

Focusing on the future





Our commitment to 'Putting Our Customers First' has shaped many of the activities and decisions we have taken this year.

We want to deliver homes and services to meet the needs of current and future customers. Ensuring Scotland's older people can live as independently as possible, for as long as possible.

We have more work to do but we hope you enjoy reading about what we have been doing and our plans for the future.

A reflection from our Chair and Chief Executive

If there is one thing we can say with certainty it's that change is inevitable. At Bield, we welcome change. We see it as an opportunity to grow and improve – something we haven't stopped doing since day one.

Being faced with tough decisions is part and parcel of our job and this year we have had to make a number of challenging decisions. The closure of Munro Court Care Home and Glasgow Flexicare were particularly sad occasions for us.

We recognise the impact these decisions have on the lives of all the people involved. But, we are positive that every difficult choice we make is ultimately for the better for the organisation.

One of our core strengths is the ability to adapt and innovate and to do so with confidence.

Deciding to modernise traditional sheltered housing was a difficult decision to make. The new model of retirement housing was untested. However, it worked, and it provided us with a solid foundation to remodel some of our other services, in turn reducing our reliance on external funding.

Providing services for the ever-growing older population can be a financial challenge, especially in the current climate. This year we were faced with a reduction in funding, so in an effort to adapt we decided to make changes to six Housing with Care developments in Glasgow. These changes were made in a way that meant our residents could remain in their homes – something that was incredibly important to us.

With a huge demand for our services, the future at Bield is bright. There is a great opportunity to partner with other groups of people – all with the goal of improving the lives of older people.

We know better than anybody that the difficult choices made this year were made with one explicit aim – to continue to improve the lives of older people. Our Board and staff team are determined to face the coming year head on, and keep on doing what we do best.



Susan Napier, Chair
& Brian Logan, Chief Executive

On a personal note...

When I joined Bield's Board of Management in 2014, I didn't envisage that three years later I would take over from Gerry O'Sullivan as Chair. Life certainly is full of unexpected twists.

Taking on this role was somewhat less daunting as I was joined by two vice Chairs, Bill Nicolson and David Scobie. It is quite uncanny that I find myself rekindling a working relationship with David who I first worked with in the Development Department at Hanover (Scotland) in 1979.

We are a diverse group on the Board with experience in a wide range of backgrounds. However, one thing we do share is the same passion and commitment to improving the lives of Scotland's older people.

It's been 9 months since I took up the position of Chair in September 2016, and we find ourselves now over halfway through a tough year. But we have an excellent team at Bield, and together with my fellow Board members I am confident that we will rise to the challenges of the years ahead.

Susan Napier
Chair

Our goal, now
and in the future:
for every Bield
customer to feel
happy, secure and
independent in
their home

PROPERTY

Keeping up with the day to day

Owning more than 4,700 properties is a big responsibility. But Bield is not just a large organisation in terms of housing stock. Our properties and services are spread across 23 local authorities.

Letting and maintaining properties across such a large geographical area takes considerable resource, both in terms of time and money.

This year alone we let 724 properties. That's an average of 14 properties every week, or 2 each day.

Managing this turnover is part of our day to day work – easily overlooked but crucial to what we do at Bield. We are proud of what we achieve day in day out, but we know there is room for improvement.

Goal: to maximise the income we generate from rents

What we've done: This year we focussed efforts on reducing the time it takes to re-let properties. We have now reduced this by 9 days, to an average of 56.5 days.

What we're doing: This year we lost 241% of income through properties being empty. We will work to reduce this figure.

Repairs and maintenance

Living in a rented property means someone else has the worry of taking care of the repairs. It's one of the reasons many people choose this type of home in later life.

Last year we carried out an average of 3.37 repairs for each occupied property. That's a total of 14,270 repairs.

Goal: to deliver a fast, reliable and high quality service for our customers

What we've done:

Routine repairs: We set a target of 20 working days for routine repairs, so we're very pleased that the average time to complete them is less than 5 working days. 94% of these repairs were completed on the first visit.

Emergency repairs: 1,944 of day to day repairs fall into the category of emergency repairs. The average time to complete these was just over 4 hours.

Medical adaptations: We completed 241 medical adaptations during the year. Tenants value these adaptations as they help maintain independent living. 89% of those surveyed following a property adaptation said it had increased their ability to maintain independent living.

What we're doing: things don't always go as smoothly as we'd like, but we have invested considerable time and effort setting up regular meetings with our contractors to ensure we deliver the repairs service our customers expect.

In an average week we will complete:

14
property lets

274
repairs

5
medical adaptations

Investing for the future

This year we spent almost 23% of our turnover – that's £11m – investing in and maintaining our housing stock. That's a considerable sum, but we know it's a wise investment.

Like all households, we have a lengthy list of things we would like to do – and things we absolutely must do. Maintaining lifts, fire systems and garden areas, to name just a few, are things that require regular attention. Our Asset Management Strategy helps to ensure we are investing in the right places at the right time.

Goal: to ensure our properties remain a desirable place for older people to live

What we've done:

A new 'step free' project at Turnbull Court in Duns, where we installed four internal platform lifts and an external lift to make the building accessible for both existing and future tenants. **Investment: £200K.**

At Restondene in Livingston we reconfigured a number of studio apartments into modern one bedroom properties. **Investment: £119K.**

Other major works include:

- replacement of windows and doors at 3 developments
- window replacement at 1 development
- Warden Call replacement at 3 developments

New developments

Construction began on our newest rental housing at Fleming Place in Edinburgh. Due for completion in February 2018, these 1 and 2 bedroom apartments will provide much needed homes for local people.

We completed our development at St Andrews. The Walled Gardens will provide 78 retirement apartments available through Shared Ownership.

This development will increase the number of properties receiving a factoring service from Bield's Owner Services team to more than 860.



Restondene
Livingston



Fleming Place
Edinburgh

OUR CUSTOMERS

Our goal, now
and in the future:
to put people
at the heart
of every decision
we make



OUR CUSTOMERS

Engaging with our customers

Bield is not – and has never been – a one-size-fits-all organisation. So it's vital that we allow tenants and other customers to get involved and have their say, so we can tailor our services to suit their needs.

Goal: we've always been good listeners, but we want to be better

What we've done: This year we developed a Tenant Engagement Menu, which is included in the welcome pack for new tenants. It highlights all the great ways in which tenants can become more involved and voice their feedback. These include the Partnership Forum, Bield Improvement Group (BIG) and the Owners Forum.

Partnership Forum

Now in its 14th year the Partnership Forum is the national body of Bield's tenants. The group play a vital role in tenant engagement meeting with senior staff throughout the year to discuss a wide range of issues.

Bield Improvement Group (BIG)

Despite being in its inaugural year, BIG has already reviewed the 'Ending Tenancy' policy. They are awaiting the outcome of their recommendations to the Board of Management before embarking on their next challenge.

The Owners Forum

This group comes together twice a year to discuss how we could improve the factoring service we provide. From helping people find new gardeners to fixing squeaky doors, we are always working to ensure that we can be as helpful as we can.

Mystery shopping

A group of tenants participated in a review of Bield guest rooms using a mystery shopping approach. We're looking forward to hearing what they have to say – good or bad.

Surveys

This is still a useful way to gather feedback from all our customers, especially new tenants. We know we are getting something right when 94% of new tenants report an increase in their feelings of safety and security having moved into a Bield property.

Dealing with complaints

If our customers aren't happy, we aren't happy. We continually strive to improve our customer service, because that means we are improving the lives of the people we care for.

Four years ago we put in place a new complaints procedure, and in that time we have listened to and logged just over 900 complaints. Lending an ear to our service users is just one example of our willingness to listen to all of our customers.

Goal: to reduce the number of complaints we receive each year

What we've done: Although complaints are never what we look for, they are a useful learning experience. They help us make improvements across our services. As a result of customer feedback this year, we have reviewed our policy on Emergency Keys, updated Power of Attorney procedures, made changes to BR24 procedures and improved staff training.

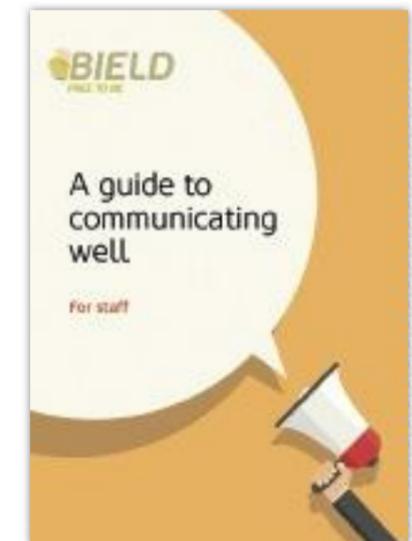
Result: We're pleased to report that the number of complaints has fallen since last year from 229 to 195.

Improving the way we communicate

One of the themes that continues to feature in many complaints is communication. Whether chatting face-to-face, speaking on the phone or writing an email, it's so important that the people using our services can rely on us to be open and honest, sensitive to their issues and most importantly, helpful.

Goal: for every communication with Bield to be a positive experience

What we've done: This year we have developed a new Communication and Engagement Strategy. This includes a toolkit that will be distributed to all members of staff, showing how to communicate with customers, colleagues and stakeholders in a Bield way – with compassion, empathy and respect.



94%
of new tenants
feel more safe
and secure

15%
fewer
complaints in
2016/2017

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and in the future:
to help older people
to live as independently
as possible, for as long
as possible

SERVICES

Digital innovation

The potential benefits of digital technology are almost boundless. It gives our customers far more ways to access support than ever before, so they can continue to live independent and fulfilling lives.

Goal: to bring the benefits of digital technology to more customers

Response24 supports over 12,000 people

One of the largest telecare services in Scotland

Proud to be working with the Scottish Government

Response24 provides telecare and monitoring services to Bield tenants and owners, as well as 50 other housing organisations across Scotland. The number of older people they support exceeds 12,000, making this one of the largest telecare services in Scotland.

Using the latest Jontek technology, the Response24 team can adapt and tailor their services to individual customer needs. The range of services they provide continues to grow, and if a customer tells them they need a service, this innovative and friendly team will explore a way to make it happen.

This year they were thrilled to win a tender to deliver services on behalf of Inverclyde Council, resuming a partnership from 2013.



It will be particularly rewarding for the team to work with customers who know about the service already, while introducing them to the many improvements that we have been developing over recent years.

From 2025, BT will be switching off the analogue telephone system, by which time all telecare services will need to have moved to digital technology.

We are delighted that the Scottish Government has recognised our commitment to innovation, selecting Response24 to work alongside them and other telecare providers on this significant digitalisation project.

Rays of sunshine

What makes Bield different is our ability to recognise the needs and wants of every individual, then make sure we're doing everything we can to help them enjoy life to the full.

Goal: to expand services to help older people remain independent

What we're doing:

Bield at Home

Bield at Home is a community-based service, registered with the Care Inspectorate as a care service. But it's a care service with a difference and provides a whole lot more than care for the people who use the service.

The service at Westport Resource Centre in Linlithgow started in 2013. In the four years since it started it has expanded and developed considerably – providing between 160–170 hours of support every week to older people living in Retirement Housing at Westport and in the wider community in Linlithgow.

This much-valued service provides support from simple domestic tasks such as cleaning, washing, ironing and shopping, to support with meal preparation and personal care. It depends on individual needs and wishes. Staff also support tenants with a variety of social activities and outings, or simply spending time with them in their homes – valuable support for many older people who can become lonely and isolated if they are unable, or lack the confidence, to go out on their own.

The support for each individual is absolutely unique, tailored specifically to individual requirements and choice, and flexible enough to accommodate changes as they are required. The service has changed the lives of numerous service users for the better, and has also provided invaluable respite and reassurance for family carers. Demand for more places is high and continuing to grow.

Bield currently offer this service at a number of locations and with the pressures faced by local authorities the demand for this type of service is growing and we are uniquely placed to develop this service in other locations.

New Services – Retirement Housing with Meals

Where there's a will there's a way has always been our approach. Rather than look at the negative side of losing funding for some of our Very Sheltered Housing Developments, we did what we always do – look at other options.

It's not always easy and we often go down many roads before finding the right one but after much hard work we developed a new model of Retirement Housing with Meals.

Like Retirement Housing this model is no longer reliant on external funding and means we can offer increased flexibility and choice for all tenants at the development. A local staff team available 9am – 7pm will provide services.



We've enjoyed an unprecedented year for our fundraising activity. With hard work, determination and a lot of fun, we raised over £150,000. Huge thanks to all our fundraisers for their immense and tireless efforts.

Goal: to increase donations to fund more life-enriching projects

Good news:

We were delighted to win an award from the Scottish Government's People and Communities Fund in 2016. This grant meant we were able to support an incredible 10 services throughout the year.

The generous donations continued with People's Postcode Lottery, Bank of Scotland Foundation, Short Breaks Fund, RS Macdonald Charitable Trust, Lintel Trust, Cruden Foundation, local groups and individual donors, all coming out to show their support.

As ever, we are extremely grateful for every donation. Without them, projects including the Preston Pantry, Playlist for Life, evening care and art groups (to name just a few) simply wouldn't exist today.

Growing our Volunteers

The Volunteer Strategy 2017-2022 sets out Bield's continued commitment to grow and support volunteering over the next 5 years, by making a commitment to:

- Offer volunteer services to all customers across Bield.
- Offer a wider range of volunteer opportunities to meet the needs of our service users and attract a wider variety of people to volunteer.
- Augment our existing volunteer programme by building links with the local community and consider developing new volunteer services.
- Make volunteering a great experience for our volunteers.

The Board and Committee members are volunteers too. Without their valuable contribution our Governance Structure would not function.

Bield is extremely proud of the contribution of all our volunteers to improve the quality of life of older people. This 5-year strategy will provide a strong base to develop and grow our volunteer services further and make volunteering an even better experience for everyone involved.



During this year's AGM we bid farewell to Margery McBain, who retired from the Board after six years. Thank you for everything you have done.

Board of Management, Directors and Advisers

Board of Management:

Susan Napier, BSocSc, FRICS
(Chair – Appointed 15 September 2016)

Bill Nicolson* (Vice Chair)

David Scobie, FRICS (Vice Chair)

Hugh Carr, BA (Hons), ACA, CPFA

Pat Dawson (Co-opted 23 March 2017)

Ingrid Deuling, Dip COT,
COTSS–Housing, HCPC (Retired), BEM

Robert Fernie, ACMA, CGMA
(Co-opted 23 March 2017)

Lesley Holdsworth, PhD, MPhil, FCSP,
SRP, DPT

Margery McBain, BSc, MBA, FCIPD
(Retired 15 September 2016)

Jacqueline McCormick, MA (Hons), FCIH

Michael McFee, LLB, CA, ATII

Isabel McGarvie
(Co-opted 23 March 2017)

Gerry O’Sullivan, BA
(Retired as Chair 15 September 2016)

Moira Sibbald
(Co-opted 23 March 2017)

Mohanjit Singh, BSc

William Smalley*

*Tenant of Bield

Company Secretary:

Scott M Smith, FCMA, CGMA
(Resigned 24 November 2016)

Clare Beesley
(Appointed 24 November 2016)

Directors:

Chief Executive
Brian J Logan, BCom (Hons), CPFA

Housing Services
Graeme Russell (Interim Director)
(Resigned 13 May 2016)

Asset Management
Stuart Dow, MCI0B

Care Services (Housing Services Interim)
Charlie Dickson, RMN, CSWM, CHM
(from 16 May 2016)

Finance & ICT Services
Scott M Smith, FCMA, CGMA

Human Resources
Jayne Pashley, BSc (Hons), MSc, LLM,
FCIPD (Resigned 31 December 2016)

Nicola Harcus (Interim Director)
(Appointed 6 February 2017)

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