to all Viewpoint services	To support people to live well with dementia in our homes and properties	Ongoing
To ensure that service delivery standards and objectives are clearly defined, measured and demonstrate continuous improvement through effective performance reporting	To improve Customer Satisfaction: <ul style="list-style-type: none"> <li>Review the key areas of customer satisfaction where we are not meeting targets; Consult with our tenants on why they are dissatisfied</li> <li>Consider feedback and further action required</li> </ul>	Ongoing

Continue to implement the TP Strategy	<p>Publish Annual Consultation Plan</p> <p>Establish Strategic Network</p> <p>Review Customer Care Standards</p> <p>Establish TP Strategy monitoring</p> <p>Consultation on social and learning opportunities</p> <p>Hold Tenant Conference</p>	<p>May 2020</p> <p>Dec 2020</p> <p>Dec 2020</p> <p>Mar 2021</p> <p>Mar 2021</p> <p>Sep 2020</p>
To deliver on the targets of the Asset Management Strategy	<p>Achieve EESSH1 Compliance and maintain SHQS /Improve energy efficiency in our homes: Deliver the Energy Efficiency work programme together with certification, and deliver the planned and cyclical maintenance work programmes to demonstrate compliance with the Standards. Heating replacements – we will consider low carbon heat technologies when replacing existing systems whilst looking at the most costs effective system for both the organisation and the tenant.</p> <p>Consider if we could include installation of photo voltaic and heat batteries where appropriate, and measure the impact of this on the energy efficiency for tenants’ homes, and also on fuel poverty</p> <p>Develop a Viewpoint Home Standard – this standard will reflect the highest standards for the condition of the homes we are renting to all our customers</p> <p>Review and roll out our Dementia Strategy in all maintenance activity</p> <p>Develop a detailed asset profile to complement existing stock data and to identify any gaps</p> <p>Map out the work required to complete the asset profile and identify an Action Plan with investment priorities for delivering the Asset Management Strategy. – 3 year plan</p> <p>Ensure Compliance with the Scottish Government Fire Safety Guidance; replace all fire alarms to LD1 standard by February 2021</p> <p>Review our internal procedures on fire safety and evacuation; implement changes as required</p>	<p>Ongoing – aim to have programme of implementation</p> <p>Ongoing – consider pilot in 2020</p> <p>Mar 2021</p> <p>Apr 2020</p> <p>Dec 2020</p> <p>Dec 2020</p> <p>Feb 2021</p> <p>Dec 2020</p>
To consult, review and implement the Customer Care Charter	To ensure we have a clear customer care charter which details how we deal with people both internally and externally	Dec 2020



***To be financially strong enough to support the changing needs of the business***

<b>Objective</b>	<b>Description</b>	<b>Target Date</b>
To prepare options appraisals & recommendations on VHA's geography & future direction	Consider options relating to our existing stock based on stock information; demand; current and future costs; staff / management costs Complete review of existing land at Glenesk - implement the outcomes of the review to reduce risk to the Association and generate income where possible. Complete the John Hunter House Sale. Consider any other land/property to be considered for disposal including garages Review shared ownership properties	Oct 2020
To prepare options appraisals & recommendations on VHA's growth strategy	Board Away Day to consider what "growth" is to Viewpoint; consider options and prepare future strategy	Apr 2020
Continue to use best procurement frameworks to secure quality contracts with community benefits while ensuring value for money	Review current procurement practice within the organisation; consider how we achieve consistency moving forward	Sep 2020
To develop and implement an annual budget process, ensuring Directors and Head of Functions are competent in all aspects of budget-setting, management & forecasting	In 2020/21 through training and support each department will take responsibility for creating their initial 2021/22 budget; this will feed to Finance and then there will be a number of scheduled discussions prior to the final draft budget being presented to the Board in November 2020	Sep 2020
To ensure that VHA remains financially sustainable	Continue to review existing bank loans and any new private finance opportunities Strengthen and embed business planning and treasury management to allow further finance to be sought in 2020/21 for the implementation of our asset management strategy and improving our office(s) space Continue to maximise rent collection and reduce rent arrears	Ongoing
To meet Year 1 target on void management	Reduce void turnaround times & void loss Improve void relet standard; review benchmark costs to ensure value for money Consider dedicated "void team"	Mar 2021

***We empower and support people to live as independently as they choose***

<b><i>Objective</i></b>	<b><i>Description</i></b>	<b><i>Target Date</i></b>
To begin delivering Technological Systems to enhance our services to tenants' in their homes	Year 1 will focus on that the Infrastructure, Security and Technology Enabled Housing elements with skills development of the workforce also a priority. While pilots will run in Year 1 it will be in Year 2 will see the wider rollout to engage with our tenants.	Ongoing
Develop and Implement a Care Home Strategy	Complete an evaluation of the current and future demand for care – care homes - what models should we consider Consider financial models/value for money/sustainability How do we improve recruitment and retention of staff Consider collaboration with other partners to achieve different models This will focus on a review of the current staffing structure; salaries; care home fees; occupancy; previous and proposed capital & revenue expenditure on maintenance; domestic and catering services; levels of care delivered. This will provide an over view and ensure we are delivering efficient and effective person-centered services as well as value for money	Mar 2021
To implement agreed recommendation for the @Home Services	Prepare for further squeeze on LA Funding Continue the review to establish the appetite to roll out to other tenants in future; consider models of delivery re staffing issues	Sep 2020
To develop and implement the recommendations to support the sustainability of Housing Support and Care services	Look at how we can develop services using resources from both care homes & @ Home  Consider how we could resource and deliver homecare/personal care and support services to people in the nearby communities	Jul 2020  Mar 2021

***To have a staff team and board of trustees that are developing and growing***

<b><i>Objective</i></b>	<b><i>Description</i></b>	<b><i>Target Date</i></b>
To continue our Digital Evolution – Digital First as part of the ICT Strategy	Complete the move to off-site hosted solutions to enable a Cloud based approach to services. Procurement of solution in Q1 of 2020 and move by end Oct 2020 Continue to invest in all our systems and upgrade as required – CIVICA; SUN; QL Review the longer term efficiency of the Housing Management system in line with the current and future business demands	Oct 2020  Ongoing  2021/22
We will have fully fit for purpose Governance arrangements in place	To be fully compliant with external regulatory and good practice standards Ongoing review of our governance; membership; website information Succession planning for the Board to ensure continuity of Strategic Leadership of the Association.	Apr 2020  Ongoing
To develop & commence implementation of Workforce Planning Strategy	With the appointment of the HR Manager we will develop a Workforce Planning Strategy; this will be a continual process used to align the needs and priorities of Viewpoint with those of its workforce to ensure it can meet its legislative, regulatory, service and production requirements and organisational objectives	2020/21
Continue to implement the Organisational Design Project	Continue to implement the proposals agreed through the project Continue to communicate on an ongoing basis to ensure staff are motivated, empowered, involved and feel invested in Implement changes on a team by team basis Review salaries, terms & conditions Develop a new staff handbook Improve staff facilities & building security Consider new office space to promote more inclusive working conditions Arrange staff conference to celebrate current achievements and improvements as a result of changes	Ongoing  Ongoing  Oct 2020 Mar 2021  Jun 2020  Mar 2021  Jun 2020

***To be efficient and effective whilst considering value for money***

<b><i>Objective</i></b>	<b><i>Description</i></b>	<b><i>Target Date</i></b>
To ensure the effective delivery of the Strategic plan	To evidence budget planning linked to strategic objectives To provide evidence through the Internal Management Plan that the plan is being delivered Set SMART targets	Ongoing
Ensure strategic direction of VHA is planned, executed, controlled and monitored to achieve its objectives and protect its assets	Implement robust systems and software to provide good evidence supporting our asset work and investment moving forward  At least one Board Away Day per year  Improved communication and involvement with all staff in the strategic direction of the organisation.  Promoting ownership; empowering staff  Ensure there is adequate resources to deliver effectively	Ongoing  Apr 2020/ Oct 2020  Ongoing  Ongoing  Ongoing
Identify potential new office space and present options appraisal to Board	The existing building is not conducive to inclusive working; we will bring detailed, costed options for the future office provision to the Board, with a recommended solution, for approval and future implementation as considered within the 2020/21 budget and with any future projections; we will review options for alternative options alongside the options for the existing building should we move to alternative office space	Mar 2021



**We intend to be very busy over the next 3 years here are a few of the things we aim to deliver:**

- Continue to improve the services we deliver; review targets and improve performance
- Make sure our homes meet EESSH by December 2020 but also focus on the future EESSH targets and invest in measures that will help to reduce energy bills
- Invest a minimum of £15 million in our stock over the next three years to ensure we provide good quality homes
- Provide more online services so that our customers can contact us at a time and in a way that suits them
- Help tenants and residents to become digitally connected
- Keep our rents affordable
- Demonstrate strong financial management and value for money
- Market what we do at Viewpoint
- Work with local authorities and other care service commissioners to protect funding where we can
- Work collaboratively with other partners, agencies and volunteers to help us increase the activities and support we can offer you
- Extend the ways for tenants and residents to participate and influence the decisions we make
- Develop our social media channels – Facebook and Twitter
- Continue to promote the positive role older people play in society
- Continue to invest in our Board and staff; develop a corporate training plan
- Ensure all our staff understand the vision, values, strategic and operational direction of the organisation and their part in achieving our objectives.
- Consider how we provide better office space to promote more inclusive working for our staff
- Reduce our carbon footprint and develop a Sustainability Strategy
- Develop partnerships and grow the business to benefit our customers
- Reduce our operating costs and make sure the business is run as efficiently as possible
- Review and modernise our business processes

## Section 6 – SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>✓ Good Board skills and mix</li> <li>✓ Strong Executive Team and Leadership Group</li> <li>✓ Strong financial results and balance sheet</li> <li>✓ Good brand and reputation</li> <li>✓ Good location of homes and complexes</li> <li>✓ Size – not too big</li> <li>✓ High level of staff commitment</li> <li>✓ Spectrum of care and support i.e. mainstream through to sheltered/supported living through to nursing care including palliative care</li> <li>✓ Viewpoint Trust funding</li> <li>✓ Strong learning and development service</li> <li>✓ Business processes and reporting improving</li> <li>✓ Arrears and voids management improving</li> </ul>	<ul style="list-style-type: none"> <li>x Poor Customer Communications</li> <li>x Evidencing Value for Money – social return on investment</li> <li>x Resilience to change although improving</li> <li>x Need to be better at evidencing and promoting achievements and performance</li> <li>x Delivering what we say we will do</li> <li>x Stock condition information</li> <li>x Landlord Health and Safety improving but not there yet</li> <li>x Current Arrears increase due to Universal Credit</li> <li>x Inter-departmental communication improving but some way to go</li> <li>x Improving levels of customer satisfaction</li> <li>x Recruitment and Retention of staff in the organization</li> <li>x No succession planning</li> <li>x Lack of required skills in some teams</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>✓ Care village concept including step up/down and care at home</li> <li>✓ Dementia Strategy</li> <li>✓ Growth potential – asset base and financial viability strong coupled with reputation</li> <li>✓ Potential for innovation in delivery of housing support and care services</li> <li>✓ Potential to expand into local communities e.g. care at home and promotion of wellbeing initiatives</li> <li>✓ Partnerships e.g. shared services – procurement and other services</li> <li>✓ Staff leadership development</li> <li>✓ Tenant Scrutiny</li> <li>✓ Older population is growing</li> </ul>	<ul style="list-style-type: none"> <li>x Constant external change puts strain on maintaining staff motivation</li> <li>x Internal systems cannot support growth</li> <li>x Disruptive staff</li> <li>x Energy efficiency of the stock</li> <li>x Bottom falls out of care home fees – price ourselves out of market and unable to compensate with efficiency savings</li> <li>x Increase in care home providers within the area</li> <li>x Failure to respond to changing care service and business developments</li> </ul>

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## Section 7 – PESTLE Analysis

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<p style="text-align: center;"><b><u>Political/Legal</u></b></p> <ul style="list-style-type: none"> <li>✓ Uncertainty over Brexit impact</li> <li>✓ GDPR</li> <li>✓ Freedom of Information</li> <li>✓ Declassification of RSLs as public bodies</li> <li>✓ New care standards</li> <li>✓ Health and Social Care Partnerships – emerging developments</li> <li>✓ New SHR regulatory framework</li> <li>✓ EESSH and further requirements</li> <li>✓ New definition of Fuel Poverty</li> <li>✓ Welfare Reform</li> <li>✓ New Government Fire Regulations</li> <li>✓ New UK Immigration Framework</li> </ul>	<p style="text-align: center;"><b><u>Economic</u></b></p> <ul style="list-style-type: none"> <li>✓ Increasing funding complexity and uncertainty</li> <li>✓ Staff costs – wage pressure, impact of Brexit</li> <li>✓ Self-directed Support/Personalisation – increased choice for customers</li> <li>✓ EU and Scottish Government procurement reform – impact on cost of goods and services</li> <li>✓ Public spending cuts – Supporting People Grant, NCHC rate</li> <li>✓ Maintenance and build cost increasing</li> <li>✓ Shortage of nurses leading to recruitment pressures and wage costs</li> <li>✓ Uncertain labour market/skills shortages</li> </ul>	<p style="text-align: center;"><b><u>Social</u></b></p> <ul style="list-style-type: none"> <li>✓ Workforce availability – changes in work expectations</li> <li>✓ Increasing need for older persons’ accommodation for couples</li> <li>✓ Care not a career choice</li> <li>✓ Change in expectations and aspirations of older people – baby boomers</li> <li>✓ Demographics – older population and numbers with dementia increasing</li> <li>✓ Increasing emphasis on customer involvement – Tenant Scrutiny</li> <li>✓ Isolation amongst older people increasing</li> </ul>
<p style="text-align: center;"><b><u>Technological</u></b></p> <ul style="list-style-type: none"> <li>✓ Rapid advances in assistive technology</li> <li>✓ System disruption e.g. hacking and data fraud</li> <li>✓ Telecare and telehealth innovations and emerging trends</li> <li>✓ ICT – rapid changes and developments</li> <li>✓ Increasing use of and reliance on social media and mobile technology</li> </ul>		<p style="text-align: center;"><b><u>Environmental</u></b></p> <ul style="list-style-type: none"> <li>✓ Changes to expectations about transport and vehicle options</li> <li>✓ Adaptation to climate change – impact on housing</li> </ul>

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### Section 8 – Key Performance

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Key Performance Indicator	Targets 2018/19	Achieved 2018/19	Targets 2019/20	Achieved 2019/20	Targets 2020/21
Void Average Days to Relet	40	52.39	40	38.39	38
% Void Loss for Housing Stock	1%	1.84%	1%	1.35%	2%
Gross Rent Arrears	2.5%	3.84%	2.5%	3.12%	2.75%
Percentage of all complaints responded to in full Stage 1	95%	100%	95%	100%	95%
% tenants satisfied with response repairs	90%	92.61%	90%	92.81%	90%
Average length of time to complete emergency repairs	3.5	2.45	3.5	1.97	3.5
How many times you did not meet your statutory obligation re. gas safety	This is a new indicator for 19/20		0	0	0
% properties meeting SHQS	100%	97%	100%	97%	100%
% properties meeting EESSH	100%	94.5%	100%	95%	100%
Percentage of ASB cases which were resolved	This is a new indicator for 19/20		95%	96.55%	95%
Percentage of anti-social behaviour cases reported in the last year which were resolved	This indicator is new for 20/21 hence no previous targets				95%



## **Board**

<i>Iain Thompson</i>	<i>Chair</i>
<i>Tom Roehricht</i>	<i>vice- Chair</i>
<i>Carol Lumsden</i>	
<i>Pam Russell</i>	
<i>Kate Kennedy</i>	
<i>Jean Simpson</i>	
<i>Caroline Jardine</i>	
<i>David McIntosh</i>	
<i>John Muir</i>	

## **Executive Team**

<i>Jean Gray</i>	<i>Chief Executive</i>
<i>Helen McMorran</i>	<i>Director of Business Support</i>
<i>Howard Vaughan</i>	<i>Director of Finance &amp; Assets</i>
<i>Esther Wilson</i>	<i>Director of Housing &amp; Support</i>
<i>Ann Wood</i>	<i>Director of Care</i>

## **Auditors**

*External: Alexander Sloan, Head Office: 180 St. Vincent Street, Glasgow, G2 5SG*

*Internal: Wylie & Bisset, 168 Bath Street, Glasgow G2 4TP*

## **Bankers**

*The Royal Bank of Scotland*  
*CAF*

## **Solicitors**

*TC Young, 69a George Street, Edinburgh EH2 2JG*

*Scottish Housing Regulator,*  
*Buchanan House, 58 Port Dundas Road, Glasgow G4 0HF*

*Care Inspectorate*  
*Compass House, 11 Riverside Drive, Dundee, DD1 4NY*

*OSCR (The Scottish Charity Regulator)*  
*2<sup>ND</sup> Floor, Quadrant House, 9 Riverside Drive, Dundee DD1 4NY*

*Scottish Public Services Ombudsman (SPSO)*  
*Bridgeside House, 99 McDonald Road, Edinburgh, EH7 4NS*



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Register of Co-operative and Community Benefit Societies No. 1228 RS.  
Register of Housing Associations No. HEP199. Scottish Property Factor No. PF000364

