



Hillcrest

Annual Report 2024-2025

Helping people live better lives

hillcrest.org.uk



Chairperson's Report 2024-25



My second year as Chair of Hillcrest has passed quickly - marked by both opportunities and challenges.

Throughout these, Hillcrest has remained unwavering in its commitment to helping people live better lives.

Last year, the Scottish Government declared a housing emergency. In response, Hillcrest, in partnership with the Scottish Federation of Housing Associations (SFHA), met with the Scottish First Minister, John Swinney, to emphasise the critical role housing plays in tackling poverty.

The sector welcomed the Scottish Government's recognition of this issue, which was reflected later in the year by significant increases in both the Social Housing Investment grant and funding for housing adaptations.

Delivering safe and affordable homes

The housing emergency required a proactive approach to delivering more affordable housing. Hillcrest Homes and Hillcrest Enterprises took handover of almost 300 new homes across our geographical area.

This included homes at our modular site on Victoria Quay, a stunning gap site at the Murraygate in Dundee, housing built as part of the repurposing of Strathmartine Hospital in Dundee, and 25 units at Western Tomaknock in Perth and Kinross.

Hillcrest also completed 12 energy-efficient affordable homes at Burnland Drive in Westhill, Aberdeenshire - our first development in the region. The homes include 1-bed flats and 2/3-bed houses. Each property includes a charging point for electric vehicles. A nearby development at Straik Road will soon add 63 more homes.

The Ellengowan redevelopment received national recognition for its inclusive design and community focus.



As well as achieving a Silver Award in the Affordable Housing category at the Scottish Design Awards in June 2024, the redevelopment project was named as an 'exceptional' project at the 2025 Annual Royal Incorporation of Architects in Scotland Awards.

Regeneration and retrofit

In partnership with George Martin Builders Ltd, Hillcrest began regenerating the historic Burnside Mill in Dundee. The project retains the original façade and roof while delivering 54 social rent homes with high-performance materials.

We have recently concluded a whole house retrofit for 22 properties at our development in Cairnie, Arbroath, which included the installation of air source heat pumps, external wall insulation, solar PV, and battery technology. Over £600k was match funded via the Scottish Housing Net Zero Fund.

Hillcrest Maintenance upskilled tradespeople to replace 97 windows in a historic Georgian building at Rose Terrace in Perth.

This project took three months to complete but over three years to get to this position due to planning complications and the complexity of the work involved. The new hardwood sash and case windows, nearly identical in appearance to the originals, significantly improved energy efficiency.

The project also upgraded ventilation and insulation using sustainable materials, preserving the building's heritage while enhancing comfort.

Creating safe and supportive spaces

Hillcrest continues to foster safe, supportive communities. In February 2025, our Hillcrest Futures Drug and Alcohol Recovery service in Dundee received the Welcoming Women Award for creating a safe space for women.

Hillcrest Futures was appointed service provider for The Beacon, a new wellbeing centre in Arbroath offering emotional and mental health support.

We are also delighted to have been able to reunite three residents who had to move after the flooding at River Street in Brechin during Storm Babet. A new property was identified and purchased at Orchard Way in Montrose, with the three individuals happily relocated to a fantastic new home and community.



Hillcrest Futures' homeless services in Edinburgh and Glasgow were rated “Very Good” by the Care Inspectorate. I'm delighted to report that the services were praised for their empathetic staff, strong community partnerships, and positive impact on residents' wellbeing.

Recognising the impact that isolation can have on health and wellbeing, the Hillcrest Foundation expanded its reach through partner donations. A key case study, “Feeling Strong,” supported 1,849 young people in Dundee with activities to reduce isolation and improve wellbeing.

Listening to our tenants

Tenant feedback remains central to Hillcrest's service delivery. The rebranded Hillcrest Engagement Team introduced modern, flexible engagement methods, including digital tools and opt-in/out options.

Projects included estate initiatives, a digital scrutiny project, and a photography competition. The “Rent First” campaign used targeted messaging to promote financial wellbeing during the holiday season, achieving high engagement rates.

The Interested Tenants Register was renamed the Feedback Forum, with membership growing from 600 to over 900 tenants through proactive outreach.



Staff wellbeing and share of voice

Staff wellbeing continues to be a priority for Hillcrest, and the Health & Wellbeing Strategy provides a framework for ensuring employees are consistently supported in their workplaces.

Initiatives for staff include fundraising events, access to Mental Health First Aiders, Menopause Champions, and a comprehensive benefits scheme. From July 2025, our healthcare cash plan staff benefit, will double in value at no extra cost. The Staff Representative Group ensures employee voices shape our workplace policies.

As a Young Person's Guarantee employer, Hillcrest is proud to offer apprenticeships, work placements, and graduate programmes.

The Young Person's Voice Group helps shape all of our youth-focused initiatives. I'm delighted that in 2025; Hillcrest will offer 12 apprenticeship opportunities for young people looking to start their careers.



Service excellence

I would like to give my thanks to the people that make all this possible. My fellow board members who take the time to volunteer to govern the four organisations that make up Hillcrest.

I would also like to thank all the employees at Hillcrest. Despite any challenges they may face, they consistently provide excellent service to our tenants, the people we support, and both our internal and external stakeholders.

A fond farewell

Lastly, I would like to give special thanks to Angela Linton, our exiting Chief Executive (CE). After 30+ years at Hillcrest, 11 of which she was the CE, she has decided to retire.



Angela has been an inspirational and dedicated leader, guiding Hillcrest through challenges with resilience, while successfully seizing opportunities for growth and improvement.

This was confirmed when she was awarded “Business Leader of the Year” at the Courier Business Awards in 2024. Thank you Angela, we all wish you a long and happy retirement.

Angela is succeeded by John Alexander after a rigorous recruitment process. I look forward to working with John and continuing to build on Hillcrest’s successes.

Dave Boyle
Hillcrest Chairperson





Members and Executives

Hillcrest Homes Governing Body

Mr D. Boyle	Chairperson
Mr P. Shepherd	Operations Sub Committee Convenor
Ms A. Fyfe	Audit & General Purposes Sub Committee Convenor
Ms J. Roberts	(Elected) - resigned 15 August 2024
Mr C. Robertson	(Elected)
Mr D. Hogg	(Elected)
Mr R. Burnett	(Elected)
Mr S. Qadar	(Elected)
Prof M. McMurdo	(Elected)
Mr E. Jones	(Elected)
Mr S. Elder	(Elected)
Mr B. Matheson	(Casual Vacancy) - appointed 19 November 2024

Key Management Personnel

Chief Executive	Mr John Alexander - appointed 24 June 2025
Deputy Chief Executive	Ms F. Morrison
Company Secretary	Ms L. Don - appointed 1 April 2024
Director of Corporate Services	Ms L. Don
Director of Finance and Property	Mr M. Percival
Director of Hillcrest Futures	Mr J. Booth - appointed 30 January 2024



Subsidiary Boards of Directors

Hillcrest Futures

Mr A. Russell (Chair)
Ms B. Fenton
Ms A. MacDonald
Mr D. Lyon
Ms J. Roberts
Mr J. Brown
Mr A. Russell
Ms S. Kerr
Mr M. Hussain

Hillcrest Maintenance

Mr B. Davidson (Chair)
Mr D. Kelman
Mr S. Harvey
Ms F. Doran
Ms F. Stevenson
Mr D. Gowans

Hillcrest Enterprises

Ms W. Johnston (Chair)
Mr I. Collins
Mr A. Rintoul
Mr A. Thompson
Ms H. Morrison
Mr S. Barakat - resigned 10 June 2025
Mr B. Sherriff

Hillcrest Foundation Trustees

Mr S. Elder (Chair)
Mr B. Davidson
Ms W. Johnston
Mr A. Russell
Ms P. Thomson
Mr I. Waddell
Ms A. Boyle
Mr I. Murray

Advisers



Auditors

External Auditor

Chein & Tate
Chartered Accountants & Advisers
16 Dublin Street
Edinburgh
EH3 6NL

Internal Auditor

Henderson Loggie
Chartered Accountants & Statutory Auditors
20 The Vision Building
Greenmarket
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DD1 4QB

Bankers

Royal Bank of Scotland
3 High Street
Dundee
DD1 9LY

Barclays Commercial Bank
Aurora
1st Floor
120 Bothwell Street
Glasgow
G2 7TJ

Lloyds Bank
3rd Floor
25 Gresham Street
London
EC2V 7HN

GB Social Housing
35 Great St Helens
London
EC3A 6AP

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King's Hedges Road
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CB4 2HY

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Solicitors

Thorntons WS
Whitehall House
33 Yeaman Shore
Dundee
DD1 4BJ

Harper Macleod LLP
45 Gordon Street
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30-34 Reform Street
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Shepherd & Wedderburn
1 Exchange Crescent
Edinburgh
EH3 8UL

TC Young Solicitors LLP
7 West George Street
Glasgow
G2 1BA

Brodies LLP
58 Morrison Street
Edinburgh
EH3 8BP

Burness Paull
50 Lothian Road
Edinburgh
EH3 9WJ





Summary of Accounts

Association Statement of Comprehensive Income for the year ended 31 March 2025

	2025	2024
	£	£
Turnover	57,951,541	51,878,423
Operating expenditure	(45,751,776)	(42,160,864)
Operating surplus	12,199,765	9,717,559
Gain on disposal of tangible fixed assets	698,139	859,831
Finance income	148,021	125,555
Finance costs	(11,216,446)	(10,205,647)
Movement in fair value of financial instruments	189,975	499,934
Surplus before and after taxation for the year	2,019,454	997,232
Actuarial gain/(loss) in respect of pension scheme	305,600	(1,703,000)
Total comprehensive income for the year	2,325,054	(705,768)

Association Statement of Financial Position as at 31 March 2025

	2025	2024
	£	£
Fixed assets		
Tangible fixed assets	756,465,072	728,828,832
Investments	2,833,430	2,911,938
	759,298,502	731,740,770
Current assets		
Trade and other debtors	10,353,399	11,295,736
Cash and cash equivalents	6,843,016	4,787,810
	17,196,415	16,083,546
Less: Creditors: amounts falling due within one year	(22,484,500)	(31,651,058)
Net current assets / (liabilities)	(5,288,085)	(15,567,512)
Total assets less current liabilities	754,010,417	716,173,258
Creditors: amounts falling due after more than one year	(668,187,813)	(632,522,103)
Pension – defined benefit liability	(2,955,000)	(3,108,600)
	(671,142,813)	(635,630,703)
Total net assets	82,867,604	80,542,555
Reserves		
Share capital	48	53
Income and expenditure reserve	82,867,556	80,542,502
	82,867,604	80,542,555



Helping people live better lives

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