



BIELD HOUSING & CARE

# A JOURNEY FOR CHANGE

ANNUAL REVIEW  
2020/21

 **BIELD**  
FREE TO BE

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## A message from the Chair

**Welcome to Bield's 2021 Annual Review. This has been a year like no other. I want to express my gratitude to our staff who have gone above and beyond to ensure that Bield has continued to provide vital services to our customers.**

Being Chair for the last eighteen months has been challenging to say the least. The pandemic has brought about moments of sadness we could never have predicted. However, I'm optimistic for the future as aspects of our normal lives start to return.

Our focus throughout the last year has been on keeping everyone as safe and well as possible. Our staff and the communities that support them have been incredible. I've been so impressed by their commitment, generosity and daily acts of kindness. Despite this important focus, we have not lost sight of our ambition to grow

further as a strong, values-driven and sustainable housing provider for older people in Scotland.

Our new Senior Management Team, under the leadership of Dr Lynne Douglas, has formed into a consistent and cohesive group – all whilst overcoming the challenge of working remotely. I think this bodes extremely well for our future.

The change in the way we have had to work has created lots of positive learning experiences. The importance of teamwork, open communication channels, and

utilising digital solutions has been fully acknowledged during this period. Services such as BR24, our telephone response service, must be congratulated for their efforts during the pandemic as they have proven we can all work differently.

The Board has also been busy this year. Like all organisations, it's good practice to regularly revisit how we monitor the business. Last summer we conducted a thorough examination of the Board's work and made some significant changes. We're pleased with the results so far and we're fortunate to have a great range of expertise on our side.

Bield are however recruiting new Board members. As we say goodbye to those who are retiring, I'd like to offer our grateful thanks to Susan Napier, our previous Chair, David Scobie, who has given nine years much valued service, and Soumen Sengupta, for his tremendous input.

This year we have started two significant yet fundamental pieces of work. Our People and Digital Strategies. Both are so important to our business and future aspirations. We want to be recognised as an employer of choice within the housing sector. To achieve this, we need forward thinking strategies that

will grow the skills and knowledge of our workforce, support their development and ensure that Bield is a great place to work. The appointment of a high-quality candidate to a new post, Director of People, this summer will provide the continued leadership this work requires.

Our digital ambitions are also considerable. If ever we needed reminding how important digital solutions are to our business and to the quality of everyone's life, this year has been it.

As is our usual practice, we were able to send our thanks to some long serving staff members who have moved on. We said goodbye to 3 staff members who all gave 25 years of service, along with a further 22 who have each given 15 years. They deserve huge recognition, and the Board would like to sincerely thank them for all their hard work.

I'd also like to take the opportunity to congratulate our Development Managers. I was so impressed with their effort, dedication and concern for their own communities, and we are so grateful towards them for everything.



I fully appreciate that we are still living in uncertain times and cannot predict the immediate future. However, I'm confident that Bield is in a strong position in terms of its customer and staff focus, its finances, its future direction, and how it intends to achieve these ambitions. We are committed to continue to strengthen our position and ensure that our customers and our core values remain at the heart of everything we do.

I do hope you enjoy reading the report and hearing about the past year and wish you well.

**Prof. Lesley Holdsworth**

***“The change in the way we have had to work has actually created lots of positive learning experiences.”***

Prof. Lesley Holdsworth

# Travelling in the right direction

I understand that everyone is exhausted, tired, and weary from Covid-19 and that the last thing you want to read about in an Annual Review from your landlord or factor is more details about the pandemic. However, this is a reflection on the year and when we look back across the past 12 months, it's been a period of managing through a tough pandemic and preparing Bield for a new journey.



Inevitably, the pandemic has overshadowed our original plans. Nevertheless, I feel that now is a good time to formally show our enormous gratitude to colleagues and volunteers throughout Bield. They have risen to the immense challenge of Covid-19 and worked tirelessly – sometimes with great personal sacrifice – to ensure that our tenants, owners and service users continue to receive the care they needed.

Our sincere condolences are with all those connected to Bield who have lost loved ones as a result of this virus, and to those who have suffered ongoing ill health. Bield has endeavoured to limit and reduce the spread of the virus across our services, which has been a huge team

effort. We thank our colleagues on the front line continuing to provide housing and care services, as well as those tasked with developing and managing our PPE supplies. Recognition must also go to the many people in Bield who are reshaping their roles to undertake calls to our most vulnerable and isolated tenants, owners and service users – we cannot thank you enough.

Furthermore, I'd like to recognise our Leadership Team who have continued to make critical decisions, provide guidance and support, and respond rapidly to changing guidelines and unfamiliar situations and demands.

When I joined the organisation in October 2019, nothing could have

prepared me for my first 18 months. Bield was approaching year four of a five-year strategy, so myself and our Senior Management Team were busy preparing objectives for the coming

year and had started to consider what planning would be required to continue to allow our tenants to be 'free to be'. Our ambition is to enable our tenants to live the life the

*“It has never been a more crucial time for Bield to adapt and provide for the future needs of Older people in Scotland.”*

Dr Lynne Douglas

way they choose. We were determined to continue to structure ourselves as the housing association of choice for older people in Scotland, providing the right services, in the right place, at the right time and by the right people. However, these plans needed to be adapted and refocused in the face of Covid-19.

With 2021/22 now in full flow, we're starting to emerge with reduced restrictions and our strategic ambitions need to be reaffirmed. We are committed to making sure our services are recognised for their quality and remain in demand. We know that the Scottish Population is ageing. We also know that older people consistently say they want to stay at home as they age. We understand that all Health and Social Care Partnerships have ambitions to support more vulnerable older people in their own homes and communities for as long as possible. It has never been a more crucial time for Bield to adapt and provide for the future needs of older people in Scotland.

I very much look forward to co-producing our next strategy with our tenants, owners, service users and staff. Together we can continue to build on our vital services and properties to ensure that we remain the landlord of choice for older people.

**Dr Lynne Douglas**

Annual Report 2021-22



# Our vision, mission and values

We understand that Bield's long term strategy must be adaptive and responsive. That's something we've all learned this past year. So our objectives for 2021/22 remain focused, but we know that delivering on them in an ever-changing business environment won't be without its challenges.

Let's remind ourselves of our vision, mission and core values going forward into the next year, and also how we plan to stay true to them.



## OUR VISION

Modernise Bield and celebrate our heritage as a care provider for Scotland's older generation.

### HOW WILL WE ACHIEVE THIS?

By listening to our customers, talking to our staff and securing a solid platform from which to provide future services and homes for our growing older population.

## OUR MISSION

Enable older people in Scotland to live high-quality, full and independent lives. We want to put what matters most to our service users at the heart of everything we do.

### HOW WILL WE ACHIEVE THIS?

By ensuring a diverse range of housing, care and other service options are specifically tailored to the needs of our customers.

## OUR VALUES

Our seven values are incredibly important to us and remain unchanged. They will continue to guide our approach to each other, our customers and partners. They are:

- Caring
- Honesty
- Equality & Diversity
- Dignity
- Inclusion
- Ambition
- Kindness

## HOW WILL WE ACHIEVE THIS?

By continuing to be Bield. Every part of our organisation aims to embody all seven of these values. We're striving every day to stay committed to improving our services for the people that matter the most. While the Covid-19 situation appears to be under more control, we know that you can't take anything for granted, especially not our core values.

There will be bumps in the road ahead, but we believe that if we continue to work together, we'll reach our goals for the next year.

# Reflecting on a year gone by

## An audience with Matt and Tracey

To better understand what it was like to work at Bield last year, we thought it would be good to hear directly from the staff who were in the thick of it.

Our Head of Service in Scotland North, Matt Lock, and his counterpart in Scotland East, Tracey Howatt, got together to answer some questions on what life was like at Bield during the height of the pandemic.

### 1. What has been the most difficult transition to make?

*Entering the unknown. During the first weeks and months there was no "normal" working practices for us. We moved our workspace into our homes and had to learn quickly to adapt to a new way of working and living. Guidance changed all the time too.*

*Communicating with colleagues and customers also changed, with little face-to-face contact and having to learn to use online facilities such as Zoom, Teams and Webex, to name a few, there was a huge learning curve for us.*

### 2. What has been the most straightforward transition to make?

*Working entirely from home as an office is not normal for us but being out of the office for long periods is. So the homeworking aspect has been the easiest transition. I think we adapted well to not always being in the office.*

### 3. What do you think has been most difficult for tenants during this last year?

*Shielding during lockdown, social isolation and constantly changing guidance and restrictions which caused confusion, especially when we moved from lockdown to the new levels' guidance. I think we were all affected by these factors as the situation was entirely new to all of us*

### 4. Do you have a nice story experience from the pandemic?

*Despite everything, customers have continued to move into developments and have expressed feelings of safety and security. Irrespective of facilities being closed there is a feeling that the situation will improve. But the sense of community amongst residents has remained! It's heart-warming to see.*

### 5. What is the biggest lesson you think the organisation learned about itself as a result of last year?

*The resilience, adaptability and dedication of our staff has been immense. Overnight we moved from working in our office to working in our homes, undertaking new tasks as and when they occurred. It's been an incredible effort.*

### 6. What's one thing you can't wait to see the return of at Bield?

*The closure of the communal spaces isn't ideal. I would really like to be able to see customers use all the facilities and enjoy their time together in them again.*

### 7. What do you think our customers would say about our housing officers during covid?

*Like all superheroes, most people don't know we're there until they need us. We go, we do, we leave – job done. I would like to think that our customers will appreciate that the role has been a challenge for all of us as employees and for them as tenants, and that we were all learning how to manage and deal with this together.*

# Contact Centre's BR24

## ALARMS, ACCREDITATIONS AND AWARDS

**Keeping people safe in their homes is the main job of our BR24 team. They are an essential means of communication and alarm detection, so maintaining this vital service is of the utmost importance.**

BR24 has had one of its most challenging years to date and thankfully, due to the team's resilience, have been able to adapt quickly. The team's amazing response to Covid-19 has been recognised throughout the Alarm Receiving sector.

The first lockdown saw BR24 implement IT changes which allowed them to have 100% of their staff working from home in just two weeks. Self-isolation could be maintained while working and the biggest advantage was the instant availability of staff when cover was required.

The home working arrangement has been so successful for BR24 that it will be built into the future working model long after restrictions have been lifted.

Despite the challenges throughout the year, standards were maintained, including the Telecare Service Association standards. Despite all the Covid-19 challenges BR24 successfully passed its most recent audit, retaining our accreditation for another year. A monumental effort given the circumstances.

The recognition didn't stop there as BR24's continued development helped Bield achieve a Silver Award for their progress towards switching to digital connectivity. This was issued by the Scottish Government's Digital Office and we're proud to report Bield were one of the leaders in this field. In preparation for the 2025 analogue switch off, ongoing implementation of digital technology in both our Alarm Receiving Centre and in properties has reminded us of our desire to be the first Scottish Housing Association to be communicating digitally with 100% of our tenants.



*“BR24 must be congratulated on their efforts during the pandemic as they have proved we can all work differently.”*

Prof. Lesley Holdsworth



## CONTACT CENTRE'S REPAIR LINE

Lockdown brought varying restrictions to the work field we could undertake in people's homes. During both lockdowns the team successfully maintained an emergency phone service to our tenants and residents. The jobs that we weren't able to undertake were constantly monitored alongside our contractors to ensure that, when the lockdowns eased, we completed all the remaining repairs.

Managing this meant we could carry out our own review of processes. New reports and standards have now been identified and successfully implemented within the team. This has also helped us steer the design of our incoming Cx repairs database.

The Contact Centre's journey will continue to evolve, but the staff can be proud of the progress they've made under the immense strain of last year.

# Planned maintenance

## KEEPING PEOPLE SAFE AND SECURE

In March 2020, Bield's Property Management Team responded quickly to the impending lockdown situation. All planned works, service works, and responsive works, other than emergencies, were put on hold on the advice of the Scottish Government.

It's not easy to stop a service of this magnitude across the whole of Scotland, particularly when staff also had to set up working from home. All ongoing works, especially planned works on site, were left in a safe and habitable condition. Unfortunately, some projects which were due to start had to be cancelled and others put on hold.

Following the Scottish Government's phased route map out of each lockdown, works resumed where possible with the team addressing the backlog. The planned works programme has now resumed, with essential works prioritised.



**£1.5m**

spend on planned maintenance (2020/21)

Despite all this disruption, there was a mammoth team effort and they still managed to complete all of the following works during 2020-21:

- 31 x tenant kitchens were replaced in void flats
- 19 x tenant shower rooms were installed in void flats
- 1 x external drainage upgrade
- 1 x external stonework upgrade
- 1 x roof repair upgrade
- 6 x heating upgrades



**£1.7m**

deferred due to the pandemic

- 13 x external redecorations
- 1 x warden call system
- 7 x fire alarm systems
- 32 x interlinked smoke and heat detector installations
- Digital communicators

Keeping tenants safe and healthy was at the top of the agenda. We're glad to report that all service maintenance and compliance standards were upheld throughout the year – ensuring the safety of our buildings,



**£158,950**

spent on kitchens

fire systems, water systems and gas appliances. We also achieved 100% compliance for gas certification and one-to-one contact with tenants using PPE control measures.

Lockdown undoubtedly slowed the team's momentum, but we're delighted by the promising signs of reduced restrictions. We can now return to doing what we do best – providing the best possible homes for our customers.



## A NEW DEVELOPMENT MALORY HOUSE, ST ANDREWS

**Bield are excited to announce that we have opened a new Amenity Housing development, Malory House, in St Andrews. Exclusively for people over the age of 60, Malory House is now home to 30 high-quality one-bedroom apartments.**

Malory House began welcoming new tenants mid-July and has already developed into a vibrant community to support older people to live independent lives in their own homes.

Bield worked throughout the pandemic to ensure preparation works were completed for the first tenants to move in once easing of restrictions allowed them to do so. With the support of Fife Council and additional funding from The Scottish Government, Malory House has provided 30 modern and energy efficient homes to help tackle the housing crisis and the ever-increasing demand for social rented housing stock in St Andrews.

## PUTTING THE CUSTOMER FIRST REVIEWING HOW WE HANDLE COMPLAINTS

The opinions and views of our customers matter greatly to us at Bield. They provide us with vital insights for improving our level of service and care. In 2019, the Bield Improvement Group (BIG), which is the tenant scrutiny group for Bield, explored our complaint handling process in further detail.

The work that BIG did revealed that while the majority of customers were satisfied with how their complaint was handled, some customers didn't feel Bield was responsive or attentive enough. We also learned that many people found the complaint process unfamiliar and confusing.

These findings sparked a need for change. BIG made a number of recommendations in relation to how we handle complaints. One of those recommendations was to update the information available to customers about the complaint process. This came in the form of a complaints process leaflet.



The project was commissioned to a local graphic designer, who worked alongside us to develop the leaflet.

We spoke with staff and the Bield Partnership Forum to hear their views on the content and design, making any changes or suggestions they had. We were very pleased with the results, and it has been positively received by customers and colleagues.

Staying connected during times like these is hugely important. Making sure all voices are heard remains part of our core set of values. Customer care is the cornerstone for the way we operate with everybody across Bield, so this journey of improvement has been helped greatly.

# Owner Services

We've witnessed an immense effort from all the teams throughout our organisation this past year. Everybody connected to Bield has gone to great lengths to ensure that we continue to provide the best level of care to the people we serve. Each and every service team has been on a journey of their own and, through ups and downs, they've managed to deliver. We've all embraced a new way of working and we're excited to share with you our big successes from the year gone by.

## KEEPING UP THE CONVERSATION

**Bield's Owner Services currently work with over 750 owners in 23 different developments across Scotland. This period has been tough for them as normally they'd be meeting with owners face to face. Sadly, this hasn't been possible. But it has meant they've had to work together to get all the relevant information to the right people.**

Normally there are two meetings a year to discuss budgets, accounts and any major works. Although the team trialled some online meetings, not everybody had the right technology to get involved. To solve this problem, our Owner Services team decided

to issue a pack at the end of 2020 that contained annual accounts, detailed breakdowns on key items, an overview of our financial position, a draft budget for the coming year, and a property report highlighting future works. The pack also contained a feedback sheet that could be sent back to the office or shared with a Scheme Manager. In addition, a new e-mail address was also set up which allowed owners to send comments directly to the team.

This way of delivering information was a learning curve for Owner Services and opened the conversation about improving how we

communicate using digital platforms.

Proper communication was the theme for the team last year as they also found success operating a 'reassurance call' system. Social isolation was at its height in 2020, so Development Managers began making contact with customers on a daily basis just to check in. The feedback was overwhelmingly positive.

Head of Owner Services, David MacInnes, said: "It's not been easy, but our job is to help people feel informed and make sure our essential services continue to be provided.



*We've pulled out all the stops to do just that and learned a few things along the way, which I think will help shape the services we deliver in the future! I'm delighted with the way we've performed."*

# Spreading the Bield feeling

## PROMOTING WELLBEING AND VALUING KINDNESS

**At Bield, our people are our biggest asset. Through their dedication, skills, compassion and resilience we are proud to deliver services that enable older people in Scotland to live independent and fulfilling lives.**

Our workforce is a diverse blend of talent who all share the same values. We want to be the employer of choice and strive to ensure we create a wealth of opportunities that engage with our staff. We aim to support and listen to their views – especially in relation to the development of our new People Strategy, which is a key priority in future years.

As we look ahead to the next 12 months, we are ambitious. Our People Strategy will focus on 4 key themes – Recruitment and Retention, Talent Management and Succession Planning, Reward and Recognition and Health and Wellbeing. The latter being a theme we're putting great emphasis on.

We like to encourage our staff to work towards a healthy work/life balance, and during this year we have actively promoted health and wellbeing to everybody. We've taken a variety of approaches to keep people feeling positive and joyful. The most successful being our new Wellbeing Hub, which brings together information and resources for employees to access and use.



## THE IMPORTANCE OF KINDNESS

The introduction of kindness to our core values is a key step for Bield. It's a statement of intent for how we wish to develop as an organisation in the future.

Alongside our Wellbeing Hub, our online Kindness Hub was another new addition last year. It's a place for staff and residents alike to share and celebrate simple acts of day-to-day kindness that enrich the lives of others.

Now more than ever it's important to support and care for those around you. The journey Bield has been on in the past year has brought about wholesale change in the way we work with each other. We believe that's something we can all be proud of. And long may it continue!

# Welcome to our new Board Member

## MEET CAROLE A NEW BOARD MEMBER JOINS THE BIELD FAMILY

With the retirement of a number of Board Members, we're excited be welcoming another new face to the boardroom – Carole Lamond.



Carole is a Fellow of the Chartered Institute of Personnel and Development, a qualified Executive Coach and a Member of the Association for Coaching. She is an experienced People Director who has worked in financial services for over 20 years. Having led these teams in the past, Carole has deep specialisms in Reward, Talent Management, Business Partnering and Talent Acquisition.

Carole comes to Bield with experience in extensive business transformation, specifically guiding directors and leadership teams. We're delighted to have a passionate people person join our team.

Carole left her previous job as Head of People at Multress Investor and joined us in September of 2020. She's taken to her new role like a duck to water and we're all excited for what lies ahead.

## ALWAYS ACCOUNTABLE A NEW APPROACH TO GOVERNANCE

Bield's Board of Management has rightly focused on organisational stability since the launch of our latest strategy in 2019. With the appointment of a new Chair, Chief Executive and new Senior Management Team members, it was essential to consider the impact of the pandemic on the tenants, owners and residents.

In September 2020, the Board decided to take a holistic review of its overall governance approach. The Short Life Working Group (SLWG) was established to review and improve how Bield would play its part in building a sustainable, better future for all.

The Board employed an independent consultant to help with the review. The main purpose was to revisit and affirm how the Board manages performance – specifically how the subcommittee roles and remits can best support the ongoing management and development of Bield. The review carefully considered delegated authority levels, working relations between the Board and the Senior Management Team, and how we treat accountability and responsibility. A review of training opportunities was also undertaken, so Board members can better access any training or upskilling they need.

The primary decisions from the review sessions included:

- Bield's operational performance will be lifted to the Board and will no longer sit within a subcommittee.

- A new framework and reporting structure will be developed to support this change.
- The Performance and Audit Committee will be reframed to focus on internal Audit and Risk; a new remit has been scoped and agreed.
- A schedule of delegated authority and reports is available alongside a new Corporate Calendar of events.

The Board also established another group to review performance in relation to the Annual Return on the Charter (ARC). The group was formed to assess and assure the ARC's level of performance being submitted to the Scottish Housing Regulator. The Director of Customer Experience led on an internal review of our data assurances and developed and enhanced our processes around this yearly submission. The Board took responsibility for questioning, understanding and assuring compliance.

This work was carried out alongside the normal governing responsibilities of the business. Specifically, promoting Bield's vision, mission, strategy and most importantly our values.

The Board is looking forward to the future and will continue to oversee Bield's performance and act as an ambassador for the organisation.

# Our highlights from last year

Everybody associated with Bield has come together to make the last year a success. What seemed like insurmountable obstacles soon became opportunities for change and growth. Drawing on all our core values and skills we managed the pandemic as a team.

We're immensely proud of the journeys our service teams have been on, but here are some of the people and projects that we think deserve a special mention.

## PERSONAL PROTECTIVE EQUIPMENT (PPE) FOR ALL SETTING UP SUPPLIES TO KEEP PEOPLE SAFE

We realised in early March 2020 that PPE, which our staff would need as the situation worsened, was already becoming difficult to obtain. On the instructions of our CEO, Lynne Douglas, the Property Management team were tasked with setting up a PPE supply and distribution facility.

Procedures were set up to source, record and deliver PPE and specialist cleaning supplies to all our developments. PPE Hubs were established in locations across Scotland to store and distribute PPE. Our Property Management Officers

were tasked with monitoring stock levels and delivering supplies.

The decision was taken early on to provide reusable masks for staff working in support and personal care situations. This meant that, even if supplies were difficult to find, a face mask was always available to protect themselves and customers.

The team that created the PPE Hubs stepped outside of their core role and used their transferable skills to help protect us all. A highly commendable achievement that deserves huge praise.



# CUSTOMER COMMUNICATIONS

Bield is a large organisation that's connected to thousands of people across Scotland. When the global pandemic hit, there was a distinct need to develop a way of communicating with everybody – especially our customers.

The Communications Team was at the heart of the efforts to deliver the right information to the right people. This was their experience:

*How do you communicate with over 5500 tenants, across over 175 developments, in 23 local authority areas, in the middle of a pandemic, in a volatile situation where people are asked to minimise travel and contact? The answer is not a simple one.*

*We used a variety of measures to try and keep our tenants, owners, staff and service users safe. At the beginning of the pandemic, we wrote to everybody to let them know of our actions and preparations. We also offered guidance on what people should expect.*

*However, as the situation progressed the guidance was changing almost daily, and this personal approach wasn't always possible.*

*We opted for a range of posters and guidance notes across our developments. In addition to that, we quickly hosted a new page on*

*our website for everybody to use, ensuring that tenants could get access to the latest information from us. We deliberately make our staff page available to the public too, so that everyone could understand what we were advising and asking our staff to do. We then realised that we needed a point of contact for our customers through our website 24/7 – [hello@bield.co.uk](mailto:hello@bield.co.uk) is where they can now contact us whenever. Our social media platforms also developed into a great communication tool.*

*It was particularly pleasing to us that the Scottish Federation used some of our materials to advise that these were useful resources for the rest of the housing association sector. We like to lead by example at Bield!*

*We want to thank everyone for following our guidance and advice. The past year was a whirlwind experience for us all, but I'm positive brighter days will come in 2021/22.*

## Communications Team

# MAKING WORK FROM HOME WORK SUPPORTING OUR STAFF IN TESTING TIMES

**Adapting in the face of adversity is what makes Bield special. The pandemic has forced us to move with an ever-changing situation. With government guidelines updating regularly, so does the way we carry out our work. The ICT arm of Bield is a fantastic example of a team who have embraced the challenge.**

Head of Technology & Information Management at Bield, John Malone, said:

*"The pandemic sped up the move to remote working that had long been predicted in technology circles. When designing our server and network infrastructure a few years back, we allowed for all users to be remote, accessing virtual desktops running on servers at our data centres.*

*Mobilising when office staff were told to work from home was a challenge, but we were prepared. We even virtualised the BR24 Alarm Receiving Centre (ARC) so staff could answer alarm calls from home – something no other had managed at the time."*

*The team felt that transporting equipment to homes across Scotland*



*wasn't viable. So Bield moved to a system where computers are supplied direct to the staff member's home and then set up 'over the air' once they connect it to their home network. Earlier this year we rolled out 120 new laptops and 400 smartphones using this method.*

*The new way of working has informed our technology update programme – The Big Reboot. This consists of 15 separate projects including upgrades to business applications, data and information management and the digitisation of our estates. Overall, these are exciting times for not just Bield, but for technology as a whole.*

# Financial Highlights



**Turnover from affordable letting activities** was **£34.57m** with an Operating Surplus of **£3.42m**



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**Turnover from Other Activities** was **£6.70m** with an **Operating Surplus of £0.54m**



We made a **net financial loss of £1.33m** after a **pension adjustment of £7.35m**



We have spent **£7.46m on improvements or maintenance** on our properties



**Long term borrowings have fallen** to £1.7m from £2.0m in line with the repayment schedules.



We received a grant from the Scottish Government for **£1.9m to help us to provide 30 flats** in St Andrews, Fife.



**We invested £0.69m in new IT equipment and systems** during the year to modernise our business and allow us to work remotely during covid-19

# Performance Highlights

At Bield, we are proud of what we achieve and the services we provide - but we know that we can always improve. Covid-19 unfortunately has had a detrimental impact on many of our indicators, but we have been able to manage and reduce some of the damage from the pandemic. Have a look at some of our highlights below alongside some narrative around how this compares to last year:

## CUSTOMER SERVICE & SATISFACTION



**84% - overall satisfaction with landlord services.**

This is the same result as last year.



**79% of Stage 1 Complaints responded to within target.**

This is up 19% from the previous year (60.5%)



**100% of Stage 2 Complaints responded to within target.**

This is up 50% from the previous year (50%)



**96.58% of rent was collected this year.**

This is down 3.24% from last year (99.82) and therefore Covid-19 has had a marginal impact on our ability to collect rent.



**Average relet time (days) is up from 40 days to 91 days.**

This is a significant impact from Covid-19 and will be a focus in 2021/22.



**The financial losses from voids are up 0.32% from last year.**

Although this is a marginal impact our internal target is 2.71%. This will be a focus for 21/22.



Current tenant arrears as a % of gross rent.

**Arrears are up 0.14% from 1.37% to 1.51%.**

This is another marginal impact from Covid-19.



**Former tenants arrears written off are up from £45,974 to £84,766**

as a result of Covid-19. This is a significant impact from Covid-19 and will be a focus in 2021/22.

## REPAIRS, MAINTENANCE, MANAGING YOUR HOME



**The average time for emergency repairs is up 0.22% from 4.32 to 4.54 hours.**

This is another marginal impact from Covid-19. This is commendable result in Covid-19 circumstances.



**100% percent of properties**

have a valid gas safety certificate. This is the same result as last year and a commendable result given the restrictions on entering homes during Covid-19.



**95.75% of our properties meet the Scottish Housing Quality Standards.**

This is a small reduction from 97% (1.25%). This is another marginal impact from Covid-19.



**97.18% of BR24 calls answered within the 60 seconds,**

a 1% decrease from last year (98.17%). Again, this is a remarkable result in a Covid-19 situation.

# BOARD OF MANAGEMENT

Lesley Holdsworth OBE, *PhD, FCSP, FFCI, SRP, DPT* (Appointed Chair from 1 March 2020)

Robert Fernie *ACMA, CGMA* (Vice Chair)

Margaret Moore (Appointed Vice Chair – 27 February 2020)

Pat Dawson

Ingrid Deuling *Dip, COT, COTSS-Housing, HCPC (retired), BEM*

Isobel McGarvie *B. Acc, CA, ATII*

Gerry O'Sullivan, BA

David Scobie, FRICS

Moira Sibbald, LLB

William Smalley

Graeme J Russell, BA (Hons) FCIH

Carole Lamonde, FCIPD MAC

Eric Lewis, BA (Open)

Soumen Sengupta



# DIRECTORS

Chief Executive, Dr. Lynne Douglas

Director of Business Development, Val Hunter

Director of Finance & ICT, Paula Rice

Director of Customer Experience, Diana MacLean

Director of People & OD, Nicola Ritchie

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