



Annual
Report
2017

abbeyfield
scotland



Our strategy is directed to:

- ♥ the development of a sustainable new model of Abbeyfield living, building on a distinct target market
- ♥ prioritising our new development in key locations, particularly Aberdeen, Aberdeenshire, East Lothian, Stirling and Clackmannanshire
- ♥ engagement in a limited programme of remodelling existing services and properties
- ♥ the improvement of the organisation's performance, by developing its people, improving service quality, developing governance and reviewing its cost base

“Staff are very approachable and helpful”

Welcome to our Annual Report 2017



James G Craigie
Chairman

The Board of Abbeyfield Scotland is committed to managing our assets and developing the business to ensure that Abbeyfield Scotland continues to be a viable, relevant and successful lifestyle option for the future.

I am pleased to report excellent progress in all aspects of our business throughout the past year.

In February 2017 Abbeyfield Scotland established a subsidiary trading company called Crandeen Limited to develop and manage new products and services to meet the changing demands and needs of the market. These activities include the management of a private rentals investment of five bungalows in Countesswells, Aberdeen, and the development of a homecare service to be offered to residents of these bungalows as well as to residents of the surrounding areas.

We are also committed to a continued investment in our core existing stock portfolio and to improving the experience of our current residents as well as the appeal of our houses and services for those yet to enjoy our services.

You will read in this report of an excellent performance achieved in challenging circumstances and the strategy in place to maintain this improvement. It has been a year where the high quality of our services has been recognised both through the staff benefitting from better training opportunities and the ongoing enhancement of our existing properties.

It is important to highlight that this has been achieved by the controlled reduction of our operating deficit by means of a programme to reduce operating costs and improve rental income through increased occupancy at our houses.

I have spoken previously about the need to take bold and brave action to meet the challenges and opportunities of a growing and more diverse market of services to our existing and future clients and I am pleased to report that the Board and staff have met this challenge. During 2016-2017 we have seen the foundations put in place for the transformation of Abbeyfield Scotland to deliver the Board's vision of being an exemplar provider of care services to the marketplace and to those individuals who value their independence.



About Abbeyfield Scotland

Abbeyfield Scotland is a charity providing housing and support for older people. Our work is founded on values of care, openness, honesty and respect.

- ♥ Abbeyfield Scotland offers supported independent living for older people at 16 locations in Scotland
- ♥ Abbeyfield provides a unique experience for people who want to live independently and don't require full time nursing care
- ♥ We offer a distinct model of supported independent living for older people
- ♥ Abbeyfield offers affordable accommodation for independent older people – typically, costs are half of care or nursing home and cover all basic needs
- ♥ Most houses have a volunteer network providing companionship and social and community activities for residents

What is “The Abbeyfield Experience”?

- ♥ Supported independent living
- ♥ A homely, family atmosphere
- ♥ A great quality of life for older people
- ♥ Everything tailored to your lifestyle
- ♥ All inclusive, stress-free living
- ♥ A unique service offering more support than sheltered housing and more independence than residential care

“I couldn't ask for better”



“I really enjoy working at the house”

High quality care and support - our contribution

Abbeyfield Scotland welcomes the new Health and Social Care Standards, to be implemented on 1 April 2018. These set out the standards people should expect when using our housing support and other registered services.

Focused on improving people’s experience of care and based on five outcomes, these are:

- ♥ I experience high quality care and support that is right for me
- ♥ I am fully involved in all decisions about my care and support
- ♥ I have confidence in the people who support and care for me
- ♥ I have confidence in the organisation providing my care and support
- ♥ I experience a high quality environment if the organisation provides the premises

They are also underpinned by five principles: dignity and respect; compassion; be included; responsive care and support and wellbeing; which reflect the way that everyone should expect to be treated.

Abbeyfield Scotland already subscribes to and applies these standards. We aim to complement the provision of our housing, and those of others, with the offer of high quality support services which develop alongside the need for care, offering choice, independence, and control, as well as supporting national health and care policy objectives. We will work with all sectors to ensure “The Abbeyfield Experience” is available to as many people as possible.

“Support that is right for me”

Our resources - the Board and staff

Abbeyfield Scotland Limited is governed by a voluntary Board elected by the Association’s members. It is the responsibility of the Board to set the strategy, policy and overall direction for Abbeyfield. The Board numbered 8 at 31 March 2017 comprising James G Craigie, Chairman and Nance Smith, Vice-Chair and Company Secretary, Hazel Allen, Libby Anderson, Irene Christie, Ian Craig, Jean Henretty and Kevin

Toner. At the AGM, John Leggatt resigned and was thanked for his long and excellent service. After the year end, Jean Henretty resigned (May 2017) and Helen Barclay was welcomed to the Board (June 2017).

At 31 March 2017, Abbeyfield Scotland Limited employed 85 staff based in 16 houses and Edinburgh. The Chief Executive is Niall Patterson.

Houses

The table below shows our stock:

	2016/17	2015/16
within 16 Abbeyfield houses:		
non-self-contained properties	142	141
self-contained properties	16	16
properties leased to Crandeen for private retirement rental	0 (5 projected for 2017/18)	0
Total	158	157

Finances

Despite an increase in its overall deficit to £451,142 (2015/16 – deficit of £432,156), Abbeyfield continued the managed reduction of its operating deficit to £644,428 (2015/16 – £896,385) via a successful programme to reduce operating costs and improve rental income through increased occupancy. Abbeyfield Scotland is fortunate in carrying no

debts and having increased an already healthy cash reserve to £2.85m (2015/16 – £2.22m).

The managed improvements in the 2016/17 outturn have been carried forward to the 2017/18 budget with a programme to achieve a break-even position by 2020/21.

What people say about Abbeyfield

“Staff continually and willingly help wherever they can; and always with a smile on their face – even for the constant stream of visitors!” – **Abbeyfield Scotland volunteer**

“I really enjoy working at the house because there’s so much socialising going on and I love cooking a variety of meals for everyone” – **Donna, staff colleague**

“We are excited about the opportunity this relationship brings for Dandara and Abbeyfield Scotland” – **Gavin Wyley, managing director of Dandara in Aberdeen**

“We are looked after so well and my favourite activity is when we all get together in the lounge to have a chat, a cup of tea and a game of scrabble – it can get very competitive!”
– **Jean, Abbeyfield Scotland resident**



“All inclusive
stress free
living”



Key achievements - What we did in 2016/2017

Resident consultation

Resident satisfaction surveys are undertaken annually. Overall satisfaction with their Abbeyfield services was reported by 96.8% of respondent while 92.7% reported satisfaction with quality of their home (90% responded).

Allocations and income maximisation

Void rental loss for retained houses was 17.4% of rent and service charges receivable (2015/16 – 17.9%). Under close scrutiny by Board and management, our actions in this crucial regard have been to raise local and national awareness of Abbeyfield’s services with improved targeted promotional activity supplemented by local and corporate marketing.

Rent arrears at 31 March 2017 remained, amounting to 0.73% of the annual gross rent due (2015/16 – 0.56%).

Responsive repairs

Category	Performance measure	Target	2016/17	2015/16
Emergency	Average time to complete	5 hours	10.3 hours	10.2 hours
Non-emergency	Average time to complete	6 days	5.7 days	4.32 days

Despite slippage in average time to complete response time, the in-house management of repairs will enable much closer management of repairs from 2017/18 and improvements are anticipated.

Keeping our residents and staff safe

In the past year gas safety checks, electrical condition reports, portable appliance testing, water hygiene tests and renewal of Houses in Multiple Occupancy (HMO) licences were undertaken. These demonstrate the paramount importance placed upon the health and safety of our residents and staff.

Fire safety training is undertaken by all staff at least yearly and evacuation tests are carried out regularly at all premises.

In 2017/18 a round of fire risk assessment reviews is being carried out at all our stock by our new contractor. Board will also approve an updated fire safety policy.

Action required as a result of legislation, risk assessment and evacuation testing is taken seriously by Board and management and monitored closely.

Asset management

Our people and our houses are vital assets and both are kept under close appraisal. The results of this appraisal feed directly into our programmes of reconfiguring and remodelling services and the redevelopment of our properties. An important element in recent years has been the closure of several unsustainable properties following a process of options appraisal and consultation with residents, staff and stakeholders. In the previous financial year, 2015/16, 7 Abbeyfield houses had been closed. This was prompted by their sustained level of vacancies and high running costs. Properties at Hawick, Airdrie and Biggar were subsequently sold during 2016/17, while four vacant houses were held scheduled for sale and one tenanted property remained to be transferred or closed and sold.

Resources from sale will be reinvested in remodelling and development of services and properties.



Investment in our houses

The year continued with the ongoing programme of planned maintenance and health and safety works to the houses. Projects included:

- ♥ heating systems, including boiler replacements
- ♥ roofing repairs
- ♥ replacement of doors and windows

Significant works included an element of the extension to the Lenzie house and the comprehensive replacement of telecare equipment.

Grant funding from Scottish Government also allowed adaptations, including ramps and wet floor showers to be carried out to meet the changing needs of tenants affected by mobility and other issues.

Improved service quality and performance

A history of success with the National Housing for Older People Awards continued with our Park House, Bridge of Allan taking Silver and Abbeyfield House, Coatbridge being Highly Commended in the category of Best UK Retirement Housing Scheme under 25 units.

Our housing support services were inspected by the Care Inspectorate in the central area resulting in yet another improvement in their grading of our housing support services which now stand as follows overall:

Quality of care and support	★★★★★ Very Good
Quality of staffing	★★★★ Good
Quality of management and leadership	★★★★ Good

People management

The quality and competence of our staff is maintained by our high standards for recruitment and the induction, training and development given. Expected values and behaviours were developed in partnership with staff and from a “golden thread” running through the whole of the organisation and its activities.

2016/17 saw the continuation of the current three year training plan covering a wide range of necessary areas including health and safety, understanding dementia, and recruitment and diversity. Staff were also assisted to pursue the necessary SVQs in relation to care and support.

The sickness absence rate improved to 5.43% (2015/16 – 6.44%).

By end of March every staff member was digitally linked across Scotland (each with email address, IT training, laptop access) with

benefits already including skills development, improved communication, empowerment and efficiency.

In 2015, Abbeyfield Scotland commenced a review of the structure that supports front-line delivery at each Abbeyfield House. This review was undertaken to:

- ♥ Improve the quality of management and support to house staff
- ♥ Improve our service to our customers
- ♥ Build stronger stakeholder relationships locally and promote Abbeyfield’s services
- ♥ Improve our performance

The resulting revised Area structure completed implementation in 2016/17 and realised improvements in the profile of Abbeyfield, occupancy rates, financial performance, support and supervision of staff and procurement.

Investment in new property and services

After long and detailed consideration of the market and its development options, the Board of Abbeyfield Scotland, subsequent to the reporting year-end of 31 March 2017, approved an investment of £1.6m in the purchase of properties for lease to its Crandeen Limited subsidiary for the purpose of private retirement rentals. These properties

are located in the Countesswells development area of Aberdeen.

Board also agreed a business plan that included for the development of a homecare service to be offered to residents at Countesswells and in the surrounding areas. Work towards this is ongoing with a view to launch in 2017/18.



Get in touch!

Contact Details

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