

STRATEGIC PLAN 2021-2022



Section 1 - Introduction



Jean Gray,
CEO

This Strategic Plan 2021/22, reflects a combination of renewed purpose and continuing ambition, carrying on from last year's plan. It helps us comply with our statutory obligations and sets out the priorities for this next year which inform our detailed work plans, business objectives and goals under a common sense of purpose and commitment whilst considering value for money. It will help us align our ambitions and actions and make the most of our capabilities and capacity so we can maintain our resolve in whatever challenges we continue to encounter.

We are proud of our commitment to continue to improve our customer services and although the pandemic halted much of our work we remain focused on quality, investment, efficiency and innovation and that, as a not for profit provider, we can put our tenants and residents at the fore-front of our strategic ambitions.

As a marker, it is fair to state at this point that Viewpoint is still on the journey to consolidate present changes, amass information, and undertake feasibilities. We had hoped to be further in this journey but like others in the sector, the impact of the pandemic has significantly affected our ability to deliver key services. It is also only fair to point out that this pandemic and any other remains a threat so there is a possibility that the overall impact on the deliverability of some of our objectives could continue to be delayed from April onwards.

Viewpoint's current stock is spread across Edinburgh, Lothians & Fife. There is a need to be honest about how fit our housing stock is both in terms of condition and for older people. Our stock is difficult, it is old and unique with little uniformity, which means it is more complex and requires a high level of costs to look after than that of many of our peers. While we have data on the condition of our stock, we do not yet have a robust assessment of its current and future suitability. Our future investment need to be informed not only by the condition of our stock but also its current and long term suitability for our client group. This will be determined by the ongoing work of our asset management strategy.

The current 'housing support' service is, in reality, a blend of landlord health and safety activities, housing management, estate management and housing support tasks. This service is now under review after the notification of the decommissioning of the housing support element by the Edinburgh Health and Social Care Partnership, this will complete by April 2022.

The social care sector is currently under intense scrutiny. This is likely to remain the case for the foreseeable future. Statutory services have been under financial pressure since the 2008 crash, and receding, for some time. The full impact of Covid-19 on public services finance and the public sector itself is so far unclear but will undoubtedly be concerning as we try to plan our future direction.

Our staff are key to the delivery of the strategic plan. We started a redesign of our teams in 2019 and introduced some changes as we aim to improve customer relations; internal and external communication; streamline services; empower staff; build teams and in general become a more inclusive organisation. The pandemic halted the process and it is now our intention to relaunch the

project and reintroduce the key objectives to benefit both the organisation and our tenants and residents.

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, the success of the implementation of the current and any future strategic plan relies on continued engagement and consultation with our tenants, residents, families, partner agencies and the wider communities and we need to be open, listening and responsive. This means we need to be more innovative in our methodology particularly as face-to-face communication is limited and we do not know how long this will continue.

We will use this year to develop strategies that support the challenges facing housing and care that ensure we continue to improve the lives of our customers in Edinburgh, Lothians and Fife. It is important we maintain a person-centred approach that considers innovative models and affordable services designed around people living independently at home within intergenerational communities, as well as retaining our existing high quality care home model delivering palliative care.

We review our financial plans annually 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. Our financial plans are sent to our lenders, the Scottish Housing Regulator and to any other interested parties.

We are committed to providing a modern, forward-thinking service. This includes updating and modernising our existing housing, as well as developing new and innovative property designs and service models for the future. We will challenge ourselves to think differently, embracing the disruptive potential of new technologies and the challenges and opportunities of social change.



We will never become complacent and will constantly challenge ourselves to do better and achieve better performance, quality and value for money. We believe that going forward we are in a strong position to achieve our objectives in the years ahead. We want to be bold and innovative whilst remaining pragmatic and we will work hard to provide excellent services we are proud of and our tenants and residents deserve.



Tenants' Conference 2019

Section 2 – Viewpoint and its Operating Environment

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.



St Raphael's

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.



Buchan Gardens

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.

Governance and Risk

Good governance is a prerequisite for a strong and successful organisation. Within 2019, we completed a full, independently supported, audit of our governance and received a finding of 'strong' assurance following a review by our internal auditors. There is a recognition that we are operating within an environment which continues to be volatile, complex and ambiguous. By ensuring that risk awareness is embedded throughout the organisation we are well positioned to respond to any uncertainties we face in order to avoid, manage or mitigate risks and realise any opportunities that may arise. The Board and Executive consider our risk appetite annually but continually monitor the current risks particularly with the ongoing impact of the pandemic.

Notwithstanding our desire for innovation, there is an overall cautious concern across the housing and care sector about diversification and moving away from core areas of expertise particularly as we slowly move out of the financial and social impact of the pandemic. As an organisation we are open to taking managed risks in order to secure advantages and opportunities offered by new ventures, devolved working and innovative technological possibilities.

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. The impact of Covid-19 has meant that more people are finding it hard to heat their home and the impact on their living conditions, physical and mental health is palpable. As we begin to collate more data about our tenants this will enable us where possible to take a more person-centred approach to our homes whereby we will 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.

The legislative requirements of the Energy Efficiency Standard for Social Housing alongside the demands of the Climate Change Plan require us to fully understand the levels of investment required within some of our most challenging properties. 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 Scottish Government is working directly with the sector to understand some of the challenges we are facing so at this time it is fair to say there is no clear direction regarding affordable, sustainable options for heating replacement in social housing stock. We are, however, 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, especially since the start of the pandemic, has meant that a proportion of our tenants have been left behind and this has increased the levels of isolation for some individuals. However not having access to technology 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-centred 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 and continue various meetings at our complexes and care homes.

However true tenant/resident engagement is more about listening than it is talking, so we will aim 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.

Our People

We recognise that our success depends upon the combined skill, commitment and talents of our people. It is through our people that we turn our potential into performance. We are proud to have retained the prestigious Investors in People Silver Award following independent assessment during 2020-21, but our commitment to investing in our people is about more than that. It is about continuing to develop the overall level of staff engagement, commitment, capability, performance and confidence in leadership.

We want all our people to be inspired and motivated to achieve results and have recognised that the quality of management and leadership throughout the organisation is critical to achieving this and therefore we will be investing in the leadership team development in the next year.

We ensure that individual and team objectives are aligned with the strategic priorities so everyone can see the vital part they play in our success.

We recognise how important our staff teams are to our tenants and residents. This year we will become a Scottish Living Wage employer and we will continue to review pay, terms and conditions to ensure we attract, develop and retain the best possible staff across the business.

Value for Money (VFM)

For Viewpoint Value for Money is about spending wisely and making the best use of our resources, ensuring we are an effective business. It is important that Viewpoint is able to demonstrate that it delivers VFM in its delivery of housing and care services to its tenants, residents and other stakeholders. Our focus on delivering efficiencies and investing resources where they add value is through involving our customers in defining services by continually seeking their feedback both on an individual level, the Tenant Forums, Residents and their families as well as through Board membership. This enables us to identify our customer's priorities and shape our services to meet these. As a housing and care organisation getting value for money is very important to us and we have this in the forefront of our minds in all the spending decisions we make

We are committed to providing value for money in all of our activities. We aim to work efficiently and effectively, delivering the best service we can at the lowest reasonable cost to maintain high quality. The better our value for money, the more investment we can make and the more we can improve services.

As a housing association, there are many ways that we can demonstrate value for money:

- We will keep our rents affordable and any increase as low as possible
- We will continue to seek new efficiencies every year, through improved procurement contracts, for instance.
- As we aim to achieve the Energy Efficiency Standard for Social Housing we will be looking at a more person-centred approach to what we do in your homes. We will talk to you about your circumstances. For us it isn't just about fitting the cheapest system we will ensure that we fit something that is affordable to you and where possible targets families suffering fuel poverty.

However value for money isn't just about saving money it is about tenancy sustainability and we will continue, where possible, to ensure that our tenants have an affordable home for life. The additional housing support we offer and the financial inclusion advice and support we provide, help people improve their personal circumstances and have a better quality of life. It may not generate money for Viewpoint, but it's a real benefit to those people living in our communities – and that is a true reflection of value for money

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 are still not clear what impact Brexit will bring economically and we are unclear how this might affect our tenants, residents and the organisation itself.

National & Local Government – Although we are not a public body, we do operate to a large extent alongside other public services. Our principal activities of housing and care are devolved to the Scottish Parliament and therefore we ensure that we keep up to date with the relevant Scottish Government policies. However some areas of our business, such as welfare reform remain under the jurisdiction of the UK Government so we keep abreast of these matters as well.

The recently published independent review of adult social care recommends a series of wide ranging reforms to adult social care, including setting up a national care service on an equal footing to the NHS and making care free at the point of need, more funding for unpaid carer respite services to creating a new care minister to oversee reform. The recommendations, which come with a £660m price tag, have already been backed by MSPs. The review recommends a potentially seismic shift in the way that social care across Scotland is overseen. Most significantly, councils would be stripped of their dual role as both commissioners of social care and often providers of services and this would be handed to newly-empowered Integration Joint Boards (IJBs) answering to a national care service.



A National Care Service would be established as a legal entity and have a chief executive, on a par with the NHS in Scotland, directly accountable to a newly-created minister for social care. It would be the role of the national care service to ensure a 'once for Scotland approach' to putting in place the workforce planning, data, research and IT systems required to deliver national quality standards and improving outcomes for service users.

While the plan calls for a narrowing of the role of local authorities, it proposes a greater, direct and more independent role for health and social care partnerships. Instead of being funded by both their local health board and council, Integration Joint Boards (IJBs) that oversee health and social care partnerships would get their money directly from the Scottish government. They would take over the role of not just planning but also directly commissioning and procuring services – with an increased workforce to match.

As Viewpoint develops its Care Strategy then it is important that we consider the recommendations of the Adult Care Review. The plan envisages a continued mixed ecosystem of “delivery partners” that would include councils, private and voluntary sector providers.

With an increasing older population and higher levels of vulnerable individual in our community we have an opportunity to consider different housing and care models that provide person-centred service built around people’s needs and aspirations.

National Care Standards

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



Craft Cafe

and future needs. 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 public agencies and our corporate partners where possible to deliver our part in their strategies.

Section 3 – Our Vision and Values

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.

Our customers are at the heart of what we do. We need to take time to solve problems and work as a team to help and support those who may be isolated or vulnerable.

Everything we do is about realising our vision and in order to achieve this we have an equally straightforward set of values. Values which define us.

- *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're a commitment to our residents, staff and suppliers. Everything we do is focused on helping tenants and residents to thrive and live successfully in the community.

We will be aware of the external environment and be prepared to face new challenges. We will understand and implement new regulations effectively. We will support our tenants and residents to cope with changes they are obliged to face. We will also initiate change through our focus on innovation in order to solve genuine problems that our customers and communities face and to make our organisation more sustainable and effective.

Our values are fundamental to every single plan, decision and project we embark on.

Section 4 - Strategic Plan

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
- Develop a Care Strategy that is person-centred, considers sustainability and affordability and provides different care models and tailored 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 whilst remaining affordable
- Digital evolution moving towards digital first- develop our ICT strategy to dovetail with our Housing, Care, and Asset Management strategies
- Staff are empowered and ready for change and we continue to invest in their development in line with our aims to create an ongoing succession plan
- We consider value for money in all that we do
- Continue to implement the Tenant Participation Strategy to ensure customers, who are fundamental in decision-making, are involved in the ongoing planning and delivery of our strategic direction
- Underpinning all of this is the commitment to lead the organisation with the highest standards of governance, demonstrating openness and accountability, and achieving a high level of compliance the regulatory standards.














Whilst we set out our strategy, we keep it under review and through ongoing monitoring we will amend as appropriate. 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, providing positive and psychological benefit for older and vulnerable people in Edinburgh, Fife and the Lothians.

The Strategic Plan is both for external and internal use and its focus is on more new and improvement initiatives than day to day 'business as usual' activities. The plan itself outlines strategic objectives associated across Governance, Finance, Housing and Support Services, Assets, Business Support and Organisational Development. This framework was used in our last plan and established in our reporting process. It provides a robust framework for the organisation to plan our outcome related activities for the year.

- Internal Management Plan (IMP) – this reporting matrix allows us to track progress against the agreed objectives and associated activities in a given year and is principally used by the Board to ensure we are meeting targets, and to consider where support may be required in order to meet targets. This sits alongside other reporting measures such as KPI reports and Management Accounts to provide oversight and controls within our Governance framework.

- Departmental Action Plans – these were developed internally to link the strategic outcomes and specific objectives to each operational area and then feed into individual performance objectives for the year ahead. In doing this every staff member is given a clear ‘line of sight’ and can directly see the role they play in the delivery of our Strategic Plan.

Section 5 - Our Strategic Priorities for 2021/22

-  We will ensure there is high quality governance and decision making to guide our business activities
-  In this year 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; modernise systems; focus on customers; improve our assets; consider value for money and empower our staff.
-  As we move out of the pandemic we will continue to provide a responsive and effective repair service and 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 review our Rent Policy to ensure Viewpoint tenants have rents which continue to be affordable, demonstrate value for money and give customers greater choice over their services.
-  We will continue to deliver our Dementia Strategy across all our services and look to work with others to find solutions for people living with dementia, including assisting 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 review and redesign our @ Home and Support Services across our business ensuring these models deliver quality and reflect what our service users want and can afford.
-  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 still improve the effectiveness of our systems and improve their transparency. We can evidence what we do better. We will continue to review and agree an ongoing, achievable and affordable implementation plan.
-  We are committed to the evolution of our digital journey through review and implementation of our ICT, Housing, Assets, and Care strategies, with the intention of changing our mindset to thinking 'digital first'. We will look at empowering tenants, residents and staff, continuing to improve the use of technology in our homes so that they can contact us at a time and in a way that suits them.
-  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.
-  We will continue to improve our services; review targets and improve performance, as well as considering what quality marks, standards or tools could support us on our continuous improvement journey.
-  We will plan our EESSH 2 programme in line with the Climate Change Plan whilst ensuring we invest in measures that are sustainable and affordable

- ✚ We will invest a minimum of £5 million in our stock annually to ensure we maintain good quality homes
- ✚ We will increase our tenant satisfaction further in line with the Scottish Social Housing Charter outcomes as our performance continues to improve. We will also continue to review our resident satisfaction in our care homes to ensure quality and efficiency of services.
- ✚ We will challenge ourselves to make the most of our resources and demonstrate how we balance cost, quality and performance to provide the best results for residents and tenants ensuring strong financial management and value for money
- ✚ We will develop a marketing strategy to ensure we are reaching a wider audience and promoting the services we deliver at Viewpoint
- ✚ We will work collaboratively with other partners, agencies and volunteers to help us increase the activities and support we can offer our tenants and residents
- ✚ We will consult with our staff on future working models; consider office/home working blended approach; what do we need, considering the lessons learnt from the pandemic, going forward to ensure we deliver excellent services together to our tenants and residents.
- ✚ We will work towards reducing our carbon footprint and as we become more informed regarding the Climate Change Plan and the Scottish Government agenda we will develop a Sustainability Strategy
- ✚ We will develop partnerships and learn from other organisations about how we can improve and in our ongoing consideration of value for money review our operating costs and make sure the business is run as efficiently as possible

GREAT
CUSTOMER SERVICE #1 PRIORITY
 LIKABILITY TRUST FRIENDLY CARE
 SATISFACTION REMARKABLE HONESTY GO THE EXTRA MILE
 INTEGRITY SUCCESS

Our customers are at the heart of what we do

<i>Objective</i>	<i>Description</i>	<i>Target Date</i>
To create a Housing Strategy that is inclusive of services for homelessness, mental health & other needs	To set out our current strategic position in respect of the provision of housing and services To identify future direction of our housing services and specific areas of focus for development	Mar 2022
To continue implementation of ICT Strategy & digital inclusion	To review our ICT Strategy in order to dovetail the Strategy with the Housing, Care and Asset Strategies.	Ongoing
Develop Communications Strategy; Review VHA's brand and marketing; vision & values	To review; consult and implement a Communications Strategy To rebrand in line with any changes to vision & values	March 2022 Mar 2022
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"> Review the key areas of customer satisfaction where we are not meeting targets; Consult with our tenants on why they are dissatisfied Consider feedback and further action required 	Ongoing
Continue to implement the TP Strategy	Deliver our Implementation and Consultation Plan for 2021/22 Work to consolidate the achievements we have made to date and ensure these are embedded	Mar 2023
To deliver on the targets of the Asset Management Strategy	Deliver the energy efficiency work programme together with certification, and deliver the planned and cyclical maintenance work programmes to demonstrate compliance with the Standards (ESSH1 and then ESSH2) Heating replacements options appraisals – consider low carbon heat technologies when replacing existing systems whilst looking at the most cost effective system for both the organisation and customers Ensure all properties meet the requirements of the Dementia Strategy Map out the work required to complete the asset profile and carry out work with investment priorities	Ongoing programme – 31 May 2021 deadline for ESSH1 compliance and ESSH2 - 2032 Oct 2021 Oct 2021 Oct 2021

	<p>Ensure compliance with the Scottish Government Fire Safety Guidance; replace all fire alarms to LD1 standard by February 2022</p> <p>Review internal procedures on fire safety and evacuation; implement changes as required</p> <p>Continue to use best procurement methods to secure quality contracts while ensuring value for money</p>	<p>Feb 2022</p> <p>March 2022</p> <p>Ongoing</p>
To consult, review and implement the Customer Care Charter	<p>Consult and collect from internal and external customers</p> <p>To ensure we have a clear customer care charter which details how we deal with people both internally and externally</p>	<p>Dec 2021</p> <p>Mar 2022</p>
Implement new Housing Support Service	<p>Conclude housing service redesign project:</p> <ul style="list-style-type: none"> - Develop and define options for new service model/s and consult with tenants - Develop staff structure to deliver new service - Develop financially sustainable and affordable service model 	<p>Mar 2022</p>

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

<i>Objective</i>	<i>Description</i>	<i>Target Date</i>
To prepare options appraisals & recommendations on VHA's geography & future direction	Consider options relating to our existing stock based on stock information; efficiency; demand; operational costs Consider any other land/property to be considered for disposal including garages	Oct 2021
To prepare options appraisals & recommendations on VHA's strategic direction	Board Away Day to consider strategic direction with focus on years 2022-2025; What is "growth" in the future of Viewpoint; consider options and prepare future strategy	May 2021
Continue to use best procurement frameworks to secure quality contracts with community benefits while ensuring value for money	Review current procurement policy and practice within the organisation to ensure we achieve consistency moving forward Complete training to relevant staff	Jul 2021
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 2021/22 through training and support each department will take responsibility for creating their initial 2022/23 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 2021	Sep 2021
To ensure that VHA remains financially sustainable	Continue to review existing bank loans and any new private finance opportunities In line with strategic planning complete relevant scenario planning and brixx modelling Strengthen and embed business planning and treasury management to allow further finance to be sought in 2021/22 for the implementation of our asset management strategy Continue to maximise rent collection and reduce rent arrears	annual
To meet target on void management	To recover position on void performance following impact of COVID-19 restrictions	Mar 2022
To scope and appraise options for the future of the existing Glenesk building and the opportunities to develop the site.	To identify, understand and appraise options for the future of the Glenesk – building and site. Present options to Board for consideration	Dec 2021

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

<i>Objective</i>	<i>Description</i>	<i>Target Date</i>
To begin delivering Technological Systems to enhance our services to tenants' in their homes	Through review and update of our Housing, Asset, Care and ICT Strategies we will continue to focus on the Infrastructure, Security and Technology Enabled Housing elements with skills development of the workforce also a priority.	Ongoing
Develop and implement a Care Home Strategy	<p>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</p> <p>Reviewing the suitability and sustainability of existing care home buildings. This will commission 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-centred services as well as value for money</p>	<p>Oct 2021</p> <p>Commence April 2022 (design follows function)</p>

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

<i>Objective</i>	<i>Description</i>	<i>Target Date</i>
To continue our Digital Evolution – Digital First as part of the reviewed ICT Strategy	Complete the move to off-site hosted solutions to enable a Cloud based approach to services. 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	June 2021 ongoing Sep 2021
We will ensure there is high quality governance and decision making to guide our business activities	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.	Ongoing
To continue to develop and implement Workforce Planning Strategy	Through the development of the HR Team we will continue to 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	Mar 2022
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 Review salaries, terms & conditions Develop a new staff handbook Consider the future office use and blended home and office working Arrange staff conference to celebrate current achievements and improvements as a result of changes	Ongoing Ongoing Oct 2021 Jul 2021 Jul 2021 Dec 2021

To be efficient and effective whilst considering value for money

<i>Objective</i>	<i>Description</i>	<i>Target Date</i>
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 are adequate resources to deliver effectively	Ongoing May 2021 Ongoing Ongoing Ongoing
Identify future office space in line with our future requirements	Consider a blended working approach like the 'Hub, Home & Roam' model implemented in the sector by another RSL 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. We will review options for alternative options alongside the options for the existing building should we move to alternative office space	Sep 2021

Section 6 - SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> ✓ Good Board skills and mix ✓ Strong Executive Team and developing Leadership Group ✓ Strong financial results and balance sheet ✓ Good brand and reputation ✓ Good location of homes and complexes ✓ Size – not too big ✓ High level of staff commitment ✓ Spectrum of care and support i.e. mainstream through to sheltered/supported living through to nursing care including palliative care ✓ Viewpoint Trust funding ✓ Strong learning and development service ✓ Business processes and reporting improving ✓ Arrears performance ✓ Internal training of staff for succession planning 	<ul style="list-style-type: none"> ✗ Poor Customer Communications ✗ Evidencing Value for Money – social return on investment ✗ Resilience to change although improving ✗ Need to be better at evidencing and promoting achievements and performance ✗ Delivering what we say we will do ✗ Stock condition information ✗ Landlord Health and Safety improving but not there yet ✗ Inter-departmental communication improving but some way to go ✗ Recruitment of staff in the organisation ✗ Lack of required skills in some teams ✗ Cultural challenges - blame culture and associated lack of goodwill
Opportunities	Threats
<ul style="list-style-type: none"> ✓ Care village concept including step up/down and care at home ✓ Dementia Strategy ✓ Growth potential – asset base and financial viability strong coupled with reputation ✓ Potential for innovation in delivery of housing support and care services ✓ Potential to expand into local communities e.g. care at home and promotion of wellbeing initiatives ✓ Partnerships e.g. shared services – procurement and other services ✓ Staff leadership development ✓ Tenant Scrutiny ✓ Older population is growing ✓ New care strategy that is inclusive, innovative and person centred 	<ul style="list-style-type: none"> ✗ The continuing impact of Covid-19 but also further pandemics on our business ✗ Ongoing impact of pandemic on our staff resilience and health & wellbeing ✗ Constant external change puts strain on maintaining staff motivation ✗ Internal systems cannot support growth ✗ Staff behaviours ✗ Age and profile of stock and levels of investment required to ensure fit for purpose ✗ Climate Change Plan and EESSH 2 requirements ✗ The roll out of the Adult Social Care Review and the impact of potential recommendations. ✗ Failure to respond to changing care service and business developments ✗ Risk of staff burnout due to over commitment without considering existing workloads and agreed projects.

Section 7 - PESTLE Analysis

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

Viewpoint Housing Association - Board, Executive and External Advisers

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>Caroline Jardine</i>	
<i>David McIntosh</i>	
<i>John Muir</i>	
<i>Jack Clyne</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 & Assets</i>
<i>Esther Wilson</i>	<i>Director of Housing & 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 Bank

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)

2ND 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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Scottish Property Factor No PF000364