

# Chairperson's Report 2022-23 

# Hillcrest and its three subsidiaries all have the same mission - "Helping people live better lives". The theme of this year's report is "Building Better Together" to showcase how, as four companies, we have maximised our capacity to achieve this mission. 

During the year we had a visit from Jamie Hepburn MSP to meet with our Young People's Voice group to observe how their skills and talents helped Hillcrest achieve its objectives. He was extremely impressed by how motivated, engaged and vocal they all were with their opinions and ideas.

The staff conference in November 2022 was the first large scale event since before the pandemic. The highly topical theme of Sustainability was a great success with speakers from the Eden Project, Dundee City Council and Energy Action Trust. Feedback from this event was excellent with everyone learning from each other, enjoying the interaction and fully investing in the afternoon "Project Hillcrest Recycled Runway" activity.

With all of the challenges facing the sector over the last 12 months, stakeholder engagement at all levels was critical. Hillcrest and Hillcrest Enterprises fully participated in discussions with the Scottish Government and the SFHA about the rent freeze announcement. Consultation with tenants throughout this period was essential both on the impact on any rent increase but also on how Hillcrest could best assist with the cost of living crisis. Funding problems in the social care sector are well documented, as are the issues around recruitment, therefore the Coalition of Care and Support Providers' input to try to increase the value of social care provision and staff was key.

There were a number of initiatives to help our tenants and people we support through the cost of living crisis. This included using the Hillcrest Foundation for both internal and external bids as well as accessing grant funding provided by the Scottish Government. Hillcrest was successful in securing over $£ 178,000$ worth of funding for use in our communities.
Last year saw the official opening of the first phase of the Ellengowan regeneration scheme. The original houses - built in the 1920s when asbestos use was common - were cold, damp and incapable of being brought up to modern standards. The estate, however, had a remarkable sense of community with many tenants opting to be temporarily rehoused while their original homes were demolished and new properties built in their place. The new homes are warm, comfortable, spacious and have fabulous views of the Tay over towards Fife. The official opening was on 8 March 2023 allowing tenants, board members and other stakeholders the opportunity to see the redevelopment. We also took the opportunity to remember Jack Robertson, our corporate lawyer and board member of Hillcrest Enterprises, by unveiling Jack Robertson Walk.

I wish to thank my fellow board members for all their help and support over the years. Together we have worked with the senior officers to steer the organisation through the challenges of the last year successfully. We saw the completion of over 255 new homes with more on site, took over a new support provision at Finavon Terrace, purchased over 80 mid-market rent homes in Aberdeen and Aberdeenshire for Enterprises and provided more than 20 individuals with employment opportunities at Hillcrest Maintenance.
homes completed over the last year

## Over

 individuals provided with employment opportunities at Hillcrest MaintenanceAs I approach the end of my term as Chair of Hillcrest, it is interesting to reflect on what has been a remarkable five years with challenges and achievements in equal number. My tenure covered the period of the Covid-19 pandemic, the war in Ukraine, the cost of living crisis and the announcement of the rent freeze - all completely unexpected events. Hillcrest responded positively to all these challenges, ensuring that our service to customers remained excellent and that the organisation still worked hard to deliver positive outcomes to the people we support. None of this would have been possible without the leadership of our senior team, the support of our board members and, of course, the dedication and hard work of our staff: I thank you all.
I have thoroughly enjoyed my time as Chairperson of Hillcrest and know that I am leaving the organisation in safe hands.


Alan Russell<br>Hillcrest Chairperson

# As we move away from the challenges of the pandemic, we've been faced with the new challenges that the cost of living crisis has brought to us as an organisation and the people we support. 

This year's annual report shows examples of how we've continued to make efficiencies across all four businesses and maintained high standards of service delivery under the following themes: Financial planning and resources; Cost of living; Stakeholder engagement; Remodelling, retrofit and new build; Staffing and recruitment.


## Financial Planning and Resources

## Consistent arrears performance year-on-year comparison

Given the very challenging financial circumstances that many of our tenants are experiencing due to the cost of living crisis, our Income Management team has done a fantastic job this year in keeping our arrears figures below the target of $4 \%$. Making sure we get the maximum amount of rent paid means we have the money to provide essential services to tenants.
By ensuring contact with tenants is made at an early stage, the team is able to ascertain the needs and
circumstances of our tenants. Then, working alongside our Tenancy Sustainment Service (TSS) and Hillcrest Energy Advice Team (HEAT), provide a tailored package of advice on benefits, income and all energy and heating related matters. This not only better enables our tenants to pay their rent, but can also help save money on other bills too.

Here's a chart showing our arrears performance from 2021-2023

|  | Angus | Dundee | Edinburgh | Fife | Perth | Aberdeen | Total |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| $2021-22$ Q1 | $3.28 \%$ | $3.72 \%$ | $3.11 \%$ | $1.76 \%$ | $3.88 \%$ | $3.49 \%$ | $3.44 \%$ |
| $2021-22 ~ Q 4$ | $2.72 \%$ | $4.29 \%$ | $3.54 \%$ | $2.65 \%$ | $4.85 \%$ | $4.45 \%$ | $3.85 \%$ |
| $2022-23$ Q1 | $3.47 \%$ | $3.90 \%$ | $3.31 \%$ | $2.56 \%$ | $4.52 \%$ | $4.30 \%$ | $3.76 \%$ |
| $2022-23 ~ Q 4$ | $3.13 \%$ | $3.90 \%$ | $3.01 \%$ | $2.76 \%$ | $4.24 \%$ | $4.28 \%$ | $3.61 \%$ |

## New Futures services at Lismore Terrace

In line with our value of excellence, we are committed to continually reviewing our services and making improvements to best meet our customers' evolving needs.

A recent example of this was the review of Hillcrest Futures' Hillbank service in Dundee, a small group home for three people with learning and physical disabilities. After considerable deliberation, we took the decision to close the service after it was identified the accommodation no longer met the residents' needs.

Two of the residents of Hillbank moved to our new service at Lismore Terrace, and the other individual moved to our already established Alexander Street service, both of which are in Dundee.
Lismore Terrace provides around the clock support to meet people's individual needs and agreed outcomes. The service has a lot more space for
the two individuals who moved there, both of whom use wheelchairs. The two people living in the service have gained more independence and confidence since moving in, due to it being more suited to their needs. An example of this is the accessible kitchen which has height adjustable worktops, enabling both residents to prepare their own meals.


## Sailmaker and Sandy Loan sales offer tenants a foothold into homeownership

Two developments built under the Scottish Government's National Housing Trust (NHT) scheme, which had then been purchased by Hillcrest in recent years, are now being made available for tenants to buy, offering a valuable foothold into homeownership.

One of the blocks, Sailmaker Apartments, is located at Salamander Place, Edinburgh, while the other is situated at Sandy Loan in Broughty Ferry.
The NHT initiative is an affordable rent programme run and managed by the Scottish Futures Trust, that has seen over 1,700 NHT homes built across Scotland. This initiative requires the properties to be available for affordable rent for five to ten years prior to the properties being sold either to the sitting tenant, the local authority or its nominee, or eventually on the open market.

Following the expiry of the five-year time period, and with many tenants at the time not in a position to purchase their home, Hillcrest purchased the
developments in order to prevent the homes being listed on the private market, securing the homes for the incumbent tenants.

Now, Hillcrest is offering these tenants the opportunity again to purchase these homes, with a number of properties at Sailmaker and Sandy Loan currently in the process of being sold.

Both developments are currently managed by Hillcrest Enterprises, and the homes are being let as mid-market rent properties.

# Cost of Living Tackling poverty together 

## As part of our strategy to tackle poverty within the areas we operate, our services and teams from across our companies have come together to highlight the support available and deliver a variety of resources.

Just some of the support available includes our energy advice and tenancy sustainment teams. Hillcrest's Energy Advice Team (HEAT) helps tenants reduce energy bills, resolve energy debt, and access grants and funding, such as the Warm Home Discount. In 2022-23, HEAT received 2,541 referrals resulting in £200k of fuel debt being written off, $£ 780$ f financial gains for tenants and 692 top-ups to pre-payment meters being given. Our Tenancy Sustainment Service (TSS) can check benefits eligibility, challenge decisions and check for special funding to help maximise household income. In 2022-23, TSS received 2,425 referrals and generated $£ 1.7 \mathrm{M}$ of financial gain for tenants. In addition they issued 100 starter packs and 185 food parcels.

Through Hillcrest Futures, community support is available through easy access to information and signposting, support for substance dependence, homelessness prevention and pre-employability help, and one-to-one support in managing housing and finances.

This cross-company partnership approach demonstrates a focused and amalgamated response to the challenges created through the cost of living crisis. Next steps include a refresh of the Tackling Poverty Together Action Plan and ideas from our Tenant Cost of Living Forums held earlier in the year will help inform this.

## Cost of living roadshow

> With tenant wellbeing at the heart of everything we do, Hillcrest undertook a 'cost of living' roadshow in December, visiting tenants in several towns across Scotland to find out how the crisis was impacting them.

Our 'Hillcrest Advice Bus' travelled to Montrose, Brechin, Forfar, Crieff, Comrie and Glenrothes. Colleagues from our Tenant Participation, Housing, Energy Advice, Income Management and Tenancy Sustainment teams offered a range of valuable advice and support. As part of the roadshow, the teams knocked on over 600 doors and chatted to tenants to understand how they were adapting to the difficult times, offering help, advice and onward referral as required.
As well as receiving advice, tenants were offered 'soup bags' and recipes on how to make a tasty winter warmer soup. Free SIM cards were also provided to anyone who needed data so they could keep connected over the winter months.
In Edinburgh, our tenants at Hunters Hall were treated to a festive get-together. Staff and tenants
also had the chance to discuss issues around costs of living, and the opportunity to express their views on the rent consultation. We also contacted some of our tenants in Aberdeen and Dundee by phone to check in and offer some much welcomed help and advice.

# Stakeholder engagement Bumper year for tenant engagement 

Hillcrest's Tenant Participation team has adopted a blended approach to engaging with our tenants on the rent consultation, with a response from 2,117 tenants.

## Key statistics for 2022-2023

Door Knock Consultations


responses

Customer Experience (CX) feedback online survey


## Postal Survey


responses

The Tenant Participation (TP) team also facilitated 928 completed interactions with tenants using a variety of methods and engagement tools.

## Offers for tenants

68 tenants benefited from free wellbeing activities such as online fitness classes and tickets to outdoor amusement parks such as Edinburgh Zoo, Blair Drummond Safari Park and Codona's Amusements.

## Hunters Hall Door Knock

The TP team engaged with 58 tenants to discuss satisfaction and involvement opportunities.

## Community Events

The team hosted "Get Together" events in Perth, Aberdeen and St. Andrews and engaged with 193 tenants.

## Phone/Postal Insight Survey

The TP team adopted a new engagement tool to speak to tenants who live in areas of Dundee with high Anti Social Behaviour. The team phoned 70 tenants and spoke to 33 who advised us how they choose to report and the reasons why not.

## CX Feedback

Hillcrest invested in an online survey platform called CX Feedback. This new way of engaging with tenants has been particularly successful and 1,729 tenants have given their opinion about a variety of topics including the level of this year's rent increase, shower usage, and close doors. It is also being used by our repairs service (see overleaf).

## Customer satisfaction

## Digital repairs satisfaction survey

Last year we launched our new digital satisfaction repairs survey. When a routine repair is completed, tenants receive a short survey via text or email.
We use this information to see what is working well, we share the compliments about our customer services, trades staff and contractors, and look at areas where we can improve. We plan to launch further surveys so we can get feedback on other areas of service this year.
From our launch in July 2022 until 31 March 2023 our tenant satisfaction levels were:

Overall satisfaction of works carried out:


Works completed by external contractors


## Compliments

Some positive feedback about our staff involved in repairs includes:

## "The telephone operator was very helpful."

## "The gas engineers were friendly and efficient."

"Very happy and impressed by how nice and knowledgeable the advisor was."

## "Very competent and well-mannered tradespeople."

## Complaints

Our complaints handling performance for 2022-23:

983
Number of stage 1 complaints

Average days to complete
3.2 days (target is 5 days)

### 87.28\% <br> Completed on time

11
Number of stage 2 complaints

Average days to complete

(target is 20 days)

## 100\%

Completed on time

Hillcrest now has a permanent Customer Complaints Officer who is responsible for investigating stage 2 complaints. The benefits of this are not only improvements to performance times but also impartiality, quality and consistent investigating of these complaints.

# Hillcrest tenants Paul Beglin and Fiona McKenna share their story 

> Paul, Fiona and their family moved into a Hillcrest Homes property in St Andrews from private rented accommodation, and were over the moon with the property, location and the services that Hillcrest has provided.

Their private landlord had not carried out any sort of maintenance or upkeep of the property for well over two years, including faulty heating amongst other things, meaning that the house was often very uncomfortable for the family. Whenever Paul or Fiona enquired about the repairs needed, the landlord threatened them with eviction, stating that they "wouldn't be there much longer anyway."
These threats of homelessness were something the family endured for over two years. Paul said, "We were living under constant threats of eviction. Our landlord would keep telling us that we'd be out of the property
soon - and all the while he was continually raising our rent. Living under the conditions of never knowing when you may be thrown out of your home, while having no money to move was a huge constant stress."

Eventually Paul, Fiona and their family were indeed evicted, but secured a new home with Hillcrest Homes in St Andrews.

Paul added: "Our new home and the area we're in is better than we could have ever hoped for. Getting our house has meant the world to us, as finally it now feels that we have a place we can actually call home."

# Dundee Futures mural and jewellery design project 

## Engaging with the local community to help people connect with others and increase social inclusion is a priority across our organisation.

A prime example of this is Hillcrest Futures' Dundee Futures Project, which works with people who have lived experience of substance use and/or poor mental health. The Project offers one-to-one support and delivers educational and recreational activities such as cooking, art and walking groups.

Over the past year, the Project teamed up with a local jewellery designer to help people on their path to recovery. Stephanie Graham from Dundee-based Natla Jewellery Studio held workshops to enable people to create a range of crafts and jewellery. The creative sessions helped rebuild the attendees' sense of achievement and confidence. The finished pieces were exhibited at V\&A Dundee earlier this year, as part of its Craft, Identity and Social Change display.
Dundee Futures Project also collaborated with local artist Pamie Bennett to develop people's skills and build friendships through art. Over the course of a few months, the group met regularly to create a colourful piece of artwork to represent their hometown of Dundee. After lots of discussions and sketching out ideas, they decided to make a paper mosaic of

Dundee's skyline to represent its past, present and future. The striking finished piece is available to view at Dundee Futures Project's base in Hilltown, Dundee.

A participant of the art project commented: "Looking at the finished mosaic and how good it looks, it's hard to remember how I doubted myself. Being part of this project has given me skills that I can take away including confidence, the ability to speak to people and being able to function as a human being again."


## Hillcrest Foundation

Over the last year the Hillcrest Foundation distributed $£ 354,235$ to the communities that Hillcrest operates in. By supporting external groups, we have been able to make a bigger impact and support a wider range of people.

The first round of funding for external organisations saw 32 projects awarded funds totalling $£ 159,601$. This included a project supporting mother and child recovery, a regular football activity for older people
to socialise, starter packs, funeral support and training costs. All of the projects have the same aim at their heart - they exist to improve the lives of the people in Hillcrest's communities.

Key stats:
 awarded to projects

## £160,020

 award to reducing inequalities
## £144,158

awarded to improving health and wellbeing

# £10,000 

raised for the Foundation through the Kiltwalk

awarded to reducing isolation

If you would like to find out more about how the Hillcrest Foundation supports our local communities, you can read our Foundation Annual Report on our website.

# Remodelling, retrofit and new build Ultra-low carbon homes recorded 40\% over average energy bill savings 

> Energy-usage tracking of Hillcrest's first ultra-low carbon homes, which were delivered in Alyth in 2022, have shown savings of $40 \%$ in comparison to average household bills.

This new level of energy-efficiency was achieved in the homes through implementing a number of technological innovations.

For heating and hot water, the homes use an air source heat pump, which absorbs and amplifies heat from the air and transfers this to a system of piping within the property. The homes are also fitted with a
very high specification of insulation that far exceeds the Scottish Government's Greener Standard.
Work started on the five new homes, constructed by Airlie Green Low Energy Homes Ltd, in February 2021 with the properties completed in March 2022. The five homes consist of three three-bedroom houses and two one-bedroom cottage flats.

## Dundee's Ellengowan regeneration opens to former and new tenants

The first phase of the Ellengowan regeneration in Dundee was formally opened in March, with former tenants that had been temporarily decanted, as well as some new tenants, receiving the keys to their new homes.

The regeneration, which is being carried out by Campion Homes, is replacing 128 old terraced properties that no longer adhere to modern quality and energy-efficiency standards, with high quality, modern, energy-efficient homes.
The new development offers a range of homes, including apartments, terraced houses, cottage flats and townhouses. The completion of this first phase of the development marks the halfway point in the wider $£ 22$ million regeneration project.
The regeneration project aims to retain the welcoming, community feel that Ellengowan residents previously cherished, and offers a range of homes to suit different households.

A special event attended by 82 external stakeholders, tenants and staff, was held in Craigie Bowling Club, which sits adjacent to Ellengowan, to mark the special occasion.


## Osprey acquisition

## Earlier this year, we completed the acquisition of 88 mid-market rent (MMR) properties from Osprey Initiatives, boosting our MMR provision of quality homes across Aberdeen City and Shire.

A variety of homes were taken on, from newly completed builds to more established housing in a variety of locations including Aberdeen City, Countesswells, Stonehaven, Blackdog and Bucksburn.

As part of the acquisition, Osprey's former tenants were kept closely informed of the changes, with a package of helpful information sent to welcome them and make the transition as seamless as possible.

## Cairn Centre move to South Ward Road

## Hillcrest Futures relocated vital services from our former Cairn Centre premises to our redeveloped building in South Ward Road in Dundee.

The new facility provides a range of services to support people with their wellbeing, including harm reduction and recovery services for people whose lives are affected by substance use.

We took the decision to redevelop our former Hillcrest Homes' housing office in South Ward Road as it was no longer fit for purpose. Using funds from the Hillcrest Foundation, the building was transformed into a purpose-designed, modern space that is light and airy. The newly renovated building will provide the ideal work environment for Hillcrest Futures to
continue supporting vulnerable people, their families and carers through one-to-one and group sessions.
In addition, a wellbeing café will run weekly - supported by peer volunteers - offering the opportunity for people to come along, get something to eat and socialise with others. The centre will offer a place for people in recovery to give something back to help others who may also be struggling.


# Staffing and recruitment 

The last financial year has seen a number of strategic hires and promotions in the business, as well as some new non-executive directors joining our boards.

The Executive Leadership Team will now be supported by a newly established senior team made up of eight Heads of Services posts. Angela Murphy, recently promoted to Head of Finance, said "Together I believe we can navigate and overcome the challenges posed by the sector's current financial climate. I have received support and encouragement from many colleagues since joining Hillcrest in 2019, and it's fantastic to be working with so many people who share our passion, to help people live better lives."

## New Heads of Services



Angela Murphy
Head of Finance


## Bryan Harris

Head of Innovation and Improvement


## Claire Pickthall

Head of Housing and Enterprises


## Bob Jack

Head of Maintenance
Bob is sadly leaving Hillcrest and this post is currently being recruited for.


## Novella Tragham

Head of Human Resources


## Chris Robb

Head of Business Development \& Improvements


## David Conway

Head of Asset Management


## David Milton

Head of Development


## New voluntary board members

As an organisation that is continuously striving to be more inclusive and representative in our decisions, Hillcrest sought out new board members from a range of backgrounds after some non-executive director positions became available.

Following a successful recruitment campaign, we welcomed several new voluntary members from a range of backgrounds to Hillcrest's company boards. Here, Marion McMurdo, who recently joined the Board for Homes, shares her experiences with us so far:
"I have enjoyed the initially somewhat daunting prospect of getting to grips with a large, diverse and complex organisation. I was helped in this by a good in-person induction, a "Board Buddy" (an allocated member of the board of whom I can ask questions outside of meetings) and informal support from other board members. Meeting and interacting with Hillcrest colleagues has been a pleasure, as has been learning from the rich and varied perspective of fellow board members."

## Apprenticeship programme and young workers

> It's been a busy and exciting time for Hillcrest over the last year. We have recruited 12 new apprentices into different departments within the company. Five were recruited into Hillcrest Maintenance in various trades roles, five went into corporate roles within Hillcrest HQ and a further two are based within our office at Tom Johnstone Road.

The young people have integrated well within the organisation and it's great to have the energy of a younger workforce within the office.

A key focus for Hillcrest has been to deliver an effective work experience programme for school pupils within Dundee City. We have worked closely with Dundee City Council Education department to embed an effective programme working in partnership with our colleagues at Hillcrest Maintenance over the past 12 months. We accommodate two school pupils from every secondary school in Dundee who are in 4th year to attend for 1 week work experience on a rolling programme throughout the school year. Our maintenance team is very flexible with their approach and is supportive to those in the senior phase to enable them to make a more informed choice on their future career. In this last school year we have supported 54 young people on work experience.

Over the last year we have supported students from Dundee College who are participating in the Future Skills programme providing them with a weekly placement within our maintenance team. Hillcrest Futures supported two marketing and business undergraduates from Abertay with a 10 week placement working on projects to support our business, and we currently have a young volunteer working within our charity shop in Broughty Ferry.
While we cannot put a price on the commitment Hillcrest provides to our young and future workforce, we are keen to consider our social value around this part of our business. Social value looks beyond price alone and considers the collective benefit to the community. In relation to our work experience offering, Hillcrest's social value equates to $£ 35,092$ in monetary terms and for apprenticeship recruitment it accounts for a social value of $£ 143,568$. These figures coupled with all the other social value indicators are astounding and certainly contribute to Hillcrest being an employer of choice for our local young people.

Along with their day-to-day duties, our young workforce is very aware of the current economic situation and the difficulties faced by our tenants and the people we support. They worked together prior to the Christmas break designing and delivering charity events which included a Christmas Jumper day for all staff and a 'Giving Tree'. These activities raised over $£ 400$ which was donated to the local foodbank. Hillcrest's Energy Advice Team (HEAT) made the relevant introductions for our young people with the foodbank and arranged a visit to make the donation.

This connection had a huge impact on our young people which resulted in them realising that donations to the foodbank were required on a regular basis. Following their visit they have set up donation stations within all the Hillcrest offices and make regular visits to the foodbank to drop off donations often emailing all staff to raise awareness of urgent items required.


## Staff engagement and wellbeing

Hillcrest's success as an organisation is greatly dependent on the overall wellbeing of our staff, and as such, ensuring staff engagement and inclusion has been a key initiative for the company. The last year has seen several staff events take place, all receiving very positive feedback. These have included:

## Kiltwalk

## On Sunday 21 August 2022, Team Hillcrest completed the Dundee Kiltwalk in a bid to raise money for the Hillcrest Foundation.

The 57-member team comprised of staff from across Hillcrest, the people they support, as well as their friends and families. The Kiltwalkers had a choice of taking on the Mighty Stride ( 26 miles) starting in St Andrews, the Big Stroll (1 miles) from Tayport, or the Wee Wander (3 miles) from Broughty Ferry.

The team raised a whopping $£ 5,400$ which was topped up by $50 \%$ thanks to the generosity of Sir Tom Hunter and The Hunter Foundation.

## Step Count Challenge

## From 13 February to 10 March 2023, the Wellness@Hillcrest group ran a fun and healthy Step Count Challenge for all staff to participate in.

This challenge, in collaboration with PathsForAll, gave staff the chance to improve their general fitness levels and compete with colleagues in a fun competition at the same time.

In total 34 teams from across all four Hillcrest companies participated in the challenge, recording a truly impressive total of $57,146,944$ steps - the equivalent of 25,000 miles! The winning team was 'Pulling a Fast One', who came top of the leader board with a whopping $3,057,524$ steps! The team
members: Kelly Millar (Captain), Emma Sharpe, Ilona Bakowska, Dorota Chudzinska and Stuart Pandelus, each won a Red Letter Day Voucher worth $£ 100$.

## Members, Executives and Advisers

## Hillcrest Homes Governing Body

Mr A. Russell (Chairperson)
Ms V. Howard (Elected) - resigned October 2022
Mr D. Boyle (A\&GP Sub Committee Convenor)

Mr P. Shepherd (Operations Sub Committee Convenor)
Ms J. Roberts (Elected)
Mr C. Robertson (Elected)
Mr D. Hogg (Elected)
Mr R. Burnett (Elected)
Mr T. Kirby (Elected)
Ms A. Fyfe (Elected)
Mr S. Qadar (Elected) - appointed August 2022
Prof. M. McMurdo (Elected) - appointed August 2022
Mr J. Lumsden (Elected) - resigned July 2022

Key Management Personnel
Group Chief Executive: Mrs A. Linton
Deputy Chief Executive/Company
Secretary: Ms. F. Morrison
Director of Finance: Mrs. L. Dryden resigned October 2022
Director of Corporate Services: Ms. L. Don
Director of Property: Mr. M. Percival
Managing Director of Hillcrest Futures:
Mrs. J. Dunlop - resigned July 2023

## Subsidiary Boards of Directors

Hillcrest Futures
Ms B. Fenton (Chair)
Ms J. Lynch
Mr R. Thoms
Ms A. MacDonald
Mr D. Lyon
Ms J. Roberts
Mr J. Brown
Ms R. Mudie - appointed July 2022
Ms S. Kerr - appointed July 2022
Mr S. Meach - resigned March 2023
Ms D. Costello - resigned March 2023

| Hillcrest Enterprises |
| :---: |
| Ms W. Johnston (Chair) |
| Mr I. Collins |
| Mr D. McKegney |
| Mr A. Rintoul |
| Mr D. Boyle |
| MrA. Thompson |
| Ms H. Morrison |
| Ms A. Matthew - resigned March 2023 |
| Hillcrest Maintenance |
| Mr B. Davidson (Chair) |
| Mr B. McEwen |
| Mr D. Boyle |
| Mr B. Matheson |
| Mr D. Kelman |
| Mr S. Harvey - appointed November 2022 |
| Ms F. Doran - appointed November 2022 |
| Ms F. Stevenson - appointed March 2023 |
| Mr R. Thoms - resigned August 2022 |
| Mr D. Milne - resigned August 2022 |
| External Auditor |
| Findlays <br> Chartered Accountants \& Statutory Auditors ${ }_{11}$ Dudhope Terrace |
|  |  |
|  |
| DD36TS |
| Internal Auditor |
| Henderson Loggie <br> Chartered Accountants \& Statutory Auditors <br> 20 The Vision Building <br> Greenmarket <br> Dundee |
|  |  |
|  |  |
|  |  |
|  |
|  |
|  |
|  |
|  |
| Barclays Commercial Bank |
| Aurora |
| 1st Floor |
| 120 Bothwell Street |
| Glasgow |
| G27TJ |

Findlays
Chartered Accountants \& Statutory Auditors
Dudhope Terrace
Dundee
DD36TS

## Internal Auditor

Chartered Accountants \& Statutory Auditors
20 The Vision Building
Greenmarket
Dundee
DD14QB

## Bankers

Royal Bank of Scotland
3 High Street
Dundee
DDig g $\quad$ B

Barclays Commercial Bank
Aurora
st Floor

Glasgow
G2 7 TJ

Lloyds Bank
3rd Floor
25 Gresham Street
London
$\mathrm{EC}_{2} \mathrm{~V} 7 \mathrm{HN}$
GB Social Housing 35 Great St Helens London
EC3A 6AP
Allia Impact Finance Limited Future Business Centre
King's Hedges Road Cambridge CB4 2 HY
Sun Life Assurance
Company of Canada
${ }_{7}$ York Street
32nd Floor
Toronto, Ontario
M5J oB6 Canada

## Solicitors

Thorntons LLP
Whitehall House 33 Yeaman Shore Dundee DDi4BJ
Harper Macleod LLP 45 Gordon Street Glasgow
Gi ${ }_{3} P E$

## Summary of Accounts

## Association Statement of Comprehensive Income for the year ended 31st March 2023

|  | 2023 | 2022 |
| :---: | :---: | :---: |
|  | £ | £ |
| Turnover | 47,405,084 | 43,619,474 |
| Operating expenditure | $(39,085,326)$ | $(35,397,213)$ |
| Operating surplus/(deficit) | 8,319,758 | 8,222,261 |
| Gain/(loss) on disposal of tangible fixed assets | 129,528 | 327,333 |
| Return on Investment | - | 3,035,868 |
| Finance income | 68,483 | 52,331 |
| Finance costs | $(7,827,605)$ | $(6,871,221)$ |
| Pension remeasurement | 66 | 8,597 |
| Movement in fair value of financial instruments | 2,785,243 | 2,807,725 |
| Surplus before and after taxation for the year | £3,475,473 | £7,582,894 |
| Actuarial gain/(loss) in respect of pension scheme | (1,632,000) | 2,467,000 |
| Business Combination | - | 3,012,486 |
| Total comprehensive income for the year | £1,843,473 | £13,062,380 |

## Association Statement of Financial Position as at 31st March 2023

|  | 2023 | 2022 |
| :---: | :---: | :---: |
|  | £ | £ |
| Fixed Assets |  |  |
| Tangible fixed assets | 693,929,879 | 639,390,252 |
| Investments | 2,911,939 | 2,982,892 |
|  | 696,841,818 | 642,373,144 |
| Current assets |  |  |
| Trade and other debtors | 5,249,054 | 5,674,432 |
| Cash and cash equivalents | 6,834,205 | 8,718,105 |
|  | 12,113,259 | 14,392,537 |
| Less: Creditors: amounts falling due within one year | (22,699,069) | $(21,445,263)$ |
| Net current Assets / (liabilities) | (10,615,810) | $(7,052,726)$ |
| Total Assets Less Current Liabilities | 686,226,008 | 635,320,418 |
| Creditors: amounts falling due after more than one year | $(603,637,021)$ | (555,494,493) |
| Pension - deficit funding liability | $(1,064)$ | $(2,475)$ |
| Pension - defined benefit liability | (1,339,600) | $(418,600)$ |
|  | $(604,977,685)$ | $(555,915,568)$ |
| Total net assets | £81,248,323 | £79,404,850 |
| Reserves |  |  |
| Share capital | 53 | 53 |
| Income and expenditure reserve | 81,248,270 | 79,404,797 |
|  | £81,248,323 | £79,404,850 |



