



abbeyfield
scotland



Our future strategy is to ensure:

- ✓ The Board continues to lead and direct the organisation to achieve good outcomes for customers, e.g. by increasing services in their own homes.
- ✓ The organisation remains open and accountable about what it does, it understands and takes account of the changing needs and priorities of its customers.
- ✓ The organisation, like any other viable business, manages its resources to ensure financial wellbeing and economic effectiveness.
- ✓ The Board bases its decisions on robust and validated information and advice, and identifies and mitigates risks to the organisations purpose and ethos.
- ✓ The organisation continues to conduct its affairs with honesty and integrity.
- ✓ The Board and senior officers have the skills and knowledge they need to be effective.

Welcome to our Annual Report 2018



James G Craigie
Chairman

Abbeyfield Scotland Limited's supported independent living model is based around choice and personalisation and we believe that providing safe and secure spaces, homely settings and opportunities for social connection are essential to the development of resilience to loneliness and its effects.

I am pleased to report Abbeyfield and our new subsidiary Crandeen are doing just that.

Whilst Abbeyfield Scotland has continued to provide our residents with accommodation and services which are highly valued and delivered with the uniqueness which makes Abbeyfield the 'go to' place for enjoying later life, our subsidiary Crandeen, a trading company set up in 2017, is now operating successfully in the north. As well as enjoying the comforts of living in our fabulous bungalows in Aberdeen's leafy west end, Crandeen is now providing services to clients across Aberdeen and Aberdeenshire. Crandeen Companions simply give clients their time by keeping them company. They also help with cleaning the house, caring for plants and pets and providing health care. For people who are busy, ill, disabled, lonely or elderly, and would like to have a say on the services they receive, or shape their lifestyle to suit them, Crandeen Companions do it all.

Whilst we will continue to develop Crandeen as a service model of the future, we are transitioning Abbeyfield towards a flexible solution for housing and support for older people. We are excited to see how this progresses towards a sustainable model across our group resources.

For me, it has been a bitter sweet feeling of excitement and pride, tinged with sadness as I step down, after nine challenging, yet glorious years as Chairman of Abbeyfield Scotland, and hand the baton on to someone else to enjoy the successes ahead. I am extremely proud of our organisation, our staff, our residents, and the Board of Directors and I will watch with interest your continued development moving forward. I know that Abbeyfield Scotland will be left in the very capable hands of the Board and the excellent staff and I wish everyone the best of wishes.



The Abbeyfield Experience

Residents at Park House in Bridge of Allan enjoying a little workout.

Just one of the many fun activities which take place in our houses.

At Abbeyfield, we encourage wellness and our residents are always keen to try new things.

“I couldn’t ask for **better**”

High-quality care & support - our contribution

Following the implementation of the new Health and Social Care Standards this year, we have been focussing more on improving people’s experience of care and, based on five outcomes, these are:

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

Our residents advise us that they are happy with the services we provide. 91.8% said they were satisfied with the overall service provided, compared to the Scottish average of 88.1%. Abbeyfield Scotland has previously commissioned further analysis which identified a demand for superior services, faster responses, and value for money. When surveying current residents’ families, they found:

- ✓ the reasons for choosing Abbeyfield included location, quality of services and level of support offered;
- ✓ choice of home is based on the type and size, condition, and quality of property.

Our resources - the Board and staff

Abbeyfield Scotland Ltd 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.

The Board numbered 8 at 31st March 2018 comprising James G Craigie, Chairman, Nance Smith, Vice-Chair and Company Secretary, Libby Anderson, Irene Christie, Helen Barclay, Alan Kent, Ken Robertson and David White.

Earlier this year, Niall Patterson, the Chief Executive for the previous 6 years, left Abbeyfield Scotland to pursue other exciting opportunities. Niall was replaced by Karen Barr, who has been a senior member of staff in Abbeyfield since early 2008. Karen, having been Niall's deputy for all his tenure, took over the responsibility as interim Chief Executive of the Group, being responsible for both Abbeyfield and Crandeen.



Niall Patterson



Karen Barr

Our head office continues to be supported by experienced and professional staff, our houses are managed and residents looked after by dedicated area and house staff.

Houses

The table below shows our stock at 31st March 2018:

	2016/17	2017/18
within 16 Abbeyfield houses:		
non-self-contained properties	141	141
self-contained properties	16	12
properties leased to Crandeen for private retirement rental	0	5
Total	157	158

Finance

There was an overall surplus of £698,824 and continued a managed reduction of its operating deficit to £248,416 via a successful programme to reduce operating costs and improve rental income through increased occupancy.

Abbeyfield Scotland is proud of the fact we remain debt free.

Void rental loss for the year was 18.1% of all receivable rent and service charges. This is a slight increase, up from 17.4% last year, and is as a result of the closure of our Abbeyfield house in Rosemarkie on top of a sustained level of arrears.

Rent arrears is reported at 1.33% of the annual gross rent due, up from a reported 0.73% the previous reporting year.

Responsive repairs

Category	Performance Measure	Target	2017/18	2016/17
Emergency	Average time to complete	5 hours	3.85 hours	10.3 hours
Non-Emergency	Average time to complete	6 days	4.98 days	5.7 days

This shows a steep improvement on both emergency and non-emergency repair response times.



“All inclusive stress free living”

Health & safety

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

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



Asset management

Abbeyfield Scotland reviews its Asset Management Strategy regularly. Our people and our homes are vital assets and the performance of our houses is kept under close appraisal. This year, our stock appraisal will form an important strategic part of our transition in the future.

Our development plans moving forward will have, at its heart, the ethos of charitable causes, and we will, through Abbeyfield as an ongoing Charitable Trust, ensure that our gains from sales and realignment of our structures will enable the charitable work for which Abbeyfield is renowned, to continue.

Service quality and performance

Our housing support services were not inspected by the Care Inspectorate in the last year and our last reported grades are:

Quality of care & support



Very Good

Quality of staffing



Good

Quality of management & leadership



Good

People management

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

2017/18 saw the continuation of the training plans 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.

In 2017, Abbeyfield Scotland undertook a round of staff conferences and a staff survey was also carried out. Here are some of the results:

The sickness absence rate improved again to 3.79% (2016/17 – 5.43%).

Every staff member is now digitally linked across Scotland (each with email address, IT training, laptop access) with benefits already including skills development, improved communication, empowerment and efficiency.



I look forward to going to work	91%
I feel my role makes a difference to residents	98%
I have access to training and development that allows me to do my job properly	98%
There are opportunities for me to show initiative in my role	89%
My line manager makes sufficient time for supervision	86%
My line manager values my work	89%

My line manager acknowledges achievements and contributions	84%
Communication between senior managers and staff is effective	50%
Abbeyfield Scotland provides me with a safe and secure working environment	91%
Abbeyfield Scotland employ enough staff for me to do my job properly	58%
I would recommend Abbeyfield Scotland as a place to work	93%

Outline plan for change and transition

The essence of our future approach is encapsulated in a transition to a more modular approach for the organisation, both in terms of delivery and in management. This is reflective partly in previous management arrangements for houses in regional groups, and the establishment of an arm's length subsidiary for the delivery of some services.

The Board's strategic vision is to transform Abbeyfield Scotland's offering in order to pursue new business via socially and policy-validated models, pursuing a programme of change which in outline will:

- ✓ Examine the value of regulation, from both Abbeyfield Scotland and SHR's perspectives.
- ✓ Manage transition of tenancy terms and conditions.
- ✓ Establish a modular approach to service management, to support future flexibility and devise appropriate future management structures.
- ✓ Consider implications of change in relation to financial constraints and HAG funds.
- ✓ Pursue establishment of a Charitable Trust to protect the resources of Abbeyfield Scotland in line with its charitable objects. The role of the trust is to perpetuate the 'golden thread' throughout Abbeyfield Scotland's future service offers.
- ✓ Review stock appraisal and target accordingly.
- ✓ Ensure an organisational structure with sufficient flexibility to meet changing policy and demographic needs.
- ✓ Appraise options for succession to vacated Chief Officer's role and wider organisational structure, in light of the changes described here.
- ✓ Ratify a long-term asset strategy informed by considerable work to date.
- ✓ Utilise the knowledge and experience gained by Abbeyfield Scotland to support a modern and dynamic service in communities to continue the benefits of the Abbeyfield Scotland ethos.
- ✓ Ensure protection for residents throughout the transition and for as long as they need it.

Abbeyfield Scotland Ltd and its subsidiary Crandeen Ltd have a good future and are a viable option for housing, care and support.



Get in touch!

Contact Details

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