



# Albyn Housing Society

## Annual Report Summary 2019/20



Drovers Way, Ardgay

# Welcome

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Welcome to the Albyn Housing Society Annual Report Summary 2019 /20.  
We hope you enjoy reading about what we achieved in the year.

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Please contact [corporate@albynhousing.org.uk](mailto:corporate@albynhousing.org.uk) / 01349 801 007

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# Who we are

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Albyn Housing Society Limited serves an ever-growing number of communities in the Highlands, providing good quality, affordable housing for thousands of people across the region. Through four decades the Society has listened and responded to the views of its customers, local government, communities and businesses in meeting housing needs in the Highlands.

Our principal activity is the development, management and maintenance of housing in the Highlands of Scotland for people in housing need.

## Our purpose

To make a positive difference to people's lives through housing and related services.

## Our vision

Everyone housed in affordable quality homes in successful neighborhoods.

## Our mission

To provide excellent customer service, maintain and build quality homes, giving opportunities for people and communities to succeed.

## Our Values

✓ We give respect    ✓ We are reliable    ✓ We do good and do it well

## Our objectives

- Achieving successful tenancies through quality customer / landlord relationships
- Building and maintaining a sustainable, quality housing stock
- Supporting neighbourhoods and communities to thrive
- Providing access to housing and support in the Highlands
- Delivering good value for money in rents and other charges

## Our subsidiaries

Albyn Housing Society also has three wholly owned subsidiaries:

- **Albyn Enterprises Limited** - to undertake activities of a non-charitable nature that will help Albyn to meet its objectives.
- **Highland Residential (Inverness) Limited** - to undertake factoring and low cost home ownership and rental
- **Suund Limited** - formed for the potential exploitation of innovation. Currently a dormant company.

## Our homes

Managed Property Numbers	2020	2019
Tenanted Properties	3,229	3,072
Managed on Behalf of Others	15	16
Shared Ownership Properties	122	124
Properties Leased to HRL for Mid Market Rent	159	127
<b>Total</b>	<b>3,525</b>	<b>3,339</b>



Aignish Drive, Inverness

# Chair's Report

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Maxine Smith,  
Chair of Board

**Welcome to our annual report for 2019/20. I am pleased to offer you some highlights from the Board this year, in what has been a rewarding yet challenging year.**

In recent years, Albyn's Board and Leadership Team have recognised the need to respond to a changing operating environment but it would be fair to say that we never could have anticipated ending the year the way we have with the onset of COVID 19.

The global pandemic has forced all of us to adapt and change dramatically how we operate and while we had begun the process of recognising that we needed to respond differently to our tenants and customers, the scale of the challenge has most certainly been hastened and become more complex as time unfolds.

The case for change was being built upon the foundations of the past Leadership Team. Specifically, we had invested heavily in staff development through the programme delivered through Tickety Boo, our considerable investment in CIVICA CX, a new housing management system and customer portal, as well as our efforts in housing innovation and design through our Fit Homes project. Undertaking these activities led us to question and reflect on the extent to which we were ready for a future where change and responsiveness to change would become the "new normal", long before the phrase was being used routinely by every charity, business and organisation due to COVID 19.

On the one hand, our proposition to tenants and stakeholders is simple; we maintain and build homes for people who need them. We make long-term investments so that our tenants can enjoy their homes and communities every day and for generations to come. Yet on the other hand, we know that our tenants' needs, and expectations change over time and as an RSL our challenge is how we respond to these changes.

I know that the Board, the Leadership Team and the staff teams are constantly asking themselves how the decisions we make today will affect our tenants not just now, but in the future and now, more than ever, we must challenge ourselves to plan, respond and review what we do so that tenants get what they need from us.

You will hear throughout this report of the considerable efforts our team has made throughout the year to maintain and build new homes and to deliver high quality customer services and make sound investments. Some highlights include:

- Stock investments of £2.541 million delivering 68 new bathrooms, 42 kitchens, 125 heating systems; and, 69 windows and doors.
- The construction 193 homes.
- Strong performance in reactive repairs.

Looking forward to 2020/21 and beyond, although we all face considerable uncertainty in all areas of our daily lives, our commitment to Albyn remains constant. We will be driving forward an ambitious 5-year business plan that seeks to consolidate routine customer services and asset management, respond to COVID 19 and its impact on tenants and staff and launch a 3-year programme of business transformation activity.

Finally, I would like to note my thanks to Susannah Endecott, Justine Golesworthy and Ann Boon, who served on the Albyn board for varying degrees of time. We are grateful to them all for their service to the Board and wish them every success for the future.

Maxine Smith, Chair of Board  
Albyn Housing Society



Balvonie Brae, Inverness

# Chief Executive's Report

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Lisa Buchanan, Chief Executive

Firstly, welcome to our annual report 2019/20. Since taking up my role in June 2019, I have enjoyed getting to know how the organisation works and the ways in which our staff go above and beyond to support our tenants and add value to the work we do as a housing association.

None of us could have predicted the situation we found ourselves in in March this year and I can honestly say that the way in which our staff, tenants and communities have rallied around one another has been heart-warming and encouraging. I have received regular reports of the differences that our staff have made to the lives of often isolated and vulnerable tenants and our collective response to the pandemic has been an excellent display of teamwork at times of great uncertainty.

There were two significant decisions that we took on 31<sup>st</sup> March 2020 that I believe signal the organisation's commitment to our tenants. Previously, the impact of Universal Credit, the so-called "bedroom tax", the challenges of private sector rents and difficulties accessing affordable housing in the Highlands were well known to the sector and indeed, have been well-documented by Albyn Housing Society in past annual reports. However, nothing has tested us more than the onset of the global pandemic and what it means for our tenants.

In the face of considerable uncertainty, our Board took the decision to temporarily suspend the planned rent increase for 2020/21 (foregoing income of approximately £200,000) and secondly, they put in place a hardship fund of equal value, to ensure that those tenants who needed most help were able to access financial support where other sources of income were not immediately available. These decisions have consequences, of course, for our budget in the coming year, as well as testing our commitment to balancing the need for more affordable homes in the region with the need to continually invest in our existing stock.

Furloughing staff was another example of taking the opportunity to pause and think about what was right for the Society, our tenants and our staff and while it was certainly challenging to implement, we believe that we struck an effective balance to allow staff to take care of their families and retain resources in the business for the longer term.

With all of these dynamic responses to COVID 19, it could be easy to forget all that happened in the year prior to March and so I would like to share some of the other work we have been doing behind the scenes, to ensure that Albyn continues to serve tenants and customers effectively and efficiently long into the future.

To that end, we have been engaged in a process of reviewing and restructuring the Leadership Team, laying the foundations, if you'll excuse the pun, for our revised 3-5-year

business plan. This includes developing our strategic direction with a renewed vision of maintaining and building new homes, focussing on improvements to our core activity, and ensuring that our impact on tenants is at the forefront of our minds when making decisions about how we operate as an RSL. We have also been engaged in streamlining and reviewing outdated policies and procedures, improving how we deliver HR services across the business, and introducing our Publication Scheme and improving GDPR compliance.

What follows in this report are some noteworthy examples of our operational performance prior to COVID 19. As you may anticipate, we are likely to see declining performance in the year ahead and I would like to assure you of our commitment to respond effectively to tenants' needs, in what will be our most challenging year to date.

I wish you and your families well in these turbulent times and I hope that our efforts to support you, reach you when you need it most.

Lisa Buchanan, Chief Executive  
Albyn Housing Society



Stratton Farm, Inverness

# Customer Services

High quality customer service is central to the success of our business. Over the last few years, we have been developing new ways to improve our service delivery, both through changes to organisational structures and through building on the successful methods we currently use.

We have continued to restructure our Customer Services Team to push day to day decision making through to front-line staff, enabling us to respond more effectively and efficiently to our customers' needs. Local initiatives on arrears accounts and new, improved ways of ensuring that our new tenants have the best possible chance of sustaining a successful tenancy.

During the financial year we ran an open tender process to procure a new housing management system which is now being implemented. This will help us to improve the effectiveness of our processes for the benefit of our tenants and services.

## How we engage with our tenants on service delivery

- **Focus Groups** - where tenants can make their voice heard gain knowledge in areas of interest to them.
- **Tenant Surveys** – five completed ranging from customer satisfaction, to gas safety and rent affordability. Responses to our surveys have been consistently strong with a response rate of around 40% providing valuable information on which to drive further service improvement.
- **Tenant Report Card** – delivers information to tenants on our performance against the requirements of the Scottish Social Housing Charter in an easy to read format.



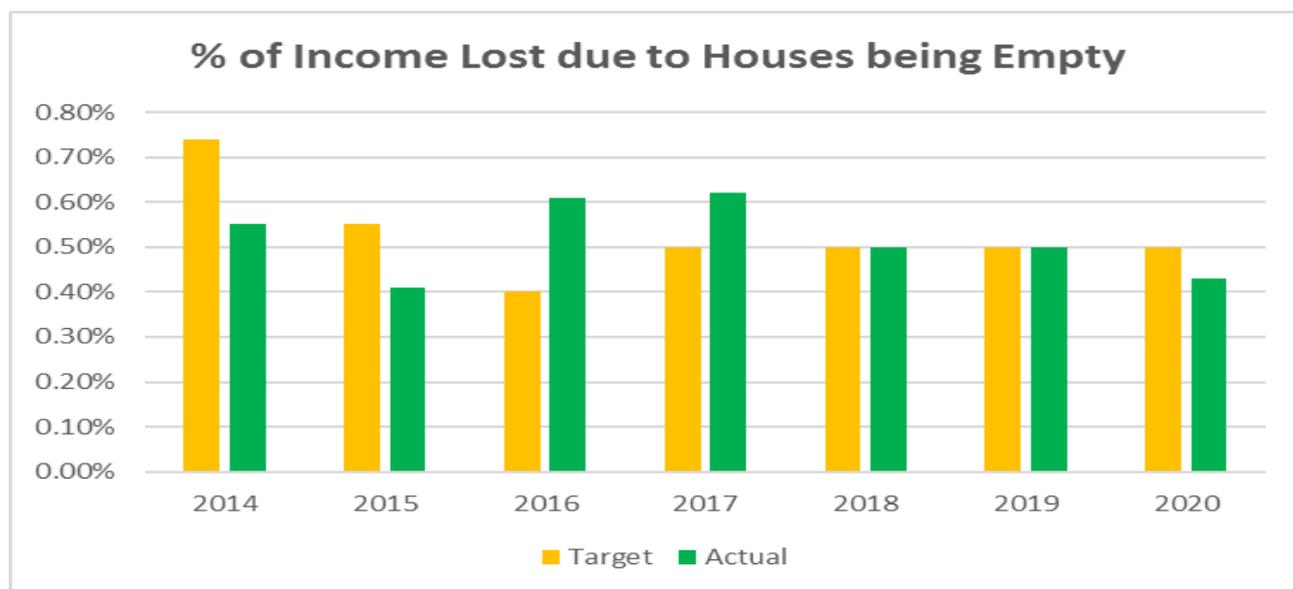
Speyhouse, Aviemore

## Allocations

We undertook a process review on the time it takes us to let empty homes. The objective of the review was to house applicants on the waiting list as quickly as possible and to reduce lost income when a property is empty.

Families re-homed in the year	2019/20	2018/19
Re-lets	216	237
New Build / other Acquisitions	142	161
<b>Total</b>	<b>358</b>	<b>398</b>

We have reduced the average number of days taken to fill our empty homes to six days in 2019/20 (eight days in 2018/19), resulting in a reduction in income lost due to houses being empty. This is despite an increase in the total number of properties that became void.



Historically we have found that it takes us longer to allocate homes in Caithness and developments in the more rural parts of the Highlands. With experienced Housing Officers dealing with homes in these areas, and the Choice Based Lettings initiative implemented in Caithness since 2015, we continue to work hard to keep our lost income as low as possible.

### High levels of customer satisfaction

Over **85%** of tenants responding to new tenancy surveys indicating that they are satisfied with the condition of their home when they move in.

We constantly review the performance of our homes in terms of the amount of money they cost us and how happy our tenants are with them, so that we can be proactive in deciding the future use of our homes.

## Rent Arrears

Our performance on rent arrears has weakened compared with the previous financial year as we see a greater proportion of tenants experiencing the challenges of migration to Universal Credit.

### Increase in Universal Credit claims

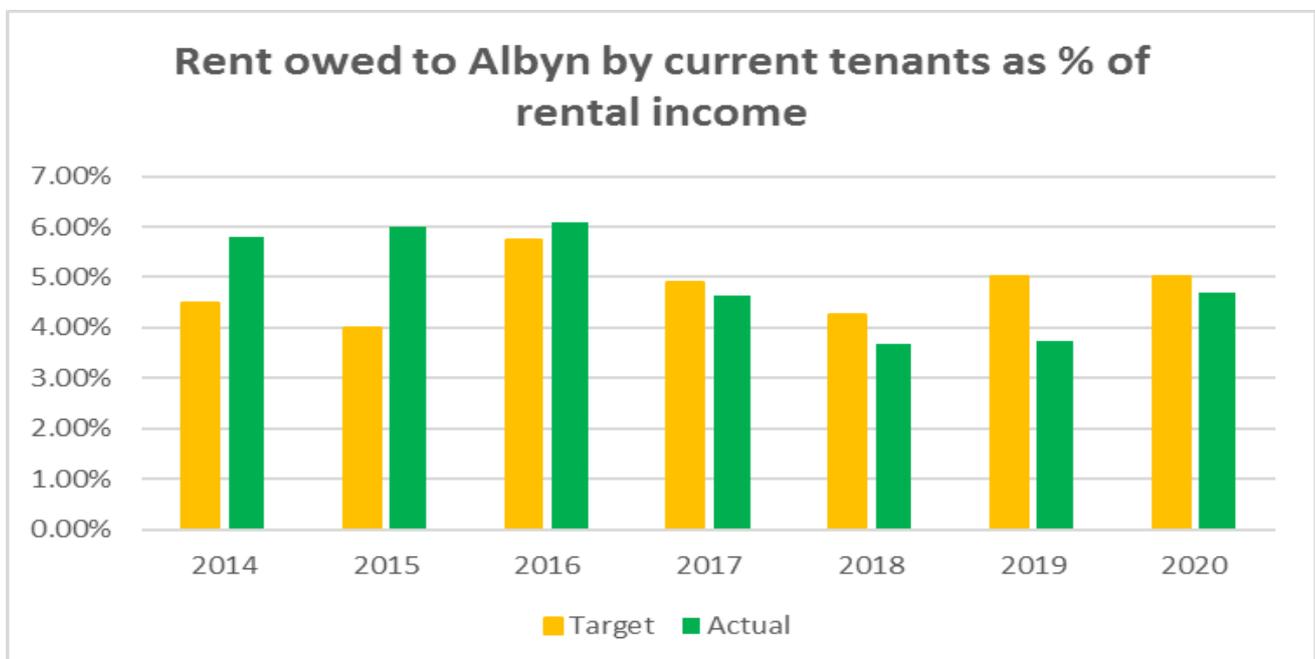
A total of **1,178** tenants claimed Universal credit in 2019/20. This is a **36%** increase from the previous financial year, with further increases expected in 2020/21 due to the economic impact of the coronavirus pandemic.

In addition, many tenants are affected by the “bedroom tax”. Discretionary Housing Payments have been in place for those affected and this helped to alleviate the shortfall in Housing Benefit and the negative financial impact on the tenants concerned.

To support tenants, we have developed early intervention processes to identify those who are having difficulties in paying rents so that they can be referred on to relevant services.

We also work closely with other local RSLs, Highland Council, and the Department for Work and Pensions to make sure that tenants are able to access support to manage their rents.

The chart below details our recent performance on rent arrears for tenants in our homes:



## Reactive Repairs

Our performance in Reactive Repairs remains good and is detailed in the following tables:

Category	Performance Measure	Target	2019/20	2018/19
Emergency	Average time to complete	8 hours	5.81 hrs	3.90 hrs
Non-Emergency	Average time to complete	10 days	3.10 days	3.27 days
Right First Time			90.38%	90.38%

The total number of reactive repairs completed during the reporting year was 5,847, with 78% of tenants who returned a satisfaction survey satisfied with the overall quality of our repairs service (compared to 87% in 2018/19).

The number of repairs completed Right First Time has remained the same compared to last year.

## Tenancy Management

We continue to work in partnership with other local agencies to tackle Anti-Social Behaviour and to manage our estates.

Number of ASB Cases opened in the year		2019/20	2018/19
Category 1	Most serious and involves criminal activity	23	41
Category 2	Deliberate attempt to cause disturbance or annoyance	96	80
<b>Total</b>		<b>119</b>	<b>121</b>

The overall number of reported nuisance and anti-social behaviour cases we dealt with in 2019/20 was down from the previous financial year, with the more serious Category 1 cases down by 44%.

### Tenancy Sustainment

The number of tenancies created in the financial year that were still successfully in place after a year remains high at 93.44%

## Communities

Albyn is committed to working with our tenants and communities to develop innovative solutions to enable people to live in their own homes as long as it is safe for them to do so. During the year we have worked closely with our subsidiary, Albyn Enterprises Ltd, to assist it in achieving a number of innovative projects.

Since 2015, we have been the lead partner in a successful funding bid for £880,000 from The Big Lottery to AEL in partnership with the four other main RSL's in Highland for a project entitled Money Matters Highland. This funding has been enabling us to deliver support to our tenants across the Highlands, specifically focusing on the negative impacts of the introduction of UC and the effects of fuel poverty in the area.

The success of this project has led to a further extension into the 2020/21 financial year when the original end date of the programme was 31 March 2020. This extension will allow those in need of money advice to access professional services to assist in managing personal finances.

We are continuing to develop our software platform to assist people to live safely in their homes, as well as working on an innovative design for homes to enable people who are unwell to live at home for as long as is possible, rather than being in a bed in hospital.

We continue to work with partners on the City Region Deal Project to deliver a further 24 FITHomes.

## Complaints

We received a total of 56 complaints during 2019/20 (2018/19 – 42), of which 43 were dealt with as Stage 1 complaints, meaning that they needed to be addressed within 5 working days. The remainder were dealt with as Stage 2 complaints.

Of the 56 complaints, 32 were partially or fully upheld (2018/19 – 19).

We use the complaints we receive to identify service improvements. We are continuing to improve our communication, both verbally and in writing, to keep tenants informed of progress with work or issues that they have raised.

# Finance & Corporate Services

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Albyn's Finance & Corporate Services Team continued to support the Albyn Group throughout the year. The team supported the Board in reviewing the number of houses we would build and ensuring that the corporate and financial governance of the Society remained strong.

The team has continued to work with the operational teams both in Albyn, and in its subsidiaries, to provide up to date and streamlined processes and systems to help them provide good service to our customers on a day to day basis.

Within the financial year, the corporate finance system has been upgraded to enable a migration to a more modern platform and in addition we have introduced a new system for managing the housing assets that is a core part of our business.

Further upgrades have been made to payment systems software and we will seek to develop further effectiveness and efficiency gains through the integration of our systems in the coming years.

## Financial Review

Albyn made a surplus of £3,698,000 (2019 – £1,997,000) during the year. The consolidated results of Albyn and its trading subsidiaries, Albyn Enterprises Limited and Highland Residential (Inverness) Limited gave a surplus of £3,698,000 (2019 - £1,956,000).

The surplus recorded for the financial year to 31 March 2020 includes charges and actuarial gains to the statement of comprehensive income for the defined benefit pension scheme. The surplus for the year prior to these gains and charges was £2,265,000 (2019 - £2,688,000) for the Society and £2,265,000 (2019 – 2,647,000) for the consolidated result of the Society and trading subsidiaries.

The treatment of the Society's SHAPS pension scheme changed in line with FRS102 from a defined contribution scheme to a defined benefit scheme in the previous financial year. The defined benefit liability as at 31st March 2020 is £291k (2019 - £2,109k). This has therefore resulted in a decrease in the liability at 31 March 2020 of £1,818k.

During the financial year deficit reduction payments have been made of £429k which have been supplemented by an actuarial gain of £1,433k and other charges to the Statement of Comprehensive Income of £44k, arriving at a closing liability at 31 March 2020 of £291k (2019: £2,109k).

Future deficit reduction payments will be made during the 2020/21 financial year of £429,000 as advised by the scheme Trustees.

Due to the unpredictable nature of the underlying assumptions in calculating the future liability, there is likely to be some volatility in the pension liability at each financial year end.

Albyn has held discussion with its main bankers and as the movement on the liability is a non-cash movement, it does not anticipate there being any adverse impact on the societies loan covenants.

The cash surplus generated By Albyn Housing Society in the year continues to be reinvested in homes for our tenants through our new build programme and our investment in the quality of our existing homes.

Albyn remains in a strong financial position; we continue to have a substantial major repair investment programme with work to comply with the Scottish Housing Quality Standards (“SHQS”) and the Energy Efficiency Standard for Social Housing (“EESH”) by 2020, as well as maintaining the quality of our homes. We have budgeted for expenditure on improvements to our homes of £2.3m in the next financial year, with our ongoing budget for improvements being in excess of £2m each year going forward.

In July 2016 the Board of Albyn approved an increase to our plans for building new homes, increasing the original target of 500 homes over five years between 2016 and 2020 to 750 homes. We obtained £30m of new Private Placement funding in February 2017 and this is expected to fund at least 500 of our planned new homes. The Board reached agreement in principle to continue to develop after the end of the 2019/20 financial year subject to the political and grant funding climate. This was expected to be at the rate of around 150 units per year.

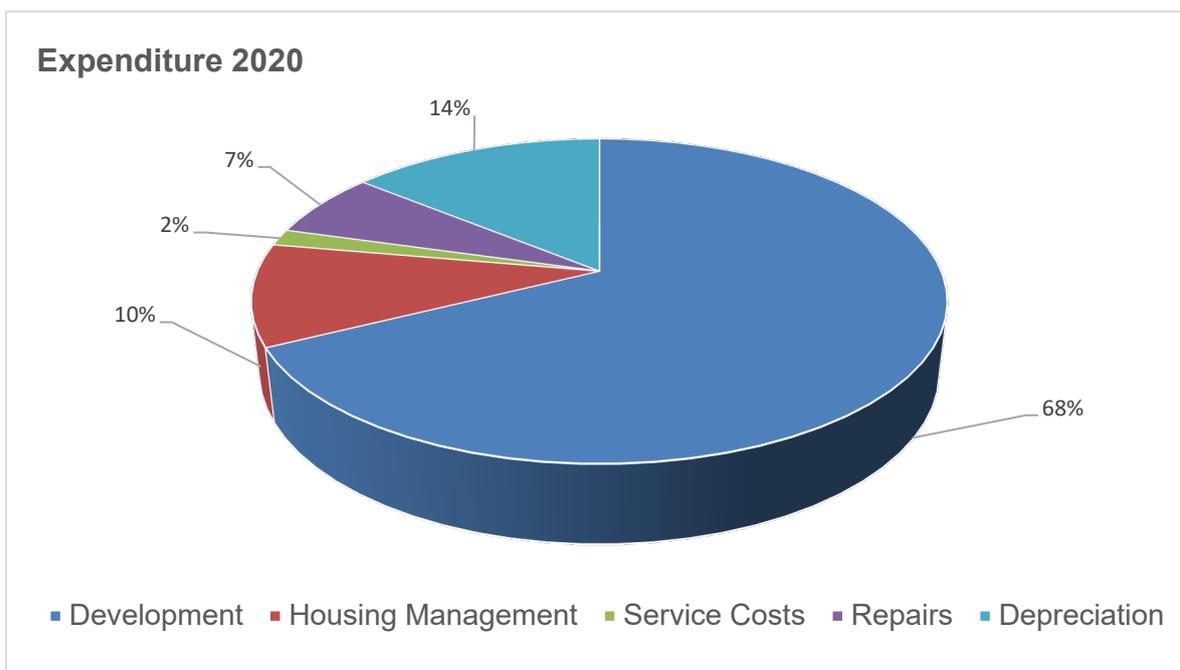
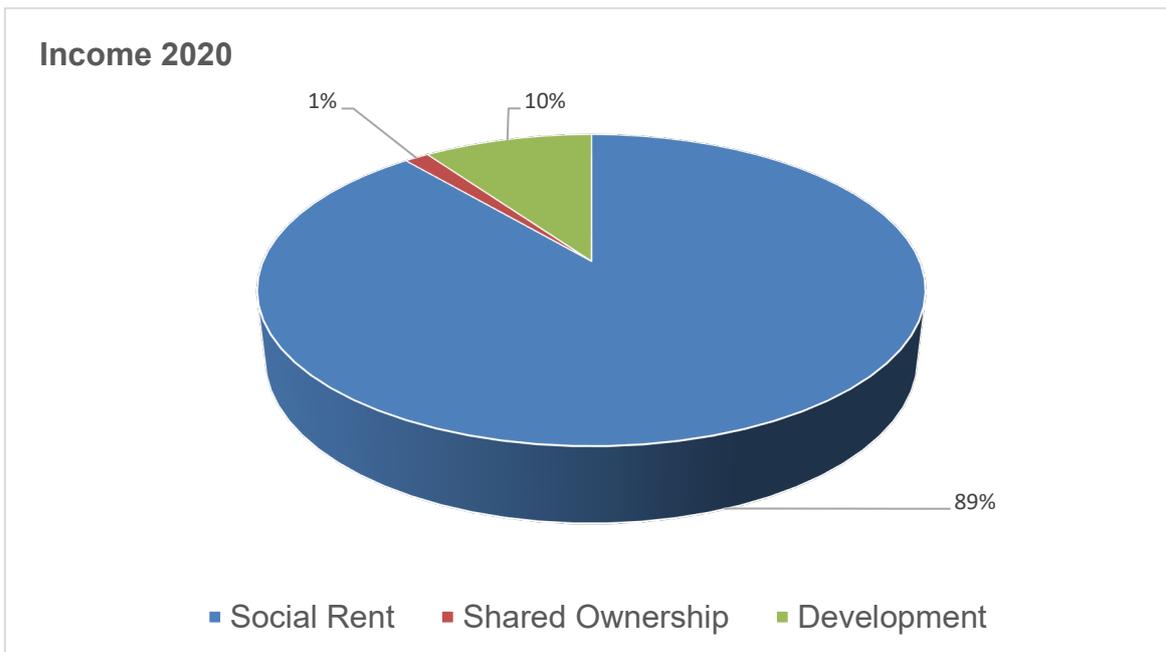
Cash surpluses will continue to be made, subject to our planned major repair programme over the next few years and we will continue to make efficiency savings in our operational costs wherever possible.

### **Impact of Corona Virus Pandemic**

Following the worldwide coronavirus pandemic, The Board have considered several measures to protect the Society and maintain financial resilience in light of significant economic uncertainty that the pandemic has caused. On 31 March 2020, the Board met to approve the budget for the forthcoming year and the future financial forecast. In addition, a number of specific measures were agreed and will be reviewed as the operating environment becomes clearer. This includes a pause on the commitment to new build development in 2020/21, a pause on the component replacement programme and the fulfilment of only emergency or urgent repairs in the short term.

As restrictions are lifted during the 20/21 financial year and the impact of the pandemic on the business can be better assessed, the Board will consider changing these revised policy positions.

# Income and Expenditure



These pie charts are taken from the financial statements and do not include all the disclosures required by the Statement of Recommended Practice (SORP) and the registered Housing Associations (Accounting Requirements) (Scotland) Order 1999, which have been made in the full financial statements.

The full financial statements, including an unqualified auditors' report by RSM UK Audit LLP, are filed with the Financial Conduct Authority and are available from Albyn's offices in Invergordon and Inverness, or alternatively online at [www.albynhousing.org.uk](http://www.albynhousing.org.uk)

## Corporate Governance

Albyn has a Board which is elected by the members of Albyn. It is the responsibility of the Board to undertake the strategy, setting of policy and overall direction for Albyn. They also monitor the operational activities of Albyn. The majority of members of the Board undertake this work in a voluntary, unpaid capacity. During the financial year, the Board agreed that it would make limited payments to some post holders on the Board. This includes the role of Chair and Audit Committee Chair.

The Executive Team together with the managers has been responsible for achieving the set strategy and undertaking the operational activities in line with the agreed policies throughout the year.

On 31 May 2019 the current Chief Executive left the Society after 28 years of service. The Board completed a successful recruitment process and Lisa Buchanan joined the Society as new Group Chief Executive from 10 June 2019.

On 08 January 2020 The Chief Operating Officer resigned from his position. The Board have approved a restructure of the leadership team and will seek to implement the new structure in the latter half of the 2020/21 financial year. In the meantime, an interim Leadership team has been created to lead the business for the next 12 months.

The revised Regulatory Plan, issued in March 2019 by the Scottish Housing Regulator, defined their engagement with Albyn as Medium on the basis of their risk assessment. The plan identified Albyn's level of new build development activity as a particular area of risk.

The Regulator has classified Albyn as being of "systemic importance". The Regulator refers to a small number of RSLs as 'systemically important' because of their stock size, turnover or level of debt or because of their significance within their area of operation. They need to maintain a comprehensive understanding of how our business model operates and the risks we face, so they seek some additional assurance through our regulation plans. It is important to bear in mind that higher levels of regulatory engagement do not therefore mean we are poorly performing.



Stratton Farm, Inverness

## Staffing

The year from April 2019 to April 2020 was a time of great change for Albyn staffing. With a new chief executive in Lisa Buchanan joining in June 2019 there's been a great drive for focussing everything we do into improving the lives of our tenants: and that includes how we review how we operate internally.

Lisa and the Board engaged staff through staff listening sessions, attendance at team meetings and staff forums to review what works well and what needs to be transformed to address the changing needs and meet the expectations of our tenants.

A vision for the leadership of Albyn, was supported by the Board in the winter but the growing impact of the pandemic on how we ran our business meant that some quick and short term staffing decisions had to be made to give us the strength to lead Albyn through what were going to be inevitable challenges.

As a staff group, we grew from 83 in April 2019 to 94 in April 2020: currently some of those posts are interim to meet the current and immediate demands presented to us by Covid-19.

Ongoing development of our online systems and IT infrastructure throughout the year allowed us to meet the lockdown in March within the space of 2 days. We were able to get staff safely home, with the necessary equipment and information they needed, to work remotely before the country shutdown. It's to the credit of staff flexibility, skills and willingness that what looked like a temporary measure of several weeks has been able to continue. Staff teams continue to meet face-to-face, albeit from their computer screens at home across the Highlands.

As furlough was introduced into the vocabulary of UK employers, so to Albyn Housing Society. Staff and our trade union colleagues understood the necessity to make informed decisions and react appropriately to the challenges facing us at the end of the year and into the next.

Remote working and furlough gave us an unexpected opportunity to re-engage with our online learning system and staff completed a range of training courses to support them.

## Future Prospects

Albyn will continue with its policy of improving the quality of housing and housing services within its area of activity working with its existing and new partners.

The Board approved ambitious plans to build 750 homes over five years between 2016 and 2020, to contribute to the government's overall targets for growth in affordable housing in Scotland. This programme is reaching the end of its delivery and the Board are considering the scale of development and balancing this against the on-going needs to upgrade and improve the quality of existing housing stock.

Albyn was one of the first social landlords to experience the introduction of Universal Credit for some of its tenants. This new system presents challenges to us and our tenants and so we have used the operational review and changes to the staffing structure in Customer Services to hopefully put us in a strong position. More recent developments are likely to push more of our tenants towards reliance on UC and we will call on skills and abilities of our staff to support tenants to manage rental payments.

The period of social lockdown which began at the end of March 2020 will bring about challenges into the future in how we deliver services to tenants and we will follow all applicable guidance in ensuring that once restrictions on activities are lifted we are able to operate and deliver our services in a manner which is safe to both our tenants and our staff.



Balvonie Brae, Inverness

# Asset Management & Investment

Albyn has a Sustainability Strategy, with a focus on sustaining Albyn as a business whilst helping improve the quality of life for the residents in our communities. This Strategy is supported by an Asset Management Plan which identifies initiatives for sustaining / improving the performance of our property assets.

In addition, Albyn has a long-term programme of major repairs to cover work which has become necessary since the original development was completed, including works required for subsequent legislative changes such as SHQS and EESSH. This includes replacement or repairs to parts of the properties which have come to the end of their useful economic lives. The costs of these repairs are charged to the Income and Expenditure Account, unless it is agreed they be capitalised within the terms outlined in the Statement of Recommended Practice for Registered Social Landlords.

During the year we incurred expenditure on improvements to our homes as follows:

Replacement Type	2020 £000's	2019 £000's
Energy Efficiency Measures	1,053	1,066
Window and Door Replacements	571	676
Kitchen Replacements	329	152
Bathroom Replacements	508	240
Individual Property Upgrades and Other Costs	19	81
<b>Total</b>	<b>2,480</b>	<b>2,215</b>

It is essential that all properties with Gas Central Heating are serviced within 12 months of the previous time, and we put in place procedures this year which ensured that we hit this target every month in the year.

Category	Performance Measure	Target	2020	2019
Gas Servicing	Within 12 months of previous inspection	100%	100.0%	100.0%
	Within 13 months of previous inspection	100%	100.0%	100.0%

In July 2016 the Board approved an increase to the new build development programme from 500 homes for rent over the five years ending March 2020 up to 750 new homes. These plans were given a major boost when we secured the £30m of new Private Placement funding in February 2017. We completed or purchased 193 homes for rent during the year to 31 March 2020 (2019 - 196).

In addition to the new properties we built or purchased below, we bought back 1 shared ownership property to be rented out by HRL under the Mid-Market Rent (MMR) provisions.

Developments completed in the year	Rented	Mid Market Rent	Total
David Oag grove	13		13
Drovers Square	2	2	4
Drummosie Road	40		40
Matheson Way	9	2	11
Revoan Court	2	2	4
Sandy Macrae Street	8	4	12
Spey House	20	2	22
David Ross Street	1	4	5
Aignish Drive	11	2	13
Manse Road		1	1
Kennedy Avenue		1	1
Millburn Court		1	1
Dellmhor	6		6
Balvonie Brae	25		25
Sullivan Street	4		4
Aignish Road	5		5
Balvonie Street	11	9	20
Colin Young Place		2	2
King Brude Gardens	1		1
Benbecula Place	3		3
<b>Total</b>	<b>161</b>	<b>32</b>	<b>193</b>

The table below details our spend in the year on these completed projects together with projects that are currently being built:

Development Funding	2020 £000's	2019 £000's
Expenditure	23,471	25,723
Grant	14,220	14,463
Loan	9,251	11,260
<b>Own resources</b>	-	-

# Our Board & Committees

The Board of Albyn during the year to 31 March 2020 and up to 30 June 2020 was as follows:

Name	Date Appointed	Committees
Ms M Smith	Appointed Chair Person from 03/09/19 – Present	SHSE, PC
Mr J A Convery	Appointed Board Mbr 01/09/03 – Present	PC, A&RM
Mr I Fosbrooke	Appointed Vice Chair – 03/09/19 – Present	SHSE, A&RM
Ms J Golesworthy	Appointed Board Secretary 03/09/19 - Present	A&RM, PC
Ms J Carr	Appointed Board Mbr 21/11/17 Resigned 03/09/19	SHSE
Mrs L Clow	Appointed Board Mbr 11/09/18 Resigned 03/09/19	A&RM, SHSE
Mrs S Endeacott	Appointed Co Optee 15/10/19 Resigned 01/05/20	SHSE
Ms D Smith	Appointed Co-Optee 15/10/19 – Present	SHSE, A&RM
Mr R Bremner	Appointed Board Mbr 25/06/19 – Present	PC, A&RM
Ms G Sinclair	Appointed Board Mbr 03/09/19 - Present	SHSE, PC
Mr P Adams	Appointed Co-Optee 17/12/19 – Present	Board
Ms A Boon	Appointed Board Mbr 03/09/19 – Present	A&RM, PC
Ms M MacPherson	Appointed Board Mbr 03/05/19 Resigned 11/07/19	Board
Mr D Russell	Appointed Board Mbr 16/08/11 Resigned 03/09/19	A&RM
Mr S Smith	Appointed Chair prsn 11/08/18 Resigned 31/05/19	Board, SHSE, PC

## Committees

*Performance Committee (PC)*

*Staffing Health & Safety and the Environment Committee (SHSE)*

*Audit & Risk Management Committee (A&RM)*

## Executive Team

The Director of Albyn at 31 March 2020 was as follows:

Ms Lisa Buchanan                      Chief Executive

# Albyn Enterprises Limited

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Albyn Enterprises Limited (AEL), is a wholly owned subsidiary.

During the year employees of AEL continued to support Albyn in its innovation activities and to further its aim to enable people to live in their own homes as long as it is safe for them to do so. They also continued to manage “Money Matters Highland” funded by the Big Lottery to provide advice and help to those requiring money advice.

# Highland Residential Limited

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Following the transfer of activities from AEL to HRL at the beginning of 2017, the team has continued to develop its offering to the affordable homes market through expansion of MMR and further development of the factoring service.

In the year to 31 March 2020, the Factoring Services team continued to deliver services to tenants of Albyn as well as the owners of homes in our developments and grew their business locally by becoming the factor of choice for a number of local home builders.