

Annual Report

2020
-
2021



abbeyfield
scotland



Vision & Values

Living better together

Positioning statement:

ASL cares about the health and wellbeing of older and vulnerable adults in Scotland, striving to ensure none is left feeling isolated or alone. Through flexible person-centred services, we will bring people together to improve lives.

Purpose:

No vulnerable or older person in Scotland is left feeling isolated or alone.

Goal:

To provide flexible housing, care, and support services that allow people to improve their health and wellbeing.

Values:

Care - in the wellbeing of our residents and service users, staff, and other customers.

Honesty - in our relationships, listening to and supporting all our customers, and one another.

Openness - to new ideas and better ways of working.

Respect - for differing views, values, backgrounds, abilities, and characteristics.

Message from the Chair

Little did any of us realise that 12 months on, from last year's Annual Report, we would not have returned to what we used to know as normality. At the time of writing, we are in "Beyond Level 0", still with some restrictions but far fewer than over the past year. Slowly and cautiously, we are picking up the threads of our lives again.

I pay tribute to the excellent work carried out by all our staff, continuing to work throughout the most difficult times any of us have experienced. That we have managed to do so says much about our staff's calibre and commitment to Abbeyfield Scotland. Staff in our houses have maintained residents' welfare and well-being during periods they have not had visits from their nearest and dearest. Our office staff meanwhile have continued working from home for over 18 months.

In last year's Annual Report, I highlighted that we were seeking a Constitutional Partner with another Registered Social Landlord. In a recent letter to our shareholders, I was pleased to report that we are now in advanced discussions and negotiations with Blackwood Homes and Care. I had hoped to say more on this by this juncture, but the pandemic significantly slowed our progress earlier in the year. However, we are now moving forward and hope to be entering into the consultation phase before too long. I know the journey will be a challenging one for us. However we remain committed to enhancing the Abbeyfield Scotland offering to our residents and staff.

Finally, I would like to thank the Board for their ongoing support. Our new members have caught up quickly, and I am pleased to say, following a year of virtual Board Meetings, I have, only recently, had the opportunity and pleasure of meeting the whole Board face to face.

May I wish everyone a safe and healthy year ahead.



Nance Smith | Chair
Abbeyfield Scotland Ltd.

'I have made lots of new friendships since moving to Abbeyfield. Everyone enjoys coming together, and the staff are extremely kind, never rushing what they are doing. It feels like they enjoy seeing me as much as I enjoy seeing them!'

Resident, Bridge of Allan

1: Covid-19 Emergency Plan

Measures to protect our customers, staff, and Board from Covid 19 are strictly followed from the UK and Scottish Government advice, particular to our business and workforce.

2: Improving Housing Service

Implementing and developing our vision of an exemplar of services to vulnerable adults across Scotland and using our strong history in the market to enhance people's lives in our properties and communities. A five-horizon approach to strengthening, developing, and implementing tailored and assessed needs for adults. Success is dependent on a criterion of performance-enhancing measures. A communication toolkit over five key points of managing performance.

3: Improving Housing Quality

A revised Stock Condition Survey and an Asset Management Strategy will be aligned with financial plans. We will continue to invest in our existing stock.

4: Delivering Good Governance

A combination of meeting the objectives of a governance action plan; working towards compliance, particularly with Regulatory Standards 1 and 3, consideration of optimal organisational structure (core and peripheral services), continuous reassessment of the Risk Register and a proposed staff structure review.

5: Strengthening Financial Sustainability

Reassessment of financial plans and assumptions (taking account of independent advice from HRC and IHG); rent affordability, best value of current trade team and estate caretaking services; viability of community centre and development of the business unit business plan; staff structure, value for money.

6: Transforming Our Culture

Leadership (Non-Executive and Executive) and culture, commencement of specialist HR support, agreement on and implementation of a culture change programme. A strong leadership charter to lead, innovate and be accountable.

Our Strategic Objectives:



Development & Performance

Corporate Governance

ASL is governed by a voluntary Board which the members of ASL elect. It is the responsibility of the Board to set the strategy, policy, and overall direction for the organisation. At the 2020 AGM, the Board elected Nance Smith as Chair and Ken Robertson as Company Secretary. The Board has thirteen members at 31 March 2021, following one resignation in June 2020.

A Strategic Options Appraisal was completed while we continue to search for a suitable RSL partner. In addition, the Chief Executive presented the Business Plan 2020-2025 to the Board, which is in place, along with a Transition Plan and Delivery Plans, working with the regulatory authorities in meeting our objectives and governance requirements.

ASL is primarily regulated by The Scottish Housing Regulator and the Care Inspectorate. We submitted our second Annual Assurance Statement in November 2020, indicating full compliance.

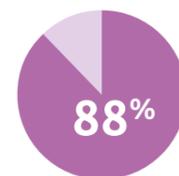
Partnerships

Crandeen Property Ltd, ASL's wholly-owned subsidiary, is not registered with the Scottish Housing Regulator. As at 31 March 2021 the Board of Crandeen Property Ltd had four members appointed by ASL. The Intragroup Agreement between the parties governs arrangements for the control of the wholly-owned subsidiary. At 31 March 2021 this remains compliant.

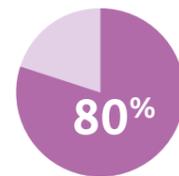
ASL is affiliated with The Abbeyfield Society (TAS). The Abbeyfield Societies in Scotland Ltd (ASiS) exists to promote collaboration between the various Abbeyfield member societies in Scotland (of which we are the largest).

Customer satisfaction

Percentage of residents satisfied with the overall service.



Percentage of residents satisfied with the quality of their home.



Allocations and income maximisation

Void rental loss for retained houses was 22.40% of rent and service charges receivable (2019/20 – 18.15%).

Under scrutiny by the Board, the Finance Committee, and management, our actions in this crucial regard have raised local and national awareness of ASL services with improved targeted promotional activity supplemented by local and corporate marketing. Rent arrears at 31 March 2021 remained, amounting to 2.21% of the annual gross rent due (2019/20 – 1.56%).

Health & Safety

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



Gas safety

In September, all gas safety checks are carried out with a comprehensive list of equipment provided to the relevant contractor.



Fire safety

Staff regularly complete fire safety training, as well as evacuation testing at all premises. ASL Board and management consider fire safety training of the utmost importance to ensure we meet building regulations and fire safety requirements.



Covid-19

ASL has not been as heavily affected by the pandemic as some organisations; however, sadly, we recorded two hospitalisations, and one death due to Covid-19. In addition, the pandemic has impacted the ability to secure accommodation for those in need at a critical time. The remodelling of our house in Haddington was also significantly delayed due to Covid-19, affecting void loss.



Asset Management

We regularly review our asset management strategy, which has closed several unsustainable properties over the last few years. Although one other house was closed in early 2020/21, there are no further closures planned at this time. A Stock Condition Survey will be complete by late summer 2021.



Performance Management

Our people and our houses perform with the greatest regard to the health and well-being of our residents. Going forwards, a focus on voids will be pivotal in meeting our Business Plan objectives. We will closely monitor progress through the use of a sophisticated performance management framework. It adapts to scenarios and sensitivities and is a welcome toolkit for deep and clinical analysis down to a house-by-house basis.

Responsive repairs

Category	Performance Measure	Target	2020/21	2019/20
Emergency	Average time to complete	5 hours	5.5 hours	5.67 hours
Non-Emergency	Average time to complete	6 days	5 days	10.09 days

Looking Ahead

A Message from the CEO

The Pandemic has dominated all our thoughts over the last 18 months. However, due to our staff and residents following the guidance and keeping themselves and others safe during such a difficult time, we have managed to minimise any severe impact.

Abbeyfield continues to implement its Business Plan 2020-2025 which is all about the health and wellbeing of older and vulnerable adults in Scotland, striving to ensure no one is left feeling isolated or alone. Through flexible person-centred services, we will bring people together to improve lives.

We are entering an exciting period of our strategic aims and seek to partner with another registered social landlord. I am pleased to say we are having exciting discussions with Blackwood Homes and Care.

As we continue to implement our Business Plan objectives and roll out our new model of care and support, we hope Blackwood will enhance our offering and look forward to discussing this with them in more detail.

The importance of a continued safe and secure environment for our residents is the most fundamental factor of any constitutional arrangement we consider. Accordingly, any such proposal of a partnership structure will be subject to formal consultation with our residents and members.

The active discussions and negotiations regarding a constitutional arrangement remain concentrated on a strategic synergy and the best possible outcome for our residents. We have enjoyed a collaborative experience with Blackwood over the last few months to achieve this.



Karen Barr | CEO
Abbeyfield Scotland Ltd.

Care Inspectorate Report Grading

Latest report from the Care Inspectorate awarded our Housing Support Service:

Quality of care and support



5 - Very Good

Quality of management and leadership



5 - Very Good



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