

DUNEDIN CANMORE

GROUP

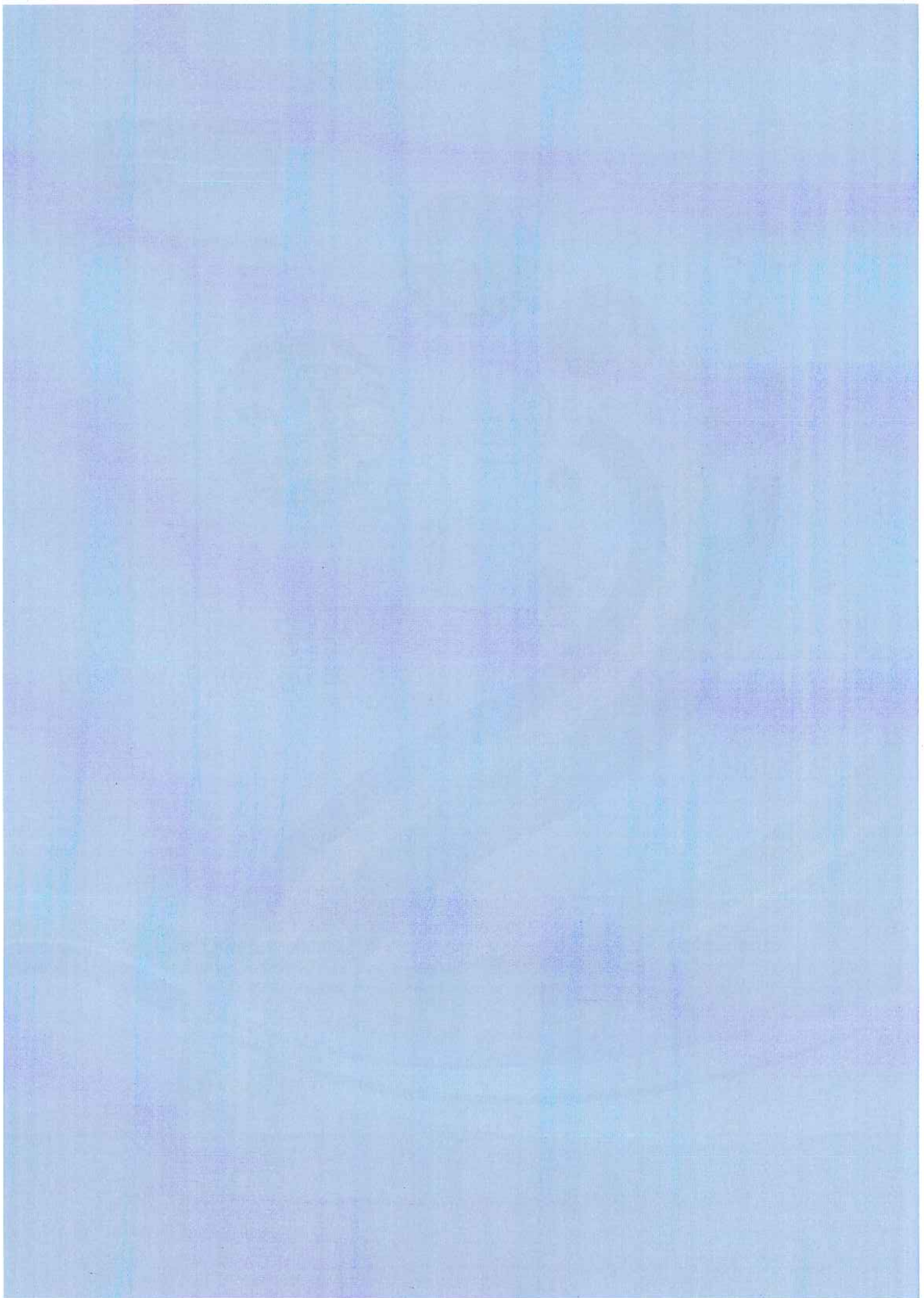
annual report 2013-2014



choices

housing, living, working

Leaders in Building Communities where People Choose to Live



Contents



> Otago Phase 2

Statement by the Chair	2 to 3
Statement by the Chief Executive	4 to 5
The Boards and their Committees	6 to 9
Report of the Board of Management	10 to 19
Board Statement on Internal Financial Controls.....	20 to 21
Report of the Independent Auditor	22 to 23
Income and Expenditure Account	24
Statement of Total Recognised Gains and Losses	24
Balance Sheet	25
Cash Flow Statement	26
Notes to the Financial Statements	27 to 43
Board Member Profiles	44 to 47
Board of Management, Directors and Advisors	48

Statement by the Chair



> Westfield Phase 1



> Yvonne Summers, Chair
Dunedin Canmore Housing

Dunedin Canmore is a successful and well respected affordable housing organisation with a reputation for focusing on improving the quality of life for its tenants and others using its services. This reputation has taken a long time to build and over the past year we have all worked hard to maintain that focus and get ourselves into the best possible position to build on that reputation.

The challenges we face do not appear to get any easier as the years progress. One of our major challenges last year was the impact of plans for welfare reform. This brought about the need to review the way we work to support tenants in receipt of housing benefit to help them adapt to significant changes in the way this particular benefit is administered. Our housing staff have worked well to ensure that this can be achieved and we have all learned an enormous amount in the process.

It was our reputation and the quality of our staff which raised the opportunity for Dunedin Canmore to join the Wheatley Group. This opportunity to be part of a leading Scottish housing group is attractive because it will enable us to proactively shape our future, to expand the opportunities open to our current and future tenants and to maximise our influence on the direction of housing policy in the future.

I recognise that the process of change can be challenging and can create a degree of uncertainty. However, one thing that the Board and the senior staff are absolutely clear on is this will not change the values that Dunedin Canmore holds dear – and that includes looking after the interests of our staff. Going forward, it will be important to move on as a group in an open, transparent and inclusive way and continue to do the things we say we will and do these well.

Statement by the Chair

Going forward, it will be important to move on as a group in an open, transparent and inclusive way and continue to do the things we say we will and do these well.



> Sinclair Gardens

No one involved in today's fast moving affordable housing sector will be unaware of the changes in the policy and financial environment that have encouraged us to take a radical look at the way we work. Two major benefits to Dunedin Canmore in pursuing that task have been the professionalism of the staff and the experience of my fellow Board members. I would particularly like to thank both Board members and staff who have now left the organisation for the hugely positive contribution they have made to the past successes and future opportunities of Dunedin Canmore. You know who you are!

As I approach the end of my last year as Chair of Dunedin Canmore I am looking forward to handing on the baton of exploiting those opportunities. Overseeing the governance and operation of an established charity is an important and responsible job and it has been a pleasure and a privilege to play that role over the last five years. I wish my successor well for the future.

Finally, I thank the Board, the Chief Executive and the Executive Team for the support given to me over the past five years. Dunedin Canmore makes an enormous contribution to affordable housing in the East of Scotland and there is still plenty to do!

Yvonne Summers Chair

26 June 2014

Handwritten signature of Yvonne Summers.



Statement by the Chief Executive



> Otago Phase 1



> Ewan Fraser, Chief Executive

Dunedin Canmore is very aware that it is working in an environment where there is not enough affordable housing to satisfy the demand. It is also aware of the varying needs of its customers with the financial constraints of both the welfare reform agenda and the slow climb out of a long recession.

When this is linked into the real downward pressures on public finance it makes our job a lot more difficult.

With the core of our business revolving around providing affordable homes, support and property services we have a lot of work to do. During the coming year we will be concentrating our efforts on getting the right structure for us moving forward. We must look at bringing new finance into the company to increase the supply of homes to create more choice for existing customers and help satisfy the demand of those in need of a new home.

With the structural review the questions we must ask and answer are linked to partnership working, good governance and supporting our staff team, who continually do a great job, through this process. Working in housing it is the people that matter and how we manage the process of change is important to the success of our business.

Statement by the Chief Executive

Working in housing it is the people that matter and how we manage the process of change is important to the success of our business.



Regarding partnership working we can work as part of a group or we can work independently. However, we cannot work in isolation. The retention of strong links with the local authorities, the Scottish Government, the Scottish Housing Regulator, our funders and development partners is the key to success. We will retain all of these links and look seriously at the best way forward to provide much needed affordable housing in the east of Scotland.

Finally I would like to thank the Board and all of the staff at Dunedin Canmore for the work they have done in the past but also to help us grasp the new opportunities that are arising in the housing world. The skill and expertise that have built our reputation are necessary ingredients for the challenges ahead.



Ewan Fraser Chief Executive
26 June 2014

A handwritten signature in blue ink, appearing to read 'Ewan Fraser'.



The Boards and their Committees

The group has a governance framework which encourages all members to bring their independent judgement to matters of strategy, performance, resources and standards of conduct.

How appointments are made

Board members of Dunedin Canmore Housing are elected at the annual general meeting from the general membership of the Association and retire by rotation every three years. Between annual general meetings, board members may be co-opted to fill a casual vacancy but must then be elected to the Board at the next annual general meeting. Any general member of the Association is entitled to stand for membership of the Board.

Dunedin Canmore Housing may appoint members to the Dunedin Canmore Enterprise Board. Non Dunedin Canmore Housing members sit on the subsidiary board to protect its independence.

The Dunedin Canmore Housing Board comprises a maximum of 15 members.

There is a formal schedule of matters reserved specifically to the boards and all major strategy, investment and policy decisions are taken by them. The Group has a governance framework which encourages all members to bring their independent judgement to matters of strategy, performance, resources and standards of conduct.

Experience and training

The board members bring a wide range of talents and experience to the Group. Board members have the appropriate balance of skills and experience to run the business and are provided with additional training as and when this is required.

Formal sub committees and working groups

The Group has one formal subcommittee, the Group Audit Committee. Other working groups covering all aspects of the Group's work are convened as and when required. The appropriate governing board takes the final decision.

Governance review

During 2011/12 the Boards carried out a performance evaluation of themselves, the Chairs and each of the board members. This was led by a Governance Working Group, which on this occasion engaged an external facilitator to assist in the process. The external facilitator did not have any other connection with the Group.

The process consisted of board members completing questionnaires designed by the external facilitator in conjunction with the Governance Working Group. The completed questionnaires were available only to the facilitator, who prepared written reports for the Chairs and the Board. One-to-one interviews were held between the Chairs and each of the board members.

A meeting of both Boards discussed the results of the evaluation of the boards.

The performance evaluation provided feedback on a wide range of board matters including on some processes and agenda contents. Board members continue to be generally positive about the meetings of the boards and its processes and a number of issues were highlighted for ongoing focus during 2014/15.

The Boards and their Committees

Board attendance

The main board met twelve times during the year. Member attendance at board meetings was as follows:

Board Members	Note	Dunedin Canmore Housing	Dunedin Canmore Enterprise	Group Audit Committee
Richard Austin (resigned 24 Mar. 2014)		10/11		
Jane Ballantine			7/10	
Karen Campbell (appointed "Housing" 12 Sep. 2013)		5/7	7/10	
Alexander Elder			10/10	
John Fletcher	3	11/12	10/10	
Gillian Henry (appointed 12 Sep. 2013)		5/7		
Fanchea Kelly (resigned 12 Sep. 2013)		5/7		
Terence Kirby		9/12		
Susan Laing	4		6/10	
Andrew Leslie		12/12	10/10	5/5
Delia Lomax (resigned 12 Sep. 2013)		3/5		
David MacLaren		10/12		5/5
Kenneth Miller (resigned 12 Sep. 2013)		2/5	3/5	1/2
Thomas Mitchell	2,5	10/12		5/5
Mary Mulligan		11/12		
Peter Nussey			9/10	
Beverley Oakman (resigned 22 Aug. 2013)		1/4		
John Phillips			8/10	
Fraser Pottie			9/10	3/3
Yvonne Summers	1	10/12		
James Walker			7/10	

(1) Chair Dunedin Canmore Housing

(2) Vice Chair Dunedin Canmore Housing

(3) Chair Dunedin Canmore Enterprise

(4) Vice Chair Dunedin Canmore Enterprise

(5) Chair Group Audit Committee



The Chairs of Dunedin Canmore Housing and Dunedin Canmore Enterprise attend the Group Audit Committee meetings. They do not form part of the Committee or the quorum of the meeting.

The Boards and their Committees



> St Nicholas

Group Audit Committee

The Group Audit Committee is responsible for helping the boards to discharge their responsibilities for accounting policies, financial reporting, internal control and risk management. The Group Audit Committee also reviews the independence of the external auditor and the relationship between audit and non-audit work performed by them.

The Group Audit Committee may include independent members from the board of Dunedin Canmore Enterprise. It met five times during the year ended 31 March 2014.



The Group Audit Committee reviews the annual financial statements paying particular attention to:

- critical accounting policies and practices and any changes to them
- decisions requiring a major element of judgement
- the extent to which the financial statements are affected by any unusual transactions in the year and how they are disclosed
- the clarity of disclosures
- significant adjustments resulting from the audit
- the going concern assumption
- compliance with accounting standards
- compliance with legal requirements
- reviewing the Group's statements on internal control systems prior to endorsement by the boards
- reviewing the policies and process for identifying and assessing business risks and the management of those risks by the Group
- reviewing internal financial control and risk management systems

The Boards and their Committees

Financial control throughout the Group is maintained through policies and procedures, as well as Standing Orders and Financial Regulations.



Internal control

A programme of work is agreed by the Group Audit Committee at the start of each year. Reports are presented to the Group Audit Committee. Follow up reports are presented to the Group Audit Committee if required and major findings presented to the boards when appropriate.

Financial audits were undertaken by Scott Moncrieff, a qualified audit firm. Other audits are carried out by self-assessment methods such as peer review or by internal management.

Financial control throughout the Group is maintained through policies and procedures, as well as Standing Orders and Financial Regulations. There is regular reporting of information to the boards. A system of internal reporting of key performance indicators is used to monitor performance.

The Group does not tolerate fraud. Controls are designed to reduce the likelihood and impact of fraud. No instances of fraud were reported during the year.

An annual report of internal control assurance is produced for the Group Audit Committee to review the effectiveness of the risk management and control process.

There is a continual process to identify and manage significant risks faced by the Group which has been in place throughout the year.



Report of the Board of Management



> Sindair Estate

The Board of Management presents its report and the audited financial statements of the Group for the year ended 31 March 2014.

Principal activities

The principal activity of the Group is the provision, in Scotland, of high quality rented accommodation at affordable rents.

Business overview

The Group is based in Edinburgh and now owns and manages almost 5,500 homes. It also has a development programme with around 350 homes in Edinburgh, Fife and the Lothians currently on site.

Dunedin Canmore Housing operates in a fluid and increasingly challenging social housing environment. Its work is supplemented by its wholly owned subsidiary company Dunedin Canmore Enterprise Limited, which provides mid-market and market rent housing. Dunedin Canmore Enterprise deals with the commercial aspects of the Group's business.

Vision

The Vision of Dunedin Canmore is to be Leaders in Building Communities where People Choose to Live.

Mission

The Dunedin Canmore Group will build and improve upon the excellent track record of providing a range of housing and support services to a broader mix of people in the community. This involves the development of 1,000 houses during the period of our five year plan to 2015.

The Group is improving its customer service by gaining a better understanding of the needs of its customers. The continuous improvement agenda also included the introduction of a quality management system this year that best suits the organisation.

The Group continues to build on the partnership work that it does to support tenancies, improve services and create desirable and self-sustaining communities. This includes working more closely with specialist support providers, young people, tenants and owners' groups alike.

Report of the Board of Management

The Dunedin Canmore Group is committed to maintaining strong governance, good leadership and will continue to keep the Group structure under review in order to develop and grow its presence in Edinburgh, the Lothians and Fife. This involves developing the skills of Board members and staff.

The Dunedin Canmore Group continues to develop its financial strategy and focuses on providing good value services to all of its customers. It also aims to increase the performance of the commercial business it runs to give additional financial support to the Group as a whole and reduce the reliance placed on grant aid.

As a progressive social enterprise, the Dunedin Canmore Group develops its capacity in providing employment initiatives, seeks and adopts new forms of technology and renewable energy and takes an entrepreneurial approach to business development.

Core values

All of the activities of the Dunedin Canmore Group are based around three key important values. These values are embedded into our culture to ensure that we achieve our Vision:

- **Ethical:** By firmly embedding equality in all that we do, we inspire trust by being open, fair and respectful to our customers, our suppliers and each other
- **Commitment:** By working together and adopting an enterprising and "can do" attitude, we will focus on making it happen and realise our aspirations
- **Excellence:** We are passionate to be the best, promoting a culture of continuous improvement and innovation in order to deliver the highest standard of services

Core competencies

At Dunedin Canmore we are committed to developing people. A key part of this is to ensure that there are sound management practices and consistent principles of performance across the company. We want the business to be a place where on-going learning and improvement happens as a matter of course. In order to achieve this Dunedin Canmore has a set of core competencies giving everyone the opportunity to reach their full potential. They are:

- Customer Service
- Communication
- Teamwork
- Adaptation to Change
- Leadership
- Business Focus
- Developing Capability
- Strategic Thinking
- Role Model
- Driving Direction



Report of the Board of Management



> Suttieslea

Staff

The staff structure has been set up to support every aspect of the business in depth. By maintaining the skills, knowledge and experience of board members and staff the Group is well placed to add value to the provision of first class services in its areas of operation. Training continues to be the main focus to enhance the skills of our staff.

Applications by disabled persons are given full and fair consideration for all vacancies in accordance with their particular aptitudes and abilities, as are applications from others irrespective of sex, marital status, age, religious belief, colour, race or ethnic origin. All staff are employed by Dunedin Canmore Enterprise, the Association's subsidiary, which provides agency services to the Association and others.

Staff involvement

The Group keeps its staff informed of matters affecting them and the financial and economic factors affecting the Group and its tenants. This is achieved through regular newsletters to tenants and staff and by staff briefings after Board, Directors and Managers meetings. The Group has also formed a Consultative Employee Group to provide a forum to exchange views and to improve communication and consultation between management and staff.

Health and safety

The Dunedin Canmore Group is the first Scottish housing group to have been approved as an Institute of Occupational Safety & Health training provider for the nationally recognised Managing Safety Course. As part of the strategic development of health and safety management within the Group, all Directors and Managers have been invited to undertake this course as well as external delegates from other housing associations. The course aims to get essential health and safety messages across to delegates to ensure that the Group continues to successfully manage health and safety.

Risk management

The Group operates a robust risk management system which identifies and records the risks facing the group and the action plan by which they are managed. The principle risks facing the group at present are welfare reform, funding for development and governance. To mitigate these risks the Board is pursuing, and has agreed, strategies and plans which will assist the group to access additional development funding and control its cash flow as well as to enhance its governance. Over the course of the next year the Board will be assessing its risk appetite.

Report of the Board of Management

The Dunedin Canmore Group is working in an environment that encourages joint working with other associations and agencies.



> Cathay Court

Charitable donations

As well as the Group donating £2,000 (2013: £1,291) to various charities, staff took part in sponsored events for other charities. The Board would like to thank all the staff who raised money for various charities throughout the year.

Partnering

Dunedin Canmore Housing is regulated by the Scottish Housing Regulator. As a recipient of housing association grants it is essential that the guidance laid down by the Regulator is followed. In providing affordable housing the Association follows local and national housing strategies. Positive relationships with central and local government are of critical importance to the success of the Group.

The Dunedin Canmore Group is working in an environment that encourages joint working with other associations and agencies. This partnership approach is beneficial to providing support, regenerating communities and working with the private sector.

Loan funding

We continue to benefit from the loans provided by the funding syndicate of the Royal Bank of Scotland, Lloyds Banking Group and the

Dunfermline Building Society. Funds from the facility were drawn down in the year to develop our housing programme but the balance of the facility is no longer required. Exposure to interest rate fluctuations in the past has been minimised by seeking out low fixed rates. With the low variable rate options currently available, any new drawdowns have been placed on short term rates and kept under regular review.

We remain able to meet our current commitments and seek out new projects to provide social and affordable housing in Edinburgh, the Lothians and Fife. Projects are assessed on many criteria, a key one of which is the availability of finance.

The Board is aware of the risks facing the Group in the coming years and has considered alternate development and funding strategies in order to satisfy itself that loan covenants can be met. We are actively seeking other funding sources for the Group and pursuing a strategy that will identify resources to sustain our development programme.

Through our initiatives we show real leadership in the housing sector. As a major housing provider and developer we are appreciative of the confidence expressed in us by our private funders and by the City of Edinburgh Council and the Scottish Government.

Report of the Board of Management

The Group's housing properties are financed principally by a combination of housing association grant, bank borrowings and our own cash.

Finance

The Group's housing properties are financed principally by a combination of housing association grant, bank borrowings and our own cash. Bank borrowing facilities comprise a mixture of fixed rate loans and short term floating rate loans.

Treasury policy and liquidity risk

The Group's treasury policy has, as its principal objective, the maintenance of flexible bank facilities in order to cover anticipated borrowing requirements. A cash forecasting system enables the Group to plan and assess its future treasury needs. Short-term cash surpluses are managed to produce the most effective return. There are three interest rate swaps in place.

Interest rate risk

The Group's attitude to interest rate risk is informed by the existing and forecast conditions prevailing at the time that each new interest bearing instrument is entered into. This will determine, amongst other things, the term and whether a fixed or floating interest rate is most appropriate. The Group is able to make arrangements to convert floating rates to fixed rates.

Capital structure / funding

To meet the costs of the substantial developments planned by the Group we will continue to receive significant support from central and local government in the form of housing association grants. Our developments in Edinburgh have been allocated the majority of such funding over the life of these projects. In addition housing association grant supports our normal development programme. This is a key component of our ability to meet our obligations. With the reduction in grant funding without a



comparable reduction in housing demand the Group has been looking to identify alternative methods of obtaining finance to sustain its development programme. This may involve different financial models to those prevailing in the past.

The rest of the funding is derived from commercial loans from banks and building societies through a syndicate headed by the Royal Bank of Scotland and supported by Lloyds Banking Group and Dunfermline Building Society as well as the Housing Finance Corporation.

Treasury management

Treasury management is a key finance function. It ensures that we have a proper cash flow through the Group. This includes monitoring that cash is received timeously and that suppliers are paid in accordance with their trading terms. It also maintains a watching brief so that where cash is held, it is invested safely but economically to ensure the best return for the Group.

We have in place a regime whereby sufficient cash is held to meet only our immediate obligations. The rapid access to development funding through the loan agreement ensures that we can satisfy our contractual obligations without incurring unnecessary interest costs.

Report of the Board of Management

Financial performance

Income and expenditure account

	2014	2013
	£ 000's	£ 000's
Group turnover	29,064	30,533
Operating surplus	7,718	11,014
Interest costs	7,632	7,794
Pre tax surplus	223	3,324
Operating margin	26.6%	36.1%
Interest cover	1.5	1.9

The results as shown above arose in East Central Scotland. Interest is written off as it is incurred. Almost our entire turnover is spent on services directly related to our tenants.

Balance sheet

	2014	2013
	£ 000's	£ 000's
Housing stock	345,325	344,592
Borrowings	165,853	149,381
Total financial indebtedness to net worth	62.4%	62.0%



Report of the Board of Management



> Oxgangs Phase 1

Customer Service Centre

The Customer Service Centre continues to go from strength to strength. The team confidently deal with a diverse range of customer requests at the first point of contact and answer approximately 8,000 calls per month. The Grade of Service target of 80% is regularly achieved meaning our customers experience a speedier response time whilst receiving a consistently high quality customer service. We strive to continually improve the service we offer our customers and always welcome any constructive feedback to help us do this.

Hostel Services

The Hostel received a £600 donation from family and friends of an ex-service user who was resettled from the Hostel into his own tenancy last year. Sadly he passed away suddenly a few months later. His family were very grateful for the support he received whilst staying in both the Hostel and supported flats and very kindly wished to help others who use the service in the future. The garden will be called 'The Silver Garden' as Silver was the resident's family name.

Operation CIPHER

A Multi-Agency Fair at Oxgangs Primary School was held to show the residents of Oxgangs how Dunedin Canmore is working with other

organisations such as police, fire brigade, community safety team and trading standards. This event was part of a month-long project in the Oxgangs area called Operation Cipher 3 to show an increased presence in the area which included 'street a week', knocking on doors and having drop-ins at the Oxgangs Neighbourhood centre.

Positive Pathways Initiative

Dunedin Canmore won a grant of £199,849 from the Scottish Government's People and Communities Fund. Working in partnership with other agencies Dunedin Canmore launched the Positive Pathways initiative to set up supported digital learning hubs in community centres across Edinburgh. The Department of Work and Pensions is moving a large number of benefit claimants online and job seekers need to conduct online job searches to show they are actively looking for work, on the basis that most jobs will require basic digital literacy. As part of Positive Pathways our tenants will be supported to adapt to this change with computer-based learning opportunities, from beginner level to fully accredited qualification in all Microsoft Office packages. The project will provide computer access, accredited training opportunities and intensive one-to-one support to help people who risk losing benefits because they do not have digital skills or access.

Report of the Board of Management

The Dunedin Canmore Customer Panel is our way of involving tenants and other customers in influencing and helping monitor our services.



CHAI

Dunedin Canmore and CHAI (Community Help & Advice Initiative) are working together on a new Early Intervention Tenancy Support Service. The aim of the project is to identify tenants who could be at risk of tenancy failure, before they are offered a property and, with CHAI, give support and advice to the tenant, to assist in creating successful tenancies and potential employability options. CHAI will work with the tenants over a short period, ensuring that tenancies are well set up with furniture, benefits checks, and on-going support. By offering support to reduce barriers to employability, tenants can look towards an independent future with secure housing and the possibility of work or further education. The funding for this two-year project was secured through the Scottish Government by our Community and Business Initiatives department.

Welfare rights

Our Welfare Rights team at Dunedin Canmore helps tenants and residents claim a wide range of welfare benefits, and also helps with their benefit appeals. Last year they advised 996 residents, and gained a total of £1.6 million for them in extra benefits. That is an average of roughly £1,600 per person.

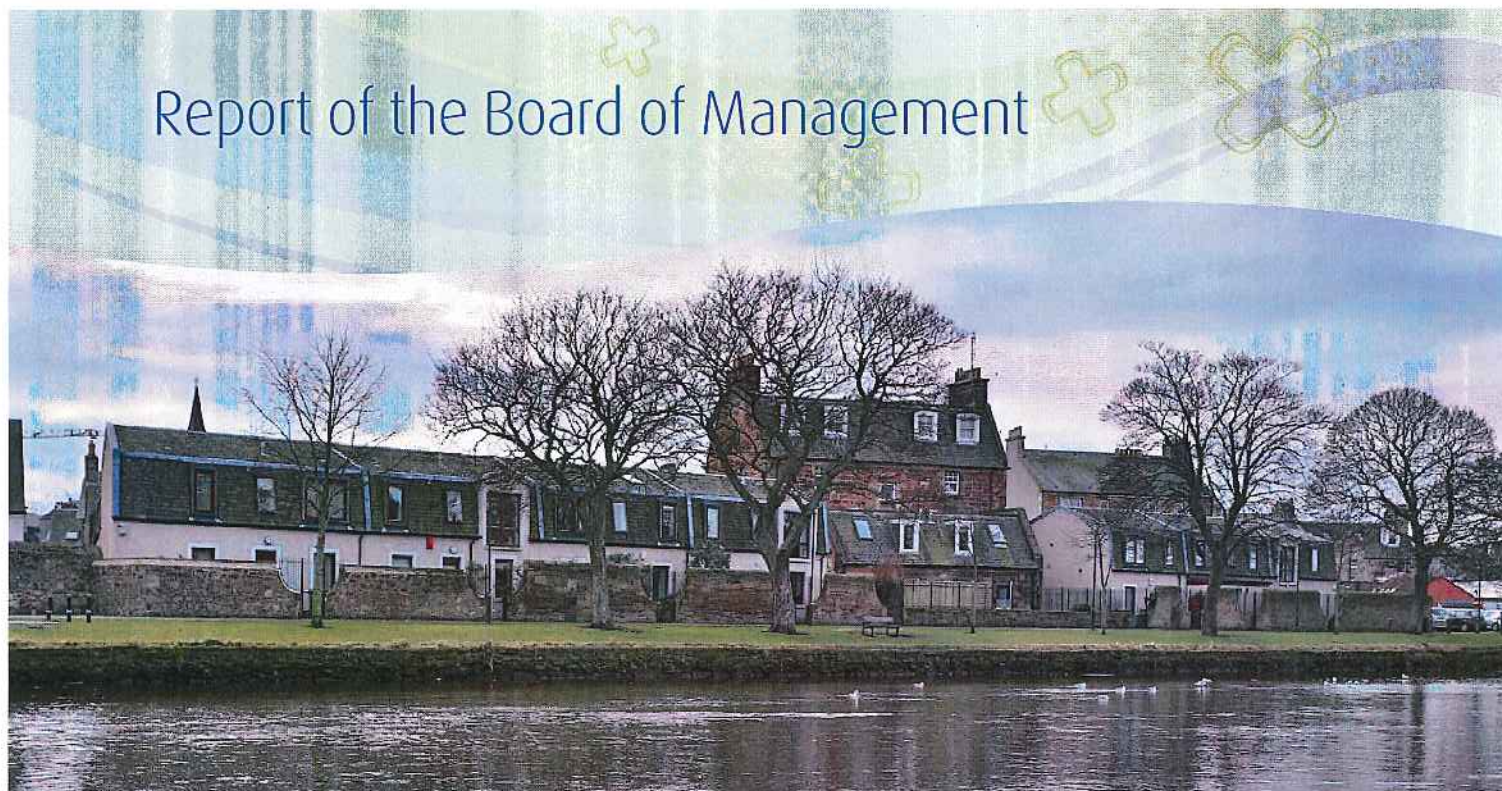
Tenant Participation – Customer Panel

The Dunedin Canmore Customer Panel is our way of involving tenants and other customers in influencing and helping monitor our services. It was set up to address the requirements of the Scottish Government's Scottish Social Housing Charter and the Scottish Housing Regulator's role to protect the interests of people who use the services of social landlords.

Recruited from our existing Tenants Forum members, our RTOs (Registered Tenants Organisations) and 'ordinary' tenants and sharing owners who responded to articles in the Connect newsletter, the Panel has been through an extensive training session to make Panel members aware of their roles and responsibilities regarding the Charter and the Regulator, and importantly, in their role of helping Dunedin Canmore develop continuous improvement in our performance.

Training has been provided by TPAS (Tenant Participation Advisory Service) Scotland and Harry Woodward, our Tenant Participation Officer. It has included a detailed look at the Charter outcomes, the Regulator requirements and will look next at our Key Performance Indicators.

Report of the Board of Management



> Millhill, Musselburgh

Some of the Panel members met with the Board's Housing Services Working Group in May 2013 and enjoyed a very productive meeting to look at their role and their future remit to closely examine service delivery and performance. Those members present were impressed that the Board members showed the commitment to be open to the influence of tenants and sharing owners in our approach to service delivery.

Older People Project

We were very pleased to receive £10,000 funding through EVOC (Edinburgh Voluntary Organisations Council) from the "Reshaping Care for Older People Change Fund" to carry out a project advising older people aged 70 and over in their own homes.

The sheltered housing managers advised on what services and help is available in their area, and made any referrals required. This project has been running as a pilot over the last year. A number of older tenants have been referred for welfare benefits advice, telecare service, shopping services, home meal delivery, lunch club services, taxi cards and adaptations.

Small things, such as putting up a grab rail or getting a taxi card for someone, can make a big difference to their feeling of safety in their house, or ability to get out and about.

Sustainability

Did you know?

Our office in New Mart Road not only generates electricity with solar energy, but also has solar thermal panels that heat up the water we use.

Wanting to make a difference to the environment in Scotland?

Greener Scotland (www.greenerScotland.org) is a website that helps you to live "greener". It provides resources and information on waste management, eating greener, energy saving, warmer homes and greener travel. It will also help you to live more sustainably by taking you through the first steps to formulate a personal "Greener Plan".



Report of the Board of Management



Statement of the Board's responsibilities

Housing association legislation requires the Board of Management to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the Association and the Group at the balance sheet date, and of the income and expenditure of the Association and the Group for the year ended on that date.

In preparing those financial statements the Board of Management is required to:

- Select suitable accounting policies and then apply them consistently
- Make judgements and estimates that are reasonable and prudent
- State whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements, and
- Prepare the financial statements on a going concern basis unless it is inappropriate to presume that the Association will continue in business

The Board is responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the Association and the Group and to enable it to ensure that the financial statements comply with the Industrial and Provident Societies Acts 1965 to 2002, the Housing (Scotland) Acts 2001 to 2010 and the Determination of Accounting Requirements April 2012.

The Board also has general responsibility for taking reasonable steps to safeguard the assets of the Association and the Group to prevent and detect fraud and other irregularities.

No material uncertainties that cast significant doubt about the ability of the Association and its subsidiary to continue as going concerns have been identified by the Board.

The directors who were in office on the date of approval of these financial statements have confirmed that, as far as they are aware, there is no relevant audit information of which the auditors are unaware. Each of the directors have confirmed that they have taken all the steps that they ought to have taken as directors in order to make themselves aware of any relevant audit information and to establish that it has been communicated to the auditor.

Auditor

A resolution to reappoint Baker Tilly UK Audit LLP as auditor will be proposed at the Annual General Meeting.

Our thanks, as always, go to all our staff, our partners and funders for their support and help over the last year.

By order of the Board of Management.

Yvonne Summers

Chair

26 June 2014

Roy Walker

Group Secretary



Dunedin Canmore Group Annual Report 2013-2014

Board Statement on Internal Financial Controls



Board Statement on Internal Financial Controls

The Board of Management acknowledges that it has ultimate responsibility for ensuring that the Association has in place a system of internal financial controls that is appropriate to the business environment in which it operates. These controls are designed to give reasonable assurance with respect to:

- The reliability of the financial information used within the Association or for publication
- The maintenance of proper accounting records
- The safeguarding of assets against unauthorised use or disposal

It is the Board of Management's responsibility to establish and maintain systems of internal financial control. Such systems can only provide reasonable and not absolute assurance against material financial mis-statement or loss. Key elements include ensuring that:

- Formal policies and procedures are in place, including the documentation of key systems and rules relating to the delegation of authorities, which allow the monitoring of controls and restrict the unauthorised use of the Association's assets
- Experienced and suitably qualified and trained staff take responsibility for important business functions and have been provided with comprehensive guidance on the standards to be applied throughout the Association. Annual appraisal procedures have been established to review standards of performance



Board Statement on Internal Financial Controls

All significant new initiatives, major commitments and investment projects and their financial implications are assessed and are subject to formal authorisation procedures through the Board of Management.



- Forecasts and budgets are prepared which allow the Board of Management to monitor the financial objectives and key business risks and progress towards financial plans set for the year and the medium term. Quarterly management accounts are prepared comparing actual results against budget, and are presented to the Board of Management to provide pertinent reliable and up-to-date financial information. Significant variances from budget are investigated as appropriate
- All significant new initiatives, major commitments and investment projects and their financial implications are assessed and are subject to formal authorisation procedures through the Board of Management
- The Board of Management reviews reports from the external auditors, internal auditors and from management, to provide reasonable assurance that control procedures are in place and are being followed. The Board also receives progress reports on areas where the internal and external auditors have commented and ensures that action is taken where it considers it appropriate



Acting on behalf of the Board of Management, the Group Audit Committee has reviewed the effectiveness of the system of internal financial controls in existence in the Association for the year ended 31 March 2014 and until 10 June 2014. No weaknesses were found in internal financial controls, which resulted in material losses, contingencies, or uncertainties, which require disclosure in the financial statements, or in the auditor's report on the financial statements.

Yvonne Summers
Chair
26 June 2014

Roy Walker
Group Secretary

A handwritten signature in black ink, appearing to be 'Yvonne Summers'.

A handwritten signature in blue ink, appearing to be 'Roy Walker'.

Report of the Independent Auditor to the Members of Dunedin Canmore Housing Limited

Our audit work has been undertaken so that we might state to the Association's members those matters we are required to state to them in an auditor's report and for no other purpose.

We have audited the group and parent association financial statements of Dunedin Canmore Housing Limited for the year ended 31 March 2014 (the "financial statements") on pages 24 to 43. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the Association's members as a body, in accordance with section 9 of the Friendly and Industrial and Provident Societies Act 1968. Our audit work has been undertaken so that we might state to the Association's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Association and the Association's members as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of the Board and auditor

As explained more fully in the Board's Responsibilities Statement set out on page 19 the Board is responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's (APB's) Ethical Standards for Auditors.

Scope of the audit of the financial statements

A description of the scope of an audit of financial statements is provided on the Financial Reporting Council's website at [http://www.frc.org.uk/Our-Work/Codes-Standards/Audit-and-assurance/Standardsand-guidance/Standards-and-guidance-for-auditors/Scope-of-audit/UK-Private-Sector-Entity-\(issued-1-December-2010\).aspx](http://www.frc.org.uk/Our-Work/Codes-Standards/Audit-and-assurance/Standardsand-guidance/Standards-and-guidance-for-auditors/Scope-of-audit/UK-Private-Sector-Entity-(issued-1-December-2010).aspx)

Report of the Independent Auditor to the Members of Dunedin Canmore Housing Limited

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the Group's and Association's affairs as at 31 March 2014 and of the income and expenditure of the Group and the income and expenditure of the Association for the year then ended
- have been prepared in accordance with the requirements of the Industrial and Provident Societies Acts 1965 to 2002, the Industrial and Provident Societies (Group Accounts) Regulations 1969, Part 6 of the Housing (Scotland) Act 2010 and the Determination of Accounting Requirements – April 2012

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Industrial and Provident Societies Acts 1965 to 2002 requires us to report to you if, in our opinion:

- a satisfactory system of control over transactions has not been maintained; or
- the Association has not kept proper accounting records; or
- the financial statements are not in agreement with the books of account of the Association; or
- we have not received all the information and explanations we require for our audit.

Baker Tilly UK Audit LLP

BAKER TILLY UK AUDIT LLP

Statutory Auditor

Chartered Accountants

First Floor, Quay 2

139 Fountainbridge

Edinburgh EH3 9QG

26 June 2014

Income and Expenditure Account

For the year ended 31 March 2014

	Note	Group 2014 £ 000's	Group 2013 £ 000's	Association 2014 £ 000's	Association 2013 £ 000's
Turnover	2	29,064	30,533	25,574	27,865
Operating costs		(21,346)	(19,519)	(18,506)	(17,456)
Operating surplus		7,718	11,014	7,068	10,409
Surplus on sale of fixed assets		119	51	119	51
Interest receivable and other income		18	53	543	452
Interest payable and similar charges	5	(7,632)	(7,794)	(7,594)	(7,729)
Surplus on ordinary activities before taxation	4	223	3,324	136	3,183
Tax on surplus on ordinary activities	6	10	18	–	–
Surplus for the year	16	213	3,306	136	3,183

Statement of Total Recognised Gains and Losses

	Note	Group 2014 £ 000's	Group 2013 £ 000's	Association 2014 £ 000's	Association 2013 £ 000's
Surplus for the year		213	3,306	136	3,183
Unrealised surplus on revaluation of investment properties	17	6,098	820	4,931	687
Total recognised surplus relating to the year		6,311	4,126	5,067	3,870
Total surplus recognised since last annual report		6,311	4,126	5,067	3,870

Total recognised surpluses/(deficits) relate wholly to continuing activities.

The notes on pages 27 to 43 form part of these financial statements.

Balance Sheet

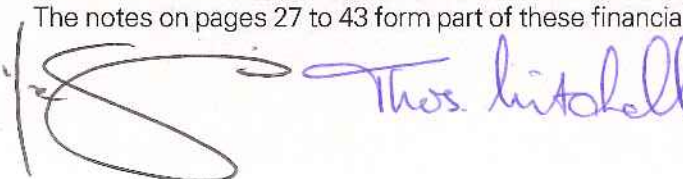
As at 31 March 2014

	Note	Group 2014 £ 000's	Group 2013 £ 000's	Association 2014 £ 000's	Association 2013 £ 000's
Fixed assets					
Housing properties – depreciated cost	7(a)	345,325	344,592	345,325	344,592
HAG and other grants	7(a)	(214,769)	(214,342)	(214,769)	(214,342)
		130,556	130,250	130,556	130,250
Other fixed assets	7(b)	66,075	51,148	48,554	34,820
HAG on other fixed assets	7(b)	(9,451)	(7,502)	(7,478)	(5,529)
Homestake	8	–	–	–	–
Investments	9	–	–	–	–
Total fixed assets		187,180	173,896	171,632	159,541
Current assets					
Stock	10	168	979	35	862
Debtors: falling due within one year	11	2,745	2,394	1,812	1,990
falling due after one year	11	–	–	9,500	9,450
Cash and short term deposits		12,155	2,999	11,978	2,466
		15,068	6,372	23,325	14,768
Creditors: amounts falling due within one year	12	(5,516)	(6,321)	(4,744)	(5,663)
Net current assets		9,552	51	18,581	9,105
Total assets less current liabilities		196,732	173,947	190,213	168,646
Creditors: amounts falling due after more than one year					
Loans	13	(165,824)	(149,353)	(165,000)	(148,500)
Provision for liabilities and charges					
Deferred tax	14	(19)	(16)	–	–
Net assets		30,889	24,578	25,213	20,146
Capital and reserves					
Share capital	15	–	–	–	–
Revenue reserve	16	18,076	17,863	18,171	18,035
Pre-acquisition reserve		643	643	–	–
Revaluation reserve	17	12,170	6,072	7,042	2,111
		30,889	24,578	25,213	20,146

These financial statements were approved by the Board of Management on 26 June 2014 and were signed on its behalf by:

Yvonne Summers (Chair), Thomas Mitchell (Board Member), Roy Walker (Group Secretary).

The notes on pages 27 to 43 form part of these financial statements.



Thomas Mitchell

Cash Flow Statement

For the year ended 31 March 2014

Note	Group 2014 £ 000's	Group 2013 £ 000's	Association 2014 £ 000's	Association 2013 £ 000's
Net cash inflow from operating activities 18(i)	12,653	15,104	11,594	14,612
Returns on investments and servicing of finance				
Interest received	18	53	543	452
Interest paid	(7,942)	(7,539)	(7,594)	(7,474)
Net cash outflow from returns on investments and servicing of finance	(7,924)	(7,486)	(7,051)	(7,022)
Taxation				
Corporation tax paid	(6)	(24)	-	-
Net cash outflow from taxation	(6)	(24)	-	-
Capital expenditure and financial investment				
Acquisition and construction of properties	(6,956)	(16,501)	(6,442)	(16,501)
Purchase of other fixed assets	(9,251)	(10,409)	(9,207)	(10,409)
Homestake grants received/(paid)	264	132	264	132
Homestake funding received/(paid)	(264)	(251)	(264)	(210)
Capital grants received	2,458	7,917	2,458	7,917
Capital grants repaid	(82)	(55)	(82)	(55)
Sales of properties	1,792	2,124	1,792	2,124
Loan advances to group companies	-	-	(50)	-
Net cash outflow – capital expenditure	(12,039)	(17,043)	(11,531)	(17,002)
Net cash outflow before use of liquid resources and financing	(7,316)	(9,449)	(6,988)	(9,412)
Financing				
Loan advances received	16,472	149	16,500	-
Net cash inflow from financing	16,472	149	16,500	-
Increase/(decrease) in cash in the year 18(ii), (iii)	9,156	(9,300)	9,512	(9,412)

The notes on pages 27 to 43 form part of these financial statements.

Notes to the Financial Statements

These financial statements are prepared in accordance with applicable Accounting Standards and the Statement of Recommended Practice – Accounting by Registered Social Landlords (2010).

They also comply with the Determination of Accounting Requirements April 2012. A summary of the principal accounting policies is set out in paragraphs (a) to (q) below.

1. Principal accounting policies

(a) Group accounts/basis of preparation

The Group financial statements consolidate the financial statements of Dunedin Canmore Housing Limited and its subsidiary, Dunedin Canmore Enterprise Limited made up to 31 March 2014.

(b) Accounting basis

These financial statements are prepared under the historical cost convention modified to include the revaluation of investment assets.

(c) Going Concern

The financial statements have been prepared on a going concern basis. The Board have assessed the Group and the Association's ability to continue as a going concern and have reasonable expectation that the Group and the Association has adequate resources to continue in operational existence for the foreseeable future. Thus they continue to adopt the going concern basis of accounting in preparing these financial statements.

(d) Turnover

Turnover represents rental and service charge income receivable (net of voids), factoring income, fees and revenue based grants receivable from local authorities and the Scottish Government.

(e) Fixed assets – housing properties

Housing properties comprise several components with substantially different useful economic lives and under the component accounting principle each major component is accounted for separately and depreciated over its individual useful economic life.

Housing properties and components are stated at cost. The development costs of housing properties funded with traditional Housing Association Grant or under earlier funding arrangements include the following:

- (i) cost of acquiring land and buildings; and
- (ii) development expenditure, which is capitalised, including interest on development loans.

Expenditure, less housing association grant and other grants, on schemes, which are subsequently aborted, is written off in the year in which it is recognised that the schemes will not proceed.

(f) Works to existing housing properties

Where work is carried out to existing properties and results in an enhancement of the economic benefits of the property they will be accounted for as an improvement and capitalised in note 7. Such circumstances are as follows:

- (i) Where a component of the tangible fixed asset that has been treated separately for depreciation purposes and depreciated over its individual useful economic life, is replaced or restored.
- (ii) Where the subsequent expenditure provides an enhancement of the economic benefits of the tangible fixed asset in excess of the previously assessed standard of performance.
- (iii) Where the subsequent expenditure relates to a major inspection or overhaul of a tangible fixed asset that restores the economic benefits of the asset that have been consumed by the entity and have already been reflected in depreciation.
- (iv) Works on existing properties that are not regarded as enhancing their value are charged to the income and expenditure account and included under maintenance costs.

(g) Housing association grant

Housing association grant is payable by the City of Edinburgh Council and the Scottish Government and is calculated on the qualifying capital costs of schemes in accordance with instructions issued from time to time by the Scottish Government. The grant is paid direct to the Association and is reflected in the financial statements when due to be received. Costs not funded by housing association grant are funded from other sources or internally.

Housing association grant is repayable under certain circumstances, primarily following the sale of a property but will normally be restricted to the net proceeds of sale.

Housing association grant received in respect of revenue expenditure is credited to the income and expenditure account in the same period as the expenditure to which it relates.

(h) Depreciation

- (i) Housing properties

Housing properties under construction are stated at cost and are not depreciated. These are reclassified as housing properties on practical completion of construction.

Freehold land is not depreciated.

The Association depreciates the net cost of freehold housing properties by component on a straight line basis over the estimated useful economic lives of component categories.

Notes to the Financial Statements

The net cost is reached by reducing the historic cost of the component (minus the cost of the land) by the proportion of Housing Association Grant and other capital grants received in respect of the component elements of the property. A full year's depreciation is charged in the year in which the property is practically complete.

Useful economic lives for identified components are as follows:

Component	Useful Economic Life
Frame	100 Years
Kitchen	15 Years
Bathroom	24 Years
Shower	12 Years
Windows	30 Years
Heating	30 Years
Boiler	15 Years
Smoke Detector	10 Years
Carbon Monoxide Detector	5 Years

(ii) Office properties

Depreciation is charged on a straightline basis over the remaining expected useful life of the property. All properties are assumed to have an original useful economic life of 60 years. In accordance with Financial Reporting Standard 15, an impairment review of office properties has been carried out and no further adjustment is deemed necessary.

(iii) Other fixed assets

Depreciation is provided on motor vehicles and office furniture and equipment at 10% to 20% per annum on cost. Computer equipment is depreciated at 20% except for servers (33%). Short-life assets may be depreciated at accelerated rates.

A part year's depreciation is charged on assets in the year of purchase and in the year of disposal.

(i) Investments

Investment income is brought into account when due and receivable. Investments in Group undertakings are stated at cost. Programme related investments (Homestake) are stated at cost.

(j) Stock

Stock of maintenance materials has been valued at average cost. Cost is defined as suppliers invoice price. Stock also includes the estimated cost of the first tranche of shared ownership properties (see policy q).

(k) Investment properties

Investment properties are revalued annually and if material the aggregate surplus or deficit is transferred to a revaluation reserve. Where the total of the revaluation reserve is insufficient to cover a deficit, the amount by which the deficit exceeds the amount in the investment revaluation reserve is charged in the income and expenditure account. No depreciation is provided in respect of freehold investment properties.

(l) Operating leases

Operating lease costs are charged to the income and expenditure account as incurred over the term of the lease.

(m) Deferred tax

Deferred tax is provided on the liability method to take account of timing differences between the treatment of certain items for financial statements purposes and their treatment for tax purposes. Tax deferred is accounted for in respect of all material timing differences. Deferred tax is not provided on timing differences arising from the revaluation of fixed assets where there is no commitment to sell the asset. Deferred tax discounting is not applied.

(n) Homestake

Grants received in respect of the open market Homestake scheme in which Dunedin Canmore Enterprise Limited participated were passed on to the equity sharing homeowner on completion of the house purchase and are shown in note 8. A standard security is taken over the property on behalf of the Scottish Government and no interest or rent is receivable. Dunedin Canmore Enterprise Limited's participation in the open market scheme has now ceased. Grants repayable when the homeowner sells the property are repaid to the Scottish Government on completion of the sale.

Grants received on behalf of equity sharing owners purchasing properties from Dunedin Canmore Housing Limited are similarly shown in note 8 together with the gross cost of the properties and the share of the costs funded by the equity sharing purchaser. Again, a standard security is taken over the property and no interest or rent is receivable from the equity sharing owner.

The cost of Homestake properties purchased by the Association but not yet sold at the balance sheet date is shown separately as a current asset within debtors. Grants received in advance of sales, and grants in excess of requirements or returned on sale and repayable to the funder, are shown separately in current liabilities.

(o) Pension costs

Dunedin Canmore Enterprise Limited participates in the Scottish Housing Associations' defined benefits pension scheme which is a multi-employer scheme. The cost of the pension provision is charged to the income and expenditure account as contributions fall due.

(p) Grants

Capital grants are credited to the balance sheet and released to the income and expenditure account as expenditure is incurred.

Revenue grants are credited to the income and expenditure account, in full, in the year in which they are receivable.

(q) Shared ownership properties

Shared ownership properties are split between fixed assets and current assets (stock) determined by the percentage of the property to be sold under a first tranche sale and subsequent tranches in proportion to the share of equity sold. Proceeds from the first tranche sale are accounted for in Turnover and costs in Operating Costs in the period in which the sale occurs. Subsequent sales are accounted for in Profit or Loss on Sale of Fixed Assets.

Notes to the Financial Statements

2. Turnover

	Group 2014 £ 000's	Group 2013 £ 000's	Association 2014 £ 000's	Association 2013 £ 000's
Rent receivable	24,517	22,876	23,668	21,713
Losses arising from vacant possession	(344)	(303)	(294)	(253)
	24,173	22,573	23,374	21,460
Management services and other income	4,891	7,960	2,200	6,405
Total turnover	29,064	30,533	25,574	27,865

3. Directors', employees' and workers' emoluments

Directors

Dunedin Canmore Housing does not employ any staff. Dunedin Canmore Enterprise provides staff and services to Dunedin Canmore Housing as well as others in respect of development, financial services, housing management and maintenance. This includes the directors of the Association.

Directors are defined as members of the Board of Management, the Chief Executive and any other senior staff reporting directly to the Chief Executive. No emoluments were paid to the Board of Management during the year.

	2014 £ 000's	2013 £ 000's
Aggregate emoluments payable to directors (excluding national insurance)	378	403
Emoluments payable to Chief Executive (excluding pension contributions and national insurance)	106	106

The number of directors (including the highest paid director) who received emoluments (including pension contributions) in the following ranges was:

	2014 Number	2013 Number
up to £60,000	1	–
£60,001 to £70,000	1	1
£70,001 to £80,000	3	2
£80,001 to £90,000	–	1
£90,001 to £100,000	–	–
£100,001 to £110,000	–	–
£110,001 to £120,000	1	1

During the year 6 directors (2013: 5) participated in the Scottish Housing Associations' defined benefit pension scheme. The Chief Executive is an ordinary member of the pension scheme. No enhanced or special terms apply to membership and he has no other pension arrangements to which Dunedin Canmore Enterprise contributes. The contributions for the Chief Executive in the period amount to £7,860 (2013: £7,744).

No loans were made to board members, officers or employees during the year and none were outstanding at 31 March 2014 (2013: Nil).

	2014 £ 000's	2013 £ 000's
Expenses reimbursed not chargeable to UK income tax	1	2

Notes to the Financial Statements

3. Directors', employees' and workers' emoluments (cont.)

Staff

The average weekly number of full time equivalent persons paid by the Group during the year was:

	2014 Number	2013 Number
Support staff	120	113
Care and support staff	30	31
Direct maintenance staff	61	56
Contracts team	33	26
	244	226
	£ 000's	£ 000's
Costs (including directors)		
Wages, salaries and workers' costs	6,906	6,627
Social security costs	580	556
Pension costs	744	731
Temporary staff costs	182	129
	8,412	8,043

4. Surplus for the year is stated after charging

	Group 2014 £ 000's	Group 2013 £ 000's	Association 2014 £ 000's	Association 2013 £ 000's
Depreciation – housing stock	3,587	3,825	3,587	3,825
Depreciation – other assets	422	249	404	244
Repairs: cyclical, major, day to day	4,530	3,571	4,530	3,571
External auditor's remuneration including VAT:				
In their capacity as auditors	27	28	19	22
Other services	4	7	3	5

5. Interest payable and similar charges

	Group 2014 £ 000's	Group 2013 £ 000's	Association 2014 £ 000's	Association 2013 £ 000's
Interest payable	7,576	7,714	7,538	7,649
Other costs	56	80	56	80
	7,632	7,794	7,594	7,729

Notes to the Financial Statements

6. Taxation

(a)	Group 2014 £ 000's	Group 2013 £ 000's	Association 2014 £ 000's	Association 2013 £ 000's
UK corporation tax				
Based on the results for the year	49	71	-	-
Adjustments in respect of previous periods	(42)	(69)	-	-
Total current tax (note 6b)	7	2	-	-
Deferred taxation (note 6c)	3	16	-	-
Tax on surplus on ordinary activities	10	18	-	-

(b)

Factors affecting tax change for the year

The tax assessed for the period is lower (2013: lower) than the expected tax charge as explained below:

	Group 2014 £ 000's	Group 2013 £ 000's	Association 2014 £ 000's	Association 2013 £ 000's
Surplus on ordinary activities before taxation	223	3,324	136	3,183
Expected tax charge at 23% (2013: 24%)	51	797	31	764
Short term timing differences and expenses not allowable for tax	33	42	-	-
Exempt charitable activities	(31)	(764)	(31)	(764)
Marginal tax relief	(4)	(4)	-	-
Adjustments in respect of previous periods	(42)	(69)	-	-
Current tax charge (note 6a)	7	2	-	-

(c)

	Group 2014 £ 000's	Group 2013 £ 000's	Association 2014 £ 000's	Association 2013 £ 000's
Deferred tax				
Origination and reversal of timing differences	93	87	-	-
Adjustments in respect of previous periods	(62)	(62)	-	-
Effect of tax rate change on opening balance	(12)	(9)	-	-
Current tax charge (note 6a)	19	16	-	-

No provision has been made for deferred tax of £671,000 (2013: £582,000) in respect of gains arising from the revaluation of fixed assets in the financial statements of Dunedin Canmore Enterprise Limited.

Notes to the Financial Statements

7. Tangible fixed assets

(a) Housing Properties – Association and Group

	Housing properties held for letting £ 000's	Completed shared ownership schemes £ 000's	Housing properties under construction £ 000's	Total £ 000's
Cost:				
At 1 April 2013	333,586	23,313	16,236	373,135
Additions – new build	–	193	3,289	3,482
Additions – refurbishment	2,511	–	–	2,511
Transfers	9,915	117	(10,032)	–
Transferred to Investment Properties	–	(1,274)	–	(1,274)
Disposals	(1,249)	(91)	–	(1,340)
At 31 March 2014	344,763	22,258	9,493	376,514
Depreciation:				
At 1 April 2013	28,503	40	–	28,543
Charge for the year	3,587	–	–	3,587
Eliminated on disposals	(940)	(1)	–	(941)
At 31 March 2014	31,150	39	–	31,189
Net book amount:				
At 31 March 2014	313,613	22,219	9,493	345,325
At 31 March 2013	305,083	23,273	16,236	344,592

Housing Association Grant and other grants

	HAG on completed schemes £ 000's	HAG in development £ 000's	Other grants £ 000's	Total £ 000's
At 1 April 2013	197,384	9,191	7,767	214,342
Received in year	–	509	–	509
HAG repaid and abated	(82)	–	–	(82)
Transfers	4,047	(4,047)	–	–
At 31 March 2014	201,349	5,653	7,767	214,769

HAG of £14,083,000 for shared ownership properties is included in HAG on completed schemes.

Notes to the Financial Statements

7. Tangible fixed assets (cont.)

(b) Other Fixed Assets – Group

	Investment and Other Properties held for letting £ 000's	Office and Other Premises £ 000's	Other Fixed Assets £ 000's	Total £ 000's
Cost:				
At 1 April 2013	43,316	7,800	2,236	53,352
Additions	8,839	–	412	9,251
Disposals	–	–	(22)	(22)
Surplus on revaluation	6,098	–	–	6,098
At 31 March 2014	58,253	7,800	2,626	68,679
Depreciation:				
At 1 April 2013	–	780	1,424	2,204
Charge for the year	–	98	324	422
Eliminated on disposals	–	–	(22)	(22)
At 31 March 2014	–	878	1,726	2,604
Net book amount:				
At 31 March 2014	58,253	6,922	900	66,075
At 31 March 2013	43,316	7,020	812	51,148

Investment properties of Dunedin Canmore Enterprise Limited with a value of £17,420,000 as at 31 March 2014 were valued by Nigel Williams ARICS of Savills, Chartered Surveyors. The basis of valuation is open market value with the assumption of vacant possession. At the time of the valuation they were tenanted under Scottish Short Assured Tenancies. The historical cost of these properties at 31 March 2014 was £10,319,367 (2013: £10,319,367). Intercompany surpluses of £36,291 have been eliminated on consolidation.

Investment properties of Dunedin Canmore Housing Limited with a value of £40,871,232 as at 31 March 2014 were also valued by Nigel Williams ARICS of Savills, Chartered Surveyors. The basis of valuation is open market value with the assumption of vacant possession. At the time of the valuation they were tenanted under Scottish Short Assured Tenancies. The historical cost of these properties at 31 March 2014 was £33,829,550 (2013: £24,988,061).

Investment properties include 28 properties subject to a buyback provision at cost. The cost of these properties was £2,387,650 (2013: £2,387,650).

(b) Housing Association Grant on other Fixed Assets – Group

	Group 2014 £ 000's	Group 2013 £ 000's	Association 2014 £ 000's	Association 2013 £ 000's
At 1 April 2013	7,502	4,600	5,529	2,627
Received in year	1,949	2,902	1,949	2,902
At 31 March 2014	9,451	7,502	7,478	5,529

Notes to the Financial Statements

7. Tangible fixed assets (cont.)

b) Other Fixed Assets – Association

	Investment and Other Properties held for letting £ 000's	Office and Other Premises £ 000's	Other Fixed Assets £ 000's	Total £ 000's
Cost:				
At 1 April 2013	27,099	7,800	2,115	37,014
Additions	8,840	–	367	9,207
Disposals	–	–	(20)	(20)
Surplus on revaluation	4,931	–	–	4,931
At 31 March 2014	40,870	7,800	2,462	51,132
Depreciation:				
At 1 April 2013	–	780	1,414	2,194
Charge for the year	–	98	306	404
Eliminated on disposals	–	–	(20)	(20)
At 31 March 2014	–	878	1,700	2,578
Net book amount:				
At 31 March 2014	40,870	6,922	762	48,554
At 31 March 2013	27,099	7,020	701	34,820
Unit numbers				
	Group 2014	Group 2013	Association 2014	Association 2013
Housing accommodation for letting:				
1 apartment	26	3,663	26	52
2 apartment	2,734	221	2,734	2,646
3 apartment	1,495	681	1,495	1,348
4 apartment	538	129	538	526
5 apartment +	107	138	107	122
Total self contained units	4,900	4,832	4,900	4,694
Non self contained units	69	–	69	–
Non self contained bed spaces	130	138	130	138
Shared ownership	351	359	351	359
Investment properties:				
Mid and market rent	427	346	314	233
Commercial	13	13	10	10
Others	11	11	–	–
	5,901	5,699	5,774	5,434

As at 31 March 2014 the number of properties the Association leased to Dunedin Canmore Enterprise Limited for onward letting was 314 (2013: 233) for mid and market rent as well as 7 commercial units (2013: 7).

Notes to the Financial Statements

8. Homestake

Cumulative to 31 March

	Group 2014 £ 000's	Group 2013 £ 000's	Association 2014 £ 000's	Association 2013 £ 000's
Homestake grants received	16,380	17,726	3,372	3,636
Homestake grants paid	(16,380)	(17,726)	(3,372)	(3,636)
	<hr/>	<hr/>	<hr/>	<hr/>
At 31 March 2014	-	-	-	-
	<hr/>	<hr/>	<hr/>	<hr/>
Homestake property purchases	8,636	9,225	8,636	9,225
Homestake funding:				
Grants	(3,372)	(3,636)	(3,372)	(3,636)
Proceeds from shared equity owners	(5,264)	(5,589)	(5,264)	(5,589)
	<hr/>	<hr/>	<hr/>	<hr/>
	-	-	-	-
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The Association and its subsidiary Dunedin Canmore Enterprise participated in the Scottish Government's Homestake scheme which was a "shared equity" scheme to assist those on lower incomes to own their own home. Grants were made to equity sharing owners to reduce the purchase cost to an affordable level. A standard security was taken over the property in favour of the Scottish Government and no interest or rent is receivable from the equity sharing owner.

9. Investments

	Cost 2014 £	Cost 2013 £
Group undertakings:		
Shares in Dunedin Canmore Enterprise Limited	-	-
	<hr/>	<hr/>
	-	-
	<hr/>	<hr/>

The Association owns 12 shares in Dunedin Canmore Enterprise Limited at nil cost (2013: nil).

10. Stock

	Group 2014 £ 000's	Group 2013 £ 000's	Association 2014 £ 000's	Association 2013 £ 000's
Maintenance stock	133	117	-	-
Shared ownership properties to be sold	35	862	35	862
	<hr/>	<hr/>	<hr/>	<hr/>
	168	979	35	862
	<hr/>	<hr/>	<hr/>	<hr/>

£315,000 of stock at 31 March 2013 was transferred in the year to mid rent properties (note 7).

Notes to the Financial Statements

11. Debtors

	Group 2014 £ 000's	Group 2013 £ 000's	Association 2014 £ 000's	Association 2013 £ 000's
Due within one year:				
Rental debtors	879	881	838	838
Provision for doubtful debts	(288)	(275)	(231)	(233)
Other debtors	1,313	1,051	339	482
Prepayments and accrued income	841	713	361	348
Corporation tax recoverable	-	24	-	-
Due from group company	-	-	505	555
	<u>2,745</u>	<u>2,394</u>	<u>1,812</u>	<u>1,990</u>
Due after one year:				
Due from group company	-	-	9,500	9,450

12. Creditors: amounts falling due within one year

	Group 2014 £ 000's	Group 2013 £ 000's	Association 2014 £ 000's	Association 2013 £ 000's
Housing loans (note 13)	29	28	-	-
Rent in advance	425	364	425	364
Tenants' deposits	232	188	6	7
Trade creditors	1,315	1,852	999	1,322
Homestake grants	155	155	155	155
Accruals and deferred income (including capital grants)	3,107	3,455	2,934	3,225
Corporation tax	49	72	-	-
Other taxation and social security	204	207	46	49
Due to group company	-	-	179	541
	<u>5,516</u>	<u>6,321</u>	<u>4,744</u>	<u>5,663</u>

Notes to the Financial Statements

13. Loans

	Group 2014 £ 000's	Group 2013 £ 000's	Association 2014 £ 000's	Association 2013 £ 000's
(a) Fixed rate				
Advanced by UK banks/building societies	131,250	131,250	131,250	131,250
(b) Variable rate				
Advanced by UK banks/building societies	34,604	18,131	33,750	17,250
	<u>165,854</u>	<u>149,381</u>	<u>165,000</u>	<u>148,500</u>
Analysis of duration of loans:				
Repayable in one year or less	29	28	-	-
Repayable in more than one year but less than two years	29	28	-	-
Repayable in more than two years but less than five years	387	284	300	200
Repayable in more than five years	165,409	149,041	164,700	148,300
	<u>165,854</u>	<u>149,381</u>	<u>165,000</u>	<u>148,500</u>
Being loan falling due:				
Within one year	29	28	-	-
After more than one year	165,824	149,353	165,000	148,500
	<u>165,853</u>	<u>149,381</u>	<u>165,000</u>	<u>148,500</u>

All loans are repayable by instalments and are secured by way of standard securities or other charges on certain of the Group's properties.

As at 31 March 2014, 79.1% (2013: 87.9%) of the loans were at fixed rates for a period of one year or more. The average rate of interest was 4.84% (2013: 5.13%). The loans are all currently at rates between 1.2% and 6.5% (2013: 0.7% and 6.5%).

The Association had an agreed £166.5m loan facility to fund the future development programme of which £165.0m had been drawn by the balance sheet date and £1.5m is no longer available.

The Association's activities expose it to interest rate risk. The Association uses interest rate derivatives to hedge these exposures. The financial instruments are not used for speculative purposes. The Association has a number of interest rate swaps in place which places a limit on the interest payable on £46.1m of the bank borrowings. The rate payable is fixed at 4.99%. The term of the agreement is from 2 June 2014 to the termination date of 30 June 2036. The banks' valuation of the fair value of these loans is £15.4m.

14. Deferred tax

	Group 2014 £ 000's	Group 2013 £ 000's	Association 2014 £ 000's	Association 2013 £ 000's
Provision for deferred tax				
Accelerated capital allowances	19	16	-	-
Total deferred tax liability	<u>19</u>	<u>16</u>	<u>-</u>	<u>-</u>
Provision at 1 April 2013	16	16	-	-
Charge for the year	3	-	-	-
Provision at 31 March 2014	<u>19</u>	<u>16</u>	<u>-</u>	<u>-</u>

Notes to the Financial Statements

15. Share capital

	2014 £	2013 £
Shares of £1 each issued and fully paid:		
At beginning of year	64	80
Issued in year	6	–
Cancelled in year	(12)	(16)
At end of year	<u>58</u>	<u>64</u>

Each member of the Association holds one share of £1 in the Association. These shares carry no rights to dividend or distributions on a winding up. When a shareholder ceases to be a member, that person's share is cancelled and the amount paid thereon becomes the property of the Association. Each member has a right to vote at members' meetings.

16. Revenue reserve

	Group 2014 £ 000's	Group 2013 £ 000's	Association 2014 £ 000's	Association 2013 £ 000's
At 1 April 2013	17,863	14,557	18,035	14,852
Surplus for the year	213	3,306	136	3,183
At 31 March 2014	<u>18,076</u>	<u>17,863</u>	<u>18,171</u>	<u>18,035</u>

17. Revaluation reserve

	Group 2014 £ 000's	Group 2013 £ 000's	Association 2014 £ 000's	Association 2013 £ 000's
At 1 April 2013	6,072	5,252	2,111	1,424
Revaluation surplus	6,098	820	4,931	687
At 31 March 2014	<u>12,170</u>	<u>6,072</u>	<u>7,042</u>	<u>2,111</u>

18. Cashflow

(i) Reconciliation of operating surplus to operating cash flows

	Group 2014 £ 000's	Group 2013 £ 000's	Association 2014 £ 000's	Association 2013 £ 000's
Operating surplus	7,718	11,014	7,068	10,409
Bad debt provision	13	174	(2)	163
Housing properties depreciation	3,587	3,825	3,587	3,825
Other fixed asset depreciation	422	249	404	244
Decrease/(increase) in stock	811	(493)	827	(492)
(Increase)/decrease in debtors	(388)	(179)	180	151
Increase/(decrease) in creditors	490	514	(470)	312
	<u>12,653</u>	<u>15,104</u>	<u>11,594</u>	<u>14,612</u>

Notes to the Financial Statements

18. Cashflow (cont.)

(ii) Reconciliation of net cash flow to increase in net debt

	Group 2014 £ 000's	Group 2013 £ 000's	Association 2014 £ 000's	Association 2013 £ 000's
Increase/(decrease) in cash in the year	9,156	(9,300)	9,512	(9,412)
Increase in debt	(16,472)	(149)	(16,500)	-
Change in debt resulting from cash flow	(7,316)	(9,449)	(6,988)	(9,412)
Net debt at 1 April 2013	(146,382)	(136,933)	(146,034)	(136,622)
Movement in net debt in the year	(7,316)	(9,449)	(6,988)	(9,412)
Net debt at 31 March 2014	(153,698)	(146,382)	(153,022)	(146,034)

(iii) Analysis of changes in net debt (Group)

	2013 £ 000's	Cashflow £ 000's	2014 £ 000's
Cash and short term deposits	2,999	9,156	12,155
Debt due within one year	(28)	(1)	(29)
Debt due after one year	(149,353)	(16,471)	(165,824)
	(146,382)	(7,316)	(153,698)

19. Capital and other commitments and future Group funding

	Group 2014 £ 000's	Group 2013 £ 000's	Association 2014 £ 000's	Association 2013 £ 000's
Contracts placed for future capital expenditure not provided in the financial statements	10,689	11,310	10,689	11,310
Capital expenditure authorised but not contracted	-	-	-	-

Grant funding is agreed for social and mid rent housing projects where contracts have been placed. The balance of expenditure on the projects is forecast to be funded from loan finance. The Board has considered the availability of loan finance and is satisfied that sufficient loan funding will be made available from the facilities and funding described in note 13.

Notes to the Financial Statements

20. Contingent liabilities

The Board of Management was not aware of any contingent liabilities as at 31 March 2014 (2013: £Nil) other than pension matters as disclosed in note 23 and none have emerged since.

21. Legislative provisions

The Association is incorporated under the Industrial and Provident Societies Act 1965 (Registration No. 1823R(S)), is registered by the Financial Conduct Authority and is registered with the Scottish Housing Regulator (Registration No. HAL 116). The Association is recognised by the Office of the Scottish Charity Regulator as a Scottish Charity (Scottish Charity No. SC034572).

22. Subsidiaries

The Association has one subsidiary.

Dunedin Canmore Enterprise Limited provides staff and services to Dunedin Canmore Housing as well as others in respect of development, financial services, housing management and maintenance. This includes the directors' services and further information is available in the Dunedin Canmore Enterprise Limited financial statements.

During the year the Association charged £310,144 (2013: £278,534) in facilities fees to Dunedin Canmore Enterprise Limited and £524,520 (2013: £399,683) in loan interest on the intercompany loan of £9,500,000 (2013: £9,450,000). During the year the Association charged £1,202,805 (2013: £889,129) in rent to Dunedin Canmore Enterprise Limited for 310 properties (2013: 240) leased on for mid rent purposes and £52,000 (2013: £52,000) in rent for use of its workshop. The Board is satisfied that the properties have been leased on commercial terms.

During the year Dunedin Canmore Enterprise Limited charged the Association £4,576,638 (2013: £4,232,981) in management fees and £5,643,503 (2013: £5,188,691) for repair services from its workshop. During the year the Association received a charitable donation of £260,000 (2013: £171,240) from Dunedin Canmore Enterprise Limited.

The Association's loan to Dunedin Canmore Enterprise Limited is secured over the subsidiary's properties. The loan is repayable by instalments of principal and interest. Interest is accrued on a daily charge basis at an average rate of 5.5% (2013: 4.2%) for the year.

23. Pensions

SHAPS Scheme

Dunedin Canmore Enterprise Limited participates in the Scottish Housing Associations' Pension Scheme Pension Scheme (the 'Scheme'). The Scheme is funded and is contracted out of the state scheme.

It is not possible in the normal course of events to identify the share of underlying assets and liabilities belonging to an individual participating employer as the Scheme is a multi-employer arrangement where the scheme assets are co-mingled for investment purposes, benefits are paid from total scheme assets, and the contribution rate for all employers is set by reference to the overall financial position of the scheme rather than by reference to individual employer experience. Accordingly, due to the nature of the Scheme, the accounting charge for the period under FRS17 represents the employer contribution payable.

The Trustee commissions an actuarial valuation of the Scheme every three years. The main purpose of the valuation is to determine the financial position of the Scheme in order to determine the level of future contributions required so that the Scheme can meet its pension obligations as they fall due.

The last formal valuation of the Scheme was performed as at 30 September 2012 by a professionally qualified actuary using the projected unit credit method. The market value of the Scheme's assets at the valuation date was £394 million. The valuation revealed a shortfall of assets compared with the value of liabilities of £304 million, equivalent to a past service funding level of 56.4%.

The Scheme actuary has prepared an actuarial report that provides an approximate update on the funding position of the Scheme as at 30 September 2013. Such a report is required by legislation for years in which a full actuarial valuation is not carried out. The funding update revealed an increase in the assets of the Scheme to £470 million and indicated a decrease in the shortfall of assets compared to liabilities to approximately £272 million, equivalent to a past service funding level of 63%.

The Scheme offers six benefit structures to employers, namely:

- Final salary with a 1/60th accrual rate,
- Career average revalued earnings with a 1/60th accrual rate,
- Career average revalued earnings with a 1/70th accrual rate,
- Career average revalued earnings with a 1/80th accrual rate,
- Career average revalued earnings with a 1/120th accrual rate (contracted in),
- Defined contribution.

An employer can elect to operate different benefit structures for their active members (as at the first day of April in any given year) and their new entrants. The defined contribution option can be introduced by the employer on the first day of any month after giving a minimum of three months prior notice. Dunedin Canmore Enterprise Limited has decided to operate the final salary with a 1/60th accrual rate or career average revalued earnings with a 1/60th accrual rate benefit structure for active members as at 31 March 2011 and the career average revalued earnings with a 1/70th accrual rate benefit structure for new entrants from 1 April 2011.

Notes to the Financial Statements

23. Pensions (cont.)

During the year Dunedin Canmore Enterprise Limited paid contributions at the rate of 13.3% to 15.4% of pensionable salaries. Member contributions varied between 6.6% and 7.7%. As at the balance sheet date there were 113 active members of the Scheme employed by Dunedin Canmore Enterprise Limited. Dunedin Canmore Enterprise Limited continues to offer membership of the Scheme to its employees.

The key valuation assumptions used to determine the assets and liabilities of the Scheme are:

- Investment return pre retirement	5.3%
- Investment return post retirement (non-pensioners)	3.4%
- Investment return post retirement (pensioners)	3.4%
- Rate of salary increases	4.1%
- Rate of pension increases:	
Pension accrued pre 6 April 2005 in excess of GMP	2.0%
Pension accrued from 6 April 2005 (for leavers before 1 October 1993 pension increases are 5.0%)	1.7%
- Rate of price inflation	2.6%

Mortality tables:

Non pensioners	44% of S1PMA (males) and S1PFA (females) projected using CMI_2011 with a long term improvement of 1.50% p.a. for males and 1.25% p.a. for females.
Pensioners	90% of S1PMA (males) and S1PFA (females) projected using CMI_2011 with a long term improvement of 1.50% p.a. for males and 1.25% p.a. for females.

Contribution rates for future service (payable from 1 April 2014):

Final salary 1/60ths	24.6%
Career average revalued earnings 1/60ths	22.4%
Career average revalued earnings 1/70ths	19.2%
Career average revalued earnings 1/80ths	16.9%
Career average revalued earnings 1/120ths	11.4%

Additional deficit contributions of £662,245.43 per annum are payable from 1 April 2014 and will increase by 3% per annum each 1 April thereafter. Technical provisions liabilities as at 30 September 2012 will be used as the reference point for calculating the additional contributions.

Contingent Liability

The net present value of the index-linked deficit reduction payment is calculated at £7,723,034.

Dunedin Canmore Enterprise Limited continues to provide membership of the Scheme and therefore crystallisation of the buy-out debt is remote. No provision for the buy-out debt is therefore required.

Pension Trust's Growth Plan

Dunedin Canmore Enterprise Limited also participates in the Pension Trust's Growth Plan as an Additional Voluntary Contribution (AVC) vehicle for employees. The Growth Plan is a multi-employer pension Plan where it is not possible to separately identify the assets and liabilities of the participating employers. The Growth Plan is in most respects a money purchase arrangement but it has some guarantees. Contributions paid into the Growth Plan up to and including September 2001 were converted to defined benefit amounts of pension payable from Normal Retirement Date. From October 2001 contributions were invested in personal funds which have a capital guarantee and which are converted to pension on retirement, either within the Growth Plan or by purchase of an annuity.

The rules of the Growth Plan give the Trustee the power to require employers to pay additional contributions in order to ensure that the statutory funding objective under the Pensions Act 2004 is met. The statutory funding objective is that a pension scheme should have sufficient funds to meet its past service liabilities, known as the Technical Provisions.

The funding position of the Growth Plan at 30 September 2011 revealed a deficit of £147.6m. The results of the triennial valuation have confirmed the requirement for additional contributions to the Growth Plan from 1 April 2013. The additional contributions required from Dunedin Canmore Enterprise Limited for the year from 1 April 2013 will be £349.68 per annum.

Following a change in legislation in September 2005 there is a potential debt on the employer that could be levied by the Trustee of the Plan. The Trustee's current policy is that it only applies to employers with pre October 2001 liabilities in the Plan. The debt is due in the event of the employer ceasing to participate in the Plan or the Plan winding up. The amount of the potential debt can be volatile over time. As Dunedin Canmore Enterprise Limited continues to offer membership of the Growth Plan to employees it therefore regards crystallisation of the buy-out debt as remote. No provision for the buy-out is therefore required.

24. Donated Assets

On 1 April 2012 Dunedin Canmore Housing accepted a gift of 46 properties valued at £3.8m from The Edinburgh Housing Trust Limited. These properties have been added to our housing held for letting.

Notes to the Financial Statements

25. Information required under Determination of Accounting Requirements April 2012

Association: particulars of turnover, operating costs and operating surplus/(deficit)

	Turnover 2014 £ 000's	Operating Costs 2014 £ 000's	Operating Surplus/ (deficit) 2014 £ 000's	Operating Surplus 2013 £ 000's
Social lettings	24,200	17,070	7,130	10,470
Other activities	1,374	1,436	(62)	(61)
Total	25,574	18,506	7,068	10,409
Total 2013	27,865	17,456	10,409	

Association: particulars of turnover, operating costs and operating surplus/(deficit) from social letting activities

	General Needs £ 000's	Supported Housing £ 000's	Shared Ownership £ 000's	Hostel £ 000's	2014 Total £ 000's	2013 Total £ 000's
Turnover						
Rent receivable net of service charges	21,326	–	–	519	21,845	20,092
Service charges	1,228	331	121	143	1,823	1,621
Gross income from rents and service charges	22,554	331	121	662	23,668	21,713
Less voids	260	1	–	33	294	253
Net income from rents and service charges	22,294	330	121	629	23,374	21,460
Grants from the Scottish Ministers	–	137	–	429	566	566
Other revenue grants	260	–	–	–	260	3,932
Total turnover from social letting activities	22,554	467	121	1,058	24,200	25,958
Operating costs						
Management and maintenance administration costs	5,885	77	121	726	6,809	6,336
Service costs	1,228	331	–	143	1,702	1,478
Planned and cyclical maintenance including major repairs costs	2,270	3	–	70	2,343	1,473
Reactive maintenance costs	2,143	8	–	36	2,187	2,098
Bad debts – rents and service charges	146	–	–	–	146	280
Depreciation of social housing	3,883	–	–	–	3,883	3,823
Impairment of social housing	–	–	–	–	–	–
Operating costs for social letting activities	15,555	419	121	975	17,070	15,488
Operating surplus for social lettings	6,999	48	–	83	7,130	10,470
2013 Operating surplus/(deficit) for social lettings	10,405	(9)	–	74	10,470	

The Association does not split rental income by general needs/supported housing/shared ownership and all costs have been allocated to general needs.

Notes to the Financial Statements

25. Information required under Determination of Accounting Requirements April 2012

Association: particulars of turnover, operating costs and operating surplus or deficit from other activities

	Grants from Scottish Ministers £ 000's	Other income £ 000's	Total turnover £ 000's	Other operating costs £ 000's	Operating surplus/ (deficit) 14 £ 000's	Operating surplus/ (deficit) 13 £ 000's
Wider role activities undertaken to support the community, other than the provision, construction, improvement and management of housing	279	44	323	760	(437)	(394)
Care and repair of properties	-	-	-	-	-	-
Factoring	-	36	36	36	-	-
Development and construction of property activities	-	723	723	609	114	200
Support activities	-	-	-	-	-	-
Care activities	-	-	-	-	-	-
Agency/management services for registered social landlords	-	-	-	-	-	-
Other agency/management services	-	-	-	-	-	-
Developments for sale to registered social landlords	-	-	-	-	-	-
Developments and improvements for sale to non registered social landlords	-	-	-	-	-	-
Other activities	-	292	292	31	261	133
Total from other activities	279	1,095	1,374	1,436	(62)	(61)
2013 total from other activities	73	1,834	1,907	1,968	(61)	

Board Member Profiles



Jane Ballantine

Jane serves on the Dunedin Canmore Enterprise Board and is a retired director of Freespace where she was the coordinator of the provision of disabled persons' housing and support.

Her other directorships include director of the Thistle Foundation.



Karen Campbell

Karen sits on the Dunedin Canmore Enterprise Board and is a 'well kent face' in housing in Scotland.

She has sat on the CIH Board, undertaken a secondment to the Scottish Government and sits on various task groups to promote the health of the home building industry. She has experience working within a local authority and working closely with the private sector through her role at Homes for Scotland.



Sandy Elder

Sandy sits on the Dunedin Canmore Enterprise Board. Whilst at the Abbey National Building Society he was involved with all aspects of investment and mortgage administration and looked after the building finance accounts of some of the major house builders. When Abbey converted into a bank he left to pursue a self-employed career in financial services initially as a tied agent. He then became an Independent Financial Adviser building up his client base which he subsequently sold upon his retirement in October 2010.



John Fletcher

John serves on both the Dunedin Canmore Housing and the Dunedin Canmore Enterprise Boards and is Chair of Dunedin Canmore Enterprise. His other directorships include director of Cascade Mortgage Solutions.

Board Member Profiles



Gillian Henry

Gill is Head of Business Development for Cruden Homes East and Hart Builders. She is responsible for developing and promoting partnership working with local authorities and registered social landlords to maximise the delivery of affordable homes throughout the Lothians, Borders and Fife. Her particular skills include business development; competitive procurement; mixed tenure development; appraisal and reporting; complex financial modelling; effective leadership and proactive approach to problem solving.



Terry Kirby

Terry sits on the Dunedin Canmore Housing Board. Terry's background is in sales and marketing where he held senior positions in household named national companies. He has also set up and run his own companies in the commercial and leisure industry sectors. He is now retired, but active within the community and is Vice Chair of the Wharton Square Residents' Group, a member of BEEM Regional Tenant organisation and a member of Edinburgh Tenant Federation (Registered Social Landlords) Tenants' Group.



Susan Laing

Susan serves on the Dunedin Canmore Enterprise Board and is head of the Centre for Entrepreneurship at Napier University. Her other directorships include Director of Wrapturous Ltd, Other Office Limited and Engineeraid. Her specialisms are innovation/creativity in business planning and marketing.



Andrew Leslie

Andrew serves on both the Dunedin Canmore Housing and the Dunedin Canmore Enterprise Boards and is a retired District Manager of Scottish Homes. His other directorships formerly included Director of Edinburgh Housing Trust. His specialisms include development issues and a general knowledge of housing associations. He is also a member of the Group Audit Committee.

Board Member Profiles



David MaLaren

David serves on the Dunedin Canmore Housing Board and is a retired banker. He is also a member of the Group Audit Committee.



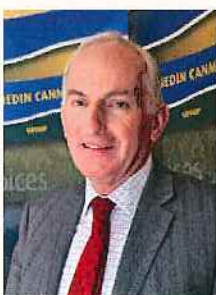
Thomas Mitchell

Tom serves on the Dunedin Canmore Housing Board and is a chartered accountant. His specialisms include governance, risk and financial management and control in regulated sectors, principally in housing and charities, gained as an auditor as well as his experience as a Chartered Accountant. Tom is a member of the Institute of Chartered Accountants technical committee on Charities. His other directorships include trustee of Royal Zoological Society of Scotland and he is a board member of the Homes for Life Housing Partnership. He is also the Chair of the Group Audit Committee.



Mary Mulligan

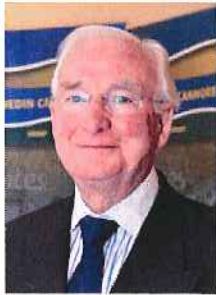
Mary serves on the Dunedin Canmore Housing Board and is a former MSP. For almost 25 years she has taken an interest in, and played a part in, developing housing policy. She has worked in both the Public and Private sectors and has built good working relationships with partners in all sectors, including the voluntary sector. Apart from her housing experience she brings the following skills to the Board: Governance, Strategic View and Flexibility.



Peter Nussey

Peter serves on the Dunedin Canmore Enterprise Board and provides HR and commercial management advice. He has his own HR consultancy and is a non-executive on the British Hallmarking Council and the Incorporation of Silversmiths of Edinburgh.

Board Member Profiles



Ian Phillips

Ian serves on the Dunedin Canmore Enterprise Board and is a retired quantity surveyor.



Fraser Pottie

Fraser serves on the Dunedin Canmore Enterprise Board and retired in March 2011 from Pottie Wilson, a company which he established in 1987. Pottie Wilson is a well-known Edinburgh practice specialising in providing Quantity Surveying and Construction Cost services on an extensive range of new-build/ refurbishment building projects. He has 40 years' experience in providing quantity surveying and employer's agent services to housing associations, developers and a range of private and commercial clients.



Yvonne Summers

Yvonne serves on the Dunedin Canmore Housing Board, of which she is Chair, and is a civil servant. Her specialisms include governance and regulation having previously worked with Communities Scotland in regulation and inspection.



Jim Walker

Jim serves on the Dunedin Canmore Enterprise Board and is now retired. He was the Sales Director of Charles Henshaw & Sons Ltd for 15 years. He is a member of the Merchant Company of Edinburgh, where he was formerly a Court Assistant and sits on the Widows Fund Committee and the Frail and Elderly Committee.

Board of Management, Directors and Advisors

Board of Management

Richard Austin (resigned 24 March 2014)
Karen Campbell (appointed 12 September 2013)
John Fletcher
Gillian Henry (appointed 12 September 2013)
Fanchea Kelly (resigned 12 September 2013)
Terrence Kirby
Andrew Leslie
Delia Lomax (resigned 12 September 2013)
David MacLaren
Kenneth Miller (resigned 12 September 2013)
Thomas Mitchell (Vice Chair)
Mary Mulligan
Beverley Oakman (resigned 22 August 2013)
Yvonne Summers (Chair)

Chief Executive

Ewan Fraser MRICS ACIH

Group Secretary

Roy Walker FCCA

Directors

John Alexander
(Group Services)

Nigel Hicks BSc(Hons) MSc CA
(Finance)

Graeme Russell BA(Hons) FCIH
(Housing Services)

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