



**PUTTING
PEOPLE
first**

ANNUAL REPORT 2019/2020

All photographs were taken
before Covid-19 restrictions

 **BIELD**
FREE TO BE

Dr Lesley
Holdsworth
Chair



A message from the Chair

Dr Lesley Holdsworth

Welcome to the 2019/2020 Bield Annual Report. As we all know, this year has not been without challenges for all of us. In this issue, we'll be focusing on the importance of kindness, particularly during difficult times, as well as sharing how we've been keeping our services running with an eye on innovation and the future.

When I became Chair of Bield at the beginning of March this year, I had hoped to be overseeing the final phase of our planned restructure, which will see Bield continue to grow as a strong and sustainable housing provider for older people in Scotland. Without a doubt, Covid-19 has slowed progress, but rest assured, the plans are still in place.

I am so proud of the way that Bield has responded expertly to this pandemic, making sure we do everything possible to protect our tenants, owners and workforce. What I can report with great admiration is how skilfully the full Bield team has rallied, and, with care, commitment and kindness, pulled together – just as we knew they would.

I would also like to highlight the fact that all of our senior management team are brand

new to Bield, including our new CEO, Dr Lynne Douglas. What I have seen from them in terms of leadership, cohesion, clarity of action and dedication has been nothing short of amazing. I find it hugely reassuring and it's clear to see how we've all benefited from their approach. They've worked together to develop new processes and working arrangements at a pace and scale that has kept Bield moving forward, and for that we thank them.

As we continue to put safety and well-being at the heart of our current efforts, we are still going ahead with our plans for future growth. It's fitting that we have been reminded of the importance of kindness. In this year alone we've witnessed so many acts of kindness, and the difference they've made to the quality of life for all is obvious. Going forward, it is therefore important that we include 'kindness' in our core values and I'm delighted to see it featured within this report. It's part of everything we do here. Every interaction, service or product has kindness at its heart. This annual report will highlight how kindness sets us apart, and we'll also be offering up some simple but effective ideas for how we can all change the lives of those around us.

The Board of Bield have been and remain fully supportive of both the focus of the last few months and the vision we have for the future. Over the coming months there will be further changes to the Board. We thank Gerry O'Sullivan, Janette Stone and Moira Sibbald for their valued input and service as well as Susan Napier who previously chaired the Board. As we strengthen our Board, we are delighted to welcome Graeme Russell and Eric Lewis, who will be joining us as our first Bield owner representative. Their contribution will strengthen our expertise and ensure that we continue to support the delivery of our strategy.

I fully appreciate that we are living in uncertain times and predicting the immediate future is difficult. I am confident, however, that we will continue to solidify Bield's position and champion our core values, including kindness, putting them at the very heart of what we do.

I do hope you enjoy reading this report and wish you and your loved ones well at this difficult time.

Taking the reins

Dr Lynne Douglas

This annual report shares the work that has been ongoing within Bield Housing and Care over 2019/2020. I'd like to acknowledge that the Covid-19 pandemic has, since March of this year, had a significant influence in taking work forward. We are very aware of the human impact of this enduring public health emergency on our frontline staff and customers. But I'm proud to say that the Bield community have pulled together and worked hard to keep everyone safe.

Bield as an organisation has a strong reputation and our mission to help keep older people living independently in their own homes resonates with me strongly. In my previous role as the Director of Allied Health Professionals, much of my work was working across boundaries to promote health and well-being so that people could live and age well in their communities.

As with all living systems, things ebb and flow and Bield is now in a period of renewal and regeneration. Working from a solid platform, with excellent, committed staff and a strong customer base, the new senior management team and I are excited to take Bield forward sustainably beyond its 50th Anniversary – which we will celebrate next year.

We have added 'kindness' as a value in Bield and putting people at the centre of everything we do will be our guiding principle. I am committed to working with staff and customers to ensure that our housing developments are vibrant communities that offer a range of modern services and access to technology and local community assets.

We have been through a challenging time with Covid-19 in recent months and I would like to express my thanks to our staff and volunteers for their hard work throughout. We have come through it understanding more about our customers and have a greater network of volunteers, who are connected to the many amazing local initiatives that communities undertook to keep us all safe and protected from the virus.

I look forward to being on this journey and meeting with many of you over this next year, and I hope to see the kindness of Bield continue on for many more years to come.



Dr Lynne Douglas
Chief Executive

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A wealth of experience

Meet the new senior management team

Part of our organisational review involved a restructuring and streamlining of our senior management team. We are pleased to confirm that this team is now in place, underpinning our strategy to position Bield as Scotland's leading provider of housing, care and support for older people.

Here we introduce our three new directors, who between them bring over 75 years of experience in care, innovation and leadership.



Diana MacLean
Director of
Customer Experience

Diana joined us in June, bringing with her over 20 years of experience drawn from various sectors. Prior to joining Bield she was Operations Director for Weslo Housing Management in West Lothian, and before that spent around eight years with Radian Group Ltd as Assistant Director of Housing and Customer Services.

In her role as Bield's Director of Customer Experience, Diana will look to modernise the experiences of our customers and support staff to keep providing the best care and housing services they can.

Diana – who holds a Masters in Public Administration (MPA) from the London School of Economics – is relishing the opportunity to work with such a progressive team. She is especially looking forward to working alongside Dr Lynne Douglas. With Lynne's experience within the health sector and her own knowledge of the housing sector, she feels there is a fantastic opportunity to transform the relationship between the two.

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We have the potential to make Bield not just a Scottish leader within the industry, but across the UK.

Diana MacLean

Paula Rice
Director of Finance
and Resources



Paula joined Bield in May, taking up a role that will see her lead the Finance, HR and IT teams across Bield. She has already outlined her determination to support the organisation's staff to continue providing the best care and housing services for customers.

Paula's own values are aligned to Bield's, and is drawn to an organisation that puts people at the heart of everything it does. She enjoys working in an environment where she can have a direct impact on transforming people's lives..

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I am delighted to join a team where I can add value and am able to directly contribute to helping Scotland's older people live independent and fulfilled lives.

Paula Rice

Val was appointed in April 2019, so has been leading the Business Development team for well over a year. She was particularly excited to join Bield, as she knew from personal experience that the organisation mirrored her own values.

Though not from the housing sector, Val has worked in property for over 30 years, including strategic property planning and development for the commercial and higher education sectors. This experience means she brings a fresh way of looking at the homes we provide and plan for the future.

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At Bield I have found fantastic colleagues who genuinely care about our residents and are passionate about delivering the best service possible.

Val Hunter



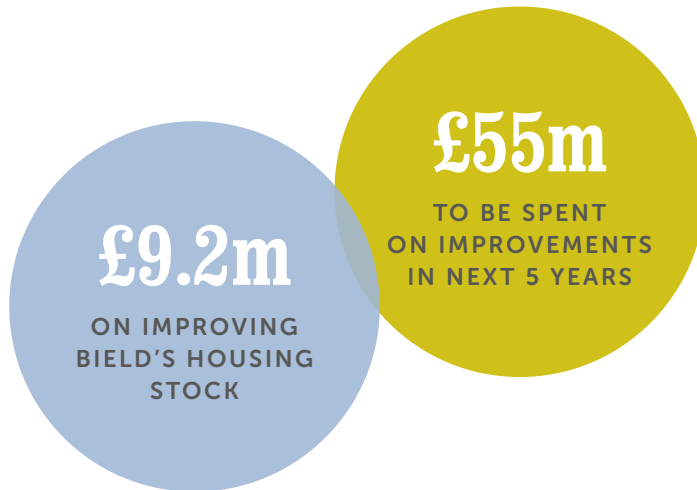
Val Hunter
Director of
Business Development

Innovating and adapting

Innovating and adapting in the face of adversity is what makes Bield special. This year has forced us to move with an ever-changing situation. With government guidelines updating regularly, so does the way we carry out our work.

Embracing fresh methods has given us the opportunity to establish new norms for the company. The introduction of more technology has not only increased our level of communication, but our efficiency too. Everybody who is 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, and we're excited to keep discovering more ways to deliver our service.

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We recognise the important role technology plays in improving the lives of older people.
Dr Lynne Douglas,
Bield Chief Executive



Turning houses into homes

One of our top priorities is to ensure that our empty Bield properties are made into homes and allocated to new tenants more quickly.

During the pandemic, unoccupied properties were only being allocated in exceptional circumstances – due to restrictions on movement and limited access to services needed for a tenant to move in.

But in true Bield fashion, we turned this problem into a solution – changing our processes for viewings and offers. We had already piloted some of this work prior to lockdown, but the pandemic provided the perfect time to fine-tune it. And we're thrilled to say that we're now using these processes as regular methods for offering properties:

- Assessments are carried out via WhatsApp and Skype
- Area Managers use tablet devices to upload assessment visits directly to the system, reducing processing time and enabling offers to be made more quickly
- Viewings for those living outside the area are made over WhatsApp, reducing the need for travel

As we move forward, we will continue to consider how new technologies can be used to help us market our properties.

BR24

Working round the clock

For many of our customers, BR24 is a lifeline. It's been an essential means of communication and alarm detection for a while now, so when the pandemic hit, Bield immediately put plans in place to maintain this vital service.

We successfully implemented a new management team and relocated to our purpose-built Alarm Receiving Centre within the Glasgow office. This was followed by a review into its operational procedures.

The bulk of 2019 into 2020 has been used to improve BR24's overall service and so far, we've been able to report some of the best results

seen for many years. These results also allowed us to obtain our TSA accreditation for yet another year.

These achievements gave BR24 and the Contact Centre the stability needed to confront the Covid-19 pandemic head on. When lockdown arrived, there was an immediate move to roll out a work from home plan for BR24. Laptops and headsets were rounded up and within 2 weeks we had 52 staff members working from home. Steven Rankine, Head of Contact Centre Operations at Bield, said: "Operationally speaking, working from home has proven an instant success. This is unprecedented for Bield and we're delighted with what we've been able to achieve."



This year we were even recognised by the Scottish Government for our achievements, keeping 95% of our BR24 team working when experts predicted we'd only be able to operate at 40% capacity.

The most important thing to remember however is that our residents felt little to no effect from these changes. With increased anxiety among service users and more calls coming in than usual, it was crucial to us that our phone lines stayed open. And they did.



PUT A SMILE ON THEIR FACE

Make their
day and
SAY HELLO

Bield at Home

Caring during Covid

Bield at Home currently provides help and support to people living in our West Port and Brae Court developments in Linlithgow. The programme also reaches beyond our gates and into the wider community too.

Like most of our services, the impact of the pandemic has required us to reconsider how we operate. We've had to manoeuvre around issues regarding shielding and self-isolation for both staff and residents, but we're thrilled to report that significant steps have been taken to ensure this vital service continues.

The supply of PPE was implemented quickly, new rotas and workplans were developed and the Bield at Home team adapted fast to this new way of working. Moreover, the use of technology has allowed us to communicate better with customers and as a team.

This year Bield at Home has:

- Combined services with nearby housing developments
- Witnessed greater collaboration between services, benefitting employees and customers
- Undertaken a Care Inspection (October 2019), which led to a positive learning experience for the new leadership and wider employee team

Next year Bield at Home will:

- Increase marketing and better communicate the work the service does
- Implement a new structure to ensure an effective local leadership team
- Review and identify new technology systems to further improve communication

Bield at Home has experienced some change, but the core mission of the service remains the same – to be an extra pair of hands in the community. With teamwork, compassion and a willingness to lend an ear, Bield at Home has remained every bit as effective.



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The Bield at Home team are excellent. So kind and compassionate, they're more like friends than carers.

Linlithgow Resident



BE SOMEONE'S SUNSHINE

MEET
for a virtual
coffee

Valuing our volunteers

In response to Covid-19, a Bield Volunteer Group was set up on 1st April 2019 by our Head of Policy & Customer Standards, Zhan McIntyre. We called on our amazing volunteers to help provide additional support and work with local communities. They stepped up, enabling us to act quickly and respond to requests when they were needed most.

The Bield Volunteer Group all chip in with tasks like picking up prescriptions, delivering groceries and dog walking. The Covid-19 crisis has posed some difficulties for the group, but it certainly hasn't deterred them.

Lockdown measures have meant it's been more difficult to carry out tasks in people's homes. However, helping out can often mean putting in a few phone calls. Bield's volunteers recently noted that some tenants needed a hand with their laundry, so they discovered and contacted a local launderette that offers a pick-up service for people who are self-isolating. This is a wonderful example of the team going that extra mile to find a solution.

This year our volunteer network has grown rapidly, but there's always room for more. In the future we'll be continuing to reach out to other organisations and individuals who are keen to get involved.

Home improvements

We're always working to assist older people to live more independently at home. During 2019/20 we spent approximately £318,000 on adaptations that will make life easier and safer for our customers. These included:

- The modernisation of elevators in 2 developments
- 55 fire & smoke alarm upgrades
- 23 external & internal redecorations
- 10 bathroom refittings

Here for the people who matter most

As we progress and navigate through the pandemic and the challenges it has posed, we think it's important to remind ourselves of the powerful impact that Bield's kindness can have on our communities.

Whether it's the tireless work of our volunteer teams or the Bield at Home staff, going above and beyond the call of duty to care for residents during lockdown, our customers remain at the forefront of our efforts. Barriers in both business and everyday life have meant that keeping Bield's wide array of services running has been difficult. But by and large, that's exactly what we've done.

Having pulled together tremendously well, everyone at Bield has problem solved, adjusted and in many cases, made great sacrifices to keep things ticking over. We're still making houses homes through virtual viewings, we're still touching base with residents over the phone and we're still making great strides in care for older people up and down Scotland.

Kindness has always been a part of our DNA, but we hope that officially declaring it a distinct Bield value will demonstrate just how important we believe it to be.



A new development

Moncrieff View, Lenzie

In Lenzie, a private development is underway to convert the former primary school into 20 luxury apartments. We are delighted to be partnering with the developer (Vaga Developments) to meet the Local Authority's stipulation to provide an element of affordable housing. We will hold a 25% share in perpetuity on five of these apartments. Rent will be charged at 80% of the market appraisal figure to meet affordability criteria, while providing high quality homes for Scotland's older generation.



A BLOOMING GOOD DAY

Water your NEIGHBOUR'S garden

93%

OF REPAIRS
COMPLETED
FIRST TIME

Owner Services

Opening up the conversation

Bield Owner Services is a factoring service provided to owners of apartments in a single block or development. The role of the Owner Services Team can include anything from communal grounds maintenance to the handling of buildings insurance. They are there to serve owners on Bield developments and will fully tailor services to suit their needs.

With the number of satisfied residents growing all the time, so does our customer base. Currently, we service over 750 owners in 23 different developments across Scotland.

And with more customers come more voices to be heard. Twice a year Bield holds an Owners' Services Forum, in which owners can express their opinions. It's uncommon for a factor to have a forum, but at Bield we pride ourselves on being open, honest and transparent.

Each and every person is heard and we value all forms of feedback. One owner, Eric Lewis from the Walled Gardens in St Andrews, has been a member of the forum for a few years. Significantly, he has now joined Bield as a non executive board member – just one example

of how worthwhile these meetings can be.

Beyond the forum, the Owner Services staff are often lauded for their kindness. They get to know everybody on a personal level and make every extra effort to interact with them. They'll often stay a long while after their shift ends for a cup of tea and chat!

In 2019 we were delighted to take on Cyprian Court in Lenzie, and in January of this year we added Mitre Court in Glasgow. We hope to build on these many successes into the future and continue to add to our factoring portfolio.



Upgrades to asset management

Historically, Bield has managed all of its asset information using a combination of spreadsheets and manual practices. As compliance legislation increased over the past few years, this method started to become inefficient and labour intensive.

Civica's Keystone Workbench

In June 2018, Bield implemented Civica's Keystone Workbench – a digital asset management tool able to meet the most demanding of requirements, such as planned maintenance, equipment servicing, inspection management, risk assessment and asbestos management. With data stored securely, Bield can now identify and plan maintenance and repairs on properties up to 30 years in advance.

With the technology updating and improving all the time, we are now live on the Keystone Asbestos Register. Keystone are currently testing a mobile app that will give our contractors live access to the Asbestos Register from their phone.

Civica's Cx Housing management system

For around 20 years, Bield had used the Civica CTX housing management system. However, in 2018 Civica withdrew the system from general use.

When the time came to implement a new system, our challenge was twofold. Bield not only had to identify a software product which could satisfy current and future business requirements, but also deliver a cost-effective solution to keep CTX operational while implementation went ahead.

This led to a decision to purchase Civica's new housing management system, Cx. We purchased Cx through a government procurement framework in the latter part of 2018 and its installation began in February 2019. We expect the new system to become fully operational around May 2021. In the meantime, we will move forward with building, testing and training.

One of the main benefits of Cx is that it is very closely aligned with Civica's Keystone product, which means Bield can now share key data about our property estate across both systems.



GIVE SOMEBODY A LIFT

COMPLIMENT a stranger

Committed to excellence

At the beginning of 2019 Bield was awarded one of the most widely recognised business excellence accolades in Europe.

Bield picked up The European Foundation for Quality Management's 'Committed to Excellence Award' (C2E) following a successful visit from Quality Scotland. C2E accreditation is awarded to projects which drive change, innovation, performance improvement and/or transformation. It also helps in identifying key strengths and areas which are in need of improvement.

Alison Gibb, Business Improvement Officer, said: "The acknowledgement from Quality Scotland really demonstrates Bield's commitment to evolving and building upon our vision for the future. We will continue to move forward and make improvements within the business to provide the best possible service for our customers."

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We will continue to move forward and make improvements within the business to provide the best possible service for our customers.

Alison Gibb,
Business Improvement Officer

What the future holds

Like others in the social care sector, the challenges and financial constraints of the year have meant we've had to look differently at how we operate. Our ethos is that Bield is on a journey. It's not been easy, and we still have further to go, but we're proud of the way we've handled 2019/2020. Now it's time to look to the future.

Collaborating on telecare

This year we were invited by the Digital Health and Care Institute to be involved in an innovative project to explore the possibilities for improving telecare in Scotland. This is a direct result of the stellar work done by our telecare services team within BR24.

Working alongside a variety of partners across the Health and Social Care sector, the project's main objective is to find ways to use digital technology to expand the use of outbound telecare – learning from the successes of programmes in Spain and West Wales.

With an increase in telecare provision during the Covid-19 crisis, evidence has shown that these services can provide a number of benefits, including:

- decreasing hospital admissions and emergency calls
- reducing patient time in hospital
- targeting care more effectively
- reducing anxiety levels for users
- allowing people to live in their own homes more safely, and for longer

Being part of this project represents a great opportunity for Bield to sit at the forefront of innovation and deliver a new model of care for both our residents and customers. We're excited to announce that work is already underway to create and run a pilot programme during 2020/21.

GOOD CALL

RING AN OLD FRIEND for a chat



Building on our success in Customer Services

Throughout this past year and against the background of continued change, there have been many significant achievements within Bield's Customer Services. Here are some of the highlights:

- In formal inspections we were awarded Grade 5 for care and support as well as staffing, while the Bield at Home service at Castlebrae Glebe was awarded Grade 6 for management and leadership
- Our Tenancy Sustainment Officers provided excellent customer service to over 180 tenants, dealing with matters surrounding rent arrears and tenant safety
- We fully audited our care services using the STAR quality control system, ensuring we continue to meet our high standards of customer service

- The Bield Improvement Group (BIG) undertook two new scrutiny activities, focusing on repairs and complaints procedures. We have taken all their recommendations on board

If we continue to put customers at the heart of our decision making, the coming year promises to be just as successful. Here are some of Bield's top priorities for 2021:

- Restructure, integrate and form new Customer Services Teams
- Further review and update policies and procedures. With more changes on the way we need to ensure they are fit for purpose
- Work with the Business Development and Finance and Resources departments to review our meals service

- Identify reasons for void loss and explore ways to reduce void levels over the short and long term
- Introduce a new customer standards model – reiterating to customers what they can expect from Bield and how much we value them

If we retain our focus on these key priorities, we can provide a strong platform for the development of Customer Services for the coming year and beyond.

Breakdown of 2019/20 expenditure



Susan
Napier

Thank you for the memories

In March 2020, Susan Napier stepped down as Chair of Bield – though we are delighted to say she is not stepping away from Bield altogether. She will continue to sit on the Board, where her knowledge and innate kindness will be as valuable as ever.

Here Susan shares her thoughts on the organisation she has chaired for the last four years.

When a Chair of a Board departs, it always calls for a period of reflection: a time to consider the highs and lows of your tenure in office. While there have been many successes and achievements to both recall and celebrate, one issue inevitably has predominated all thoughts – Coronavirus.

Although my time as Chair ended before the pandemic took hold, I have followed closely how Bield, its staff and its customers have reacted and responded to the crisis superbly.

It has presented many challenges and pressures, but the new senior management team have

successfully navigated a path which has taken us to another side as we continue to plan for how a new Bield will look in the future.

But to get to where we are now, it is important to highlight the significance of Bield's long-standing core values – to be caring, strong and innovative. With these core values – the guiding principles that have underpinned our ethos for nearly 50 years – we crucially could rely on having the motivated staff and engaged customers to work together to get through the pandemic.

I would particularly like to thank the former Chief Executive, Brian Logan and his team for all their hard work in initiating the changes required to take Bield forward, and the new Chief Executive, Dr Lynne Douglas, and her team for moving quickly and decisively to protect the residents and staff during these very challenging times. I have no doubt that Bield is in a strong position to move forward to develop our housing and care services.

The reliance and support of the experienced and dedicated Board, both now and throughout the years,

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I look forward to reading and watching the Bield success story continue.

Susan Napier

should also not be understated – their skills are truly exceptional. I joined the Bield Board in September 2014 and became Chair in October 2016. I have thoroughly enjoyed the experience and learnt so much from working with such a talented and inspiring group of individuals – all focused on making Bield a better organisation.

These six years have allowed me to see at first-hand how Bield plays such an important part in the lives of so many people, and because of its scale it can be so influential across Scotland as a whole. I have always been thrilled to see the constant reminders of how Bield has touched, or changed, the lives of older people.

Bield, before Covid-19, faced challenges. The future will continue to be challenging but I'm confident the Board and new senior management team will take Bield into an exciting new future. I look forward to reading and watching the Bield success story continue.

Thank you for everything.

Our Vision

A Scotland where people of all ages are respected, can make their own choices, and are able to lead independent and fulfilling lives.

Our Mission

To improve the quality of life of older people by offering a diverse range of housing, care and other services.

SPREAD THE WORD

Heard some
GOOD NEWS?
SHARE IT!



Our Values



Kindness

We champion generosity and charity.



Caring

We have a passion for supporting each other.



Honesty

We are open, fair, just and act with integrity.



Equality and Diversity

We deal with all people equally and celebrate diversity.



Dignity

We treat all individuals with respect.



Inclusion

We involve our people in what we do because their opinions matter.



Ambition

We want to be the best at what we do and we want our people to realise their potential.

Board of Management, Directors and Advisers

Board of Management:

Lesley Holdsworth,
PhD, MPhil, FCSP, FCI, FWCT, SRP, DPT
(appointed Chair 19 March 2020)

Susan Napier, BSocSc, FRICS
(resigned Chair 27 February 2020)

Margaret Moore (Vice Chair)
(appointed Vice Chair
27 February 2020)

Moira Sibbald

David Scobie, FRICS

Pat Dawson

Ingirid Deuling,
Dip COT, COTSS-Housing,
HCPC (Retired), BEM

Graeme Russell
(co-opted from 22 April 2020)

Robert Fernie,
ACMA, CGMA (Vice Chair)

William Smalley*

Isabel McGarvie

Gerry O'Sullivan, BA

Janette Stone, MCIPD
(resigned 3 April 2020)

Eric Lewis
(co-opted from 2 July 2020)

*Tenant of Bield

Company Secretary:

Clare Beesley

Directors:

Chief Executive:

Dr. Lynne Douglas Prof.D.MPhil BSC
(appointed 1 November 2019)

Business Development:

Val Hunter,
BSc, MRICS
(appointed 8 April 2019)

Finance & Resource:

Paula Rice,
BCom, BAccSc(Hons), CA(SA)
(appointed 1 April 2020)

Customer Services:

Diana MacLean MSc MPA FCIH
(appointed 1 June 2020)

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