

# **annual report**

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# 20/21

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**sustainable  
communities**

**quality  
affordable  
housing**

**life chances  
for people**

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# chair's report

## dear members

Welcome to Atrium's Annual Report for 2020/21, a year which, unfortunately, was entirely dominated by the COVID-19 pandemic. I would like to begin by recalling my comments from last year: "This has to be one of the most difficult periods in living memory, as the entire world struggled to deal with a pandemic beyond parallel. It seems a little bizarre to be preparing an Annual Report in such circumstances, when we know that our Board, staff and tenants may have suffered, or still be suffering, the loss of loved ones during this terrible period."

At the time of writing those words last year, we had just endured a 3-month lockdown and thought that the worst was over. We thought that we could begin to live normally again and from Atrium's perspective, restore normal services to customers. As we know now, instead we endured a further lockdown and an extended period of COVID restrictions from which we are only beginning to emerge. The human impact of the COVID pandemic has been terrible and were it not for the emergence of the vaccination programme, would have been even worse. We may not be out of the woods yet, but there is good reason for hope.

Turning now to Atrium, 2020-21 was very much a start-stop year due to COVID restrictions and it seems a little trite to try to pull highlights from what has been such a difficult year for our organisation. For most of the year our staff were working from home, but did remarkably well in the circumstances. The staff team adapted very well to the very different working conditions they faced, but were able to utilise our ICT infrastructure which made remote working much easier. I commend them for their efforts.

In the course of the year, we made use of the Government business support scheme and furloughed a number of staff. This was mainly in the lockdown periods (April to June 2020 and January to March 2021) when restrictions were at their tightest, and mostly affected staff who were associated with our repair and investment programmes. These were the areas of our activity most severely impacted by COVID restrictions. Notwithstanding, we did achieve some positive outcomes:

- We were due to take handover of 27 new properties at Sunnyside Square West in Shortlees in May 2020, however again lockdown prevented the completion of the properties at that time. Site work was able to restart in late June, and our contractor McTaggart Construction was able to complete and hand over the development in November 2020. Atrium's staff allocated the properties quickly and the new tenants moved in shortly after.

- We were able to work in unoccupied properties and so our contractor CCG managed to bring 40 void properties to the Homes Fit for 21st Century Living Standard (HFF21CLS).
- We were able to allocate 92 properties in total in the year (including the 40 renovated properties and 27 new properties I've already mentioned).
- External works were able to proceed so we could complete our external painting programme and look after the open landscaped areas.

The changing guidelines on working inside occupied homes had a significant impact on our services. CCG was due to start work on Phase 2 of our HFF21CLS programme, but could not because of the initial lockdown. We rescheduled the programme for later in the year, but the re-introduction in November 2020 of restrictions on working inside occupied properties, brought the programme to a halt again. We apologise to the tenants affected by these delays.

Similarly, for the major part of the year, we could only carry out emergency repairs inside occupied properties. Routine repair requests were still recorded and were addressed as restrictions eased, but again we apologise to tenants affected by delays.

Our focus now is on getting our HFF21CLS programme back on track so that over the course of 2021-22 and beyond we catch up on the delays caused by COVID.

Although delivery of our repair and maintenance services were severely impacted, we were able to move ahead with other aspects of our services:

- We continued to support our tenants throughout the pandemic, offering help and assistance with a range of matters from welfare benefits to addressing neighbour complaints. We provide excellent support to tenants in difficulties, be they financial or in some instances personal, through services such as money advice and tenancy sustainment. Very early in the first lockdown, we set out to make contact with every one of our customers to make sure they were well and that they knew Atrium was still "open for business". Ultimately though, we employ compassionate people who very often go "above and beyond" for Atrium's customers.

- We conducted a review of our reactive and void repairs service, and took the major decision to wind-up our in-house contractor in favour of an external contractor. We did this because we concluded that an external contractor service represented better value for money and better service delivery for tenants. We also started the procurement process to find suitable external contractors and introduced the new arrangements from July 2021.

- In December 2020, we launched the MyAtrium app and the web-based Tenant Portal which give customers 24/7 access to their Atrium account. We are pleased with the uptake and to date some 226 tenants have registered. This represents nearly 20% of tenants in the course of just a few months.

- We initiated a review of our Business Plan, confirming our longer-term plans to invest nearly £12million in the existing stock over the next few years. We are confident we will be able to deliver our longer-term proposals, while still keeping rents reasonable and rent increases around the inflation level. Separately, we will be exploring options for further new housing to add to our existing stock. We will also be continuing with our scheme to buy back suitable properties within the areas we operate and improve and allocate them. We added six such properties in 2020-21.

- We welcomed some new Board members as well, adding skills, experience and knowledge. That is the nature of our governance arrangements and the organisation is always keen to hear from people who are willing to volunteer to serve on our Board.

I would like to end this Report by thanking my colleagues on the Board for their support over this most difficult of years. Their efforts on behalf of Atrium, its staff and customers are completely voluntary and can only be rewarded by acknowledging publicly, that without them, Atrium would not be the organisation that it is.

Best wishes,

**Joe Keen**

Chair, Atrium Homes

# governance

Atrium Homes is a company limited by guarantee and a registered Scottish charity. Our Board of Directors are all volunteers and receive no payments; all give their time freely to support the good governance of the organisation. The Board met 10 times in the course of 2020/21 to conduct its routine business and the overall average attendance at Board meetings in the year ran at 94%. In addition, three sub-committees of the Board each met a further four times. All meetings were conducted by Zoom.

There are 12 places on the Board and details of who served during the year are shown below. Although a number of Board members left in the course of the year, they were replaced through open recruitment. This is a normal process for organisations like Atrium, and helps achieve an appropriate balance of skills and experience at Board level.

## internal audit

Internal Audit provides independent, objective assurance and consulting activity designed to add value and improve an organisation's operations. Internal Audit is therefore a valuable tool for self-assessment and self-assurance.

Atrium re-tendered for Internal Audit services in the course of the year and appointed BDO to the role until 2023. In the course of 2020-21, BDO reviewed Atrium approaches to Governance, Risk Management and Treasury Management. BDO made a number of recommendations to Board which were considered and, where appropriate, actions were taken to implement changes to our approaches.

## annual assurance statement

In the course of the year, the Board submitted its Annual Assurance Statement to the Scottish Housing Regulator, based on the Regulatory Framework which came into effect on 1 April 2019. The Annual Assurance Statement was submitted on time and confirmed that, based on the Board's review of Atrium's approaches - which in turn were supported by internal and external sources - there were no areas of material non-compliance.

## regulatory status

Like all RSLs in Scotland, Atrium Homes is subject to regulation by the Scottish Housing Regulator (SHR). The Scottish Housing Regulator has confirmed that Atrium meets regulatory requirements, including the Standards of Governance and Financial Management.

The SHR has indicated it does not require any further assurance from Atrium at this time, other than the routine annual regulatory returns required from all RSLs.

## directors who served during 2020/21



**Joe Keen**  
Chairperson



**Alistair Reid**  
Vice-Chairperson



**Marie Coyle**



**James O'Neill**



**Graham Piggott**



**David Sherlock**

**Keith Henderson**  
Appointed to  
Casual Vacancy  
Feb 21

**Angela Milloy**  
Resigned Oct 20



**Ken Stewart**



**Ken Tudhope**



**Steven Fraser**  
Co-opted May 20



**Carolyn Hope**  
Co-opted May 20

# complaints

Complaints give us valuable information which we can use to improve our service provision and customer satisfaction. Our Complaints Handling Procedure allows us to address a customer's dissatisfaction and may help us prevent the same problem from happening again. For our staff, complaints provide a first-hand account of the customers' views and experience, and can highlight problems we may otherwise miss. Handled well, complaints can give our customers a form of redress when things go wrong, and can also help us continuously improve our services.

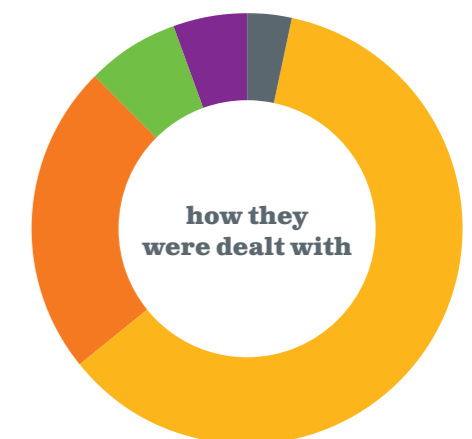
In the course of 2020-21, Atrium received 126 contacts from tenants or tenant representatives which we recorded within our complaints system. Of these, 70 came from tenants reporting anti-social behaviour and were addressed in accordance with our policy on that topic. These are reported on elsewhere.

## of the 56 remaining:

- 34 came from councillors or MSPs seeking information on behalf of their constituents. These were addressed by providing the information requested.
- Two were recorded under the heading of Advice & Assistance, and related to when particular services which had been requested, would be delivered.
- We recorded 13 complaints which were resolved at the first stage of our Complaints Procedures, and another four complaints which required further investigation at the second stage of our Procedures. Of these 17 complaints, we upheld seven, partially upheld five and did not uphold five.

## data requests

Atrium received six data requests in the course of the year. Five were under the Freedom of Information (Scotland) Act 2001 and the other was subject access request under the Data Protection Act.



reason for contact	no.	how they were dealt with	no.
Disagree our Decision	1	Advice & Assistance	2
Delay in our Response	1	Councillor Enquiries	34
General Enquiry	34	Frontline Resolution	13
Service Failure	13	Investigation	4
Staff Attitude	2	Compliments	3
Advice & Assistance	2	<b>Total</b>	<b>56</b>
Compliments	3		
<b>Total</b>	<b>56</b>		

# finance

## overview

There was an overall increase of 4.9% in rental income due in the year. This was driven by the inflationary increase of 2.6% applied to all existing stock on 1 April 2020 and an increase of 27 new build units completed in November 2020, after delays due to the COVID-19 lockdown and restrictions.

- Rental income remains the main source of income, with rent receivable representing 94.7% of total income received in the year.
- Operating costs as a percentage of income decreased slightly from 76.9% in 2020 to 71.7% in 2021. We have worked hard in the year to reduce costs where possible to offset the increased costs in delivering some services in accordance with the COVID-19 pandemic restrictions. Atrium also took advantage of the Government Coronavirus Job Retention Scheme to furlough staff whose work had been halted or restricted due to the pandemic. This strong financial management allowed Atrium to post another operating surplus in the year. This will be used to fund the future planned maintenance programme across all our housing stock.
- Successfully managing the financing of our core activities remains a key priority. Investment in our properties as part of the HFF21CLS programme has been severely delayed by the pandemic and we have been working hard with our lenders to ensure the catch up of this work over the next two years. Our budget for further investment in the planned maintenance programme has been set in order to catch up on the investment plan by the end of the 2022/23 financial year and ensure that every property we own meets Atrium's own "Homes Fit for 21st Century Living Standard" by the end of 2025.
- We continue to manage our finances with a long term perspective. Opportunities will always be weighed up as they arise and we are keen to ensure that we maximise value for money outcomes for our tenants.

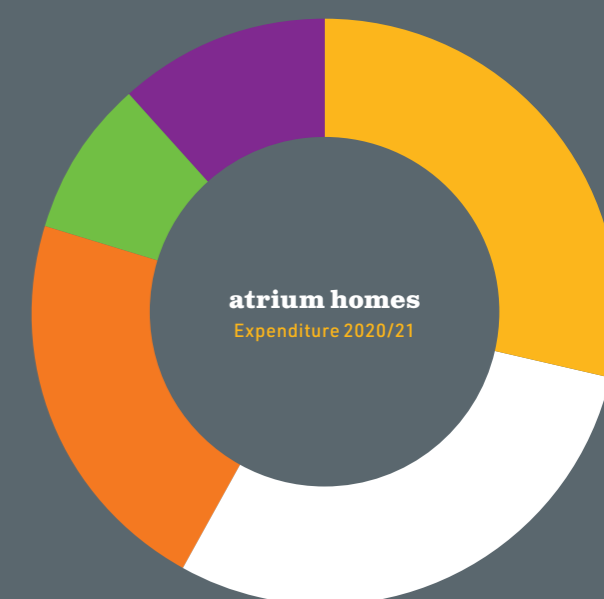
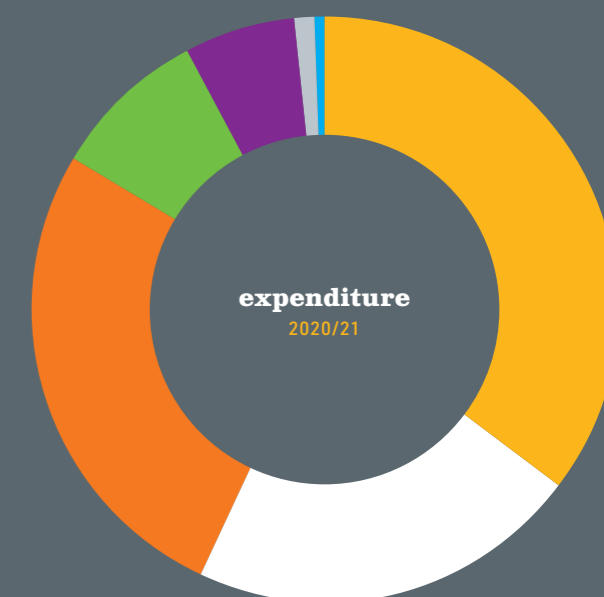
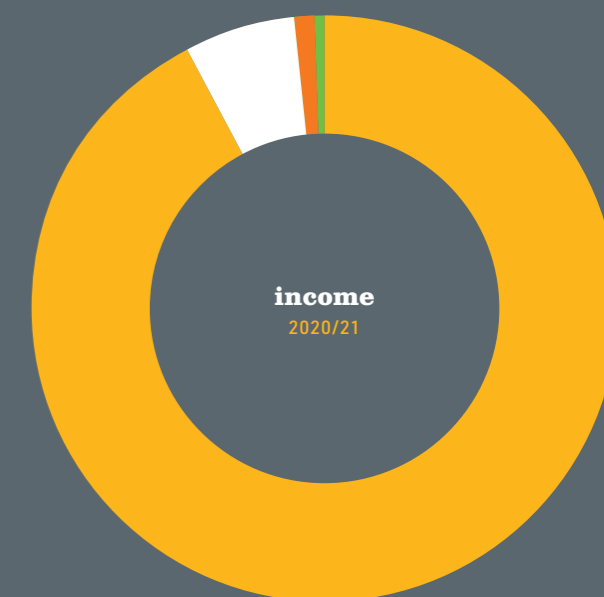
## summary income & expenditure account for the year ended 31 march 2021

	20/21 £	19/20 £
Turnover	5,847	5,663
Operating costs	(4,192)	(4,355)
<b>Operating surplus</b>	<b>1,655</b>	<b>1,307</b>
Loss on disposal of housing stock	(105)	(6)
Interest receivable	16	36
Interest payable	(410)	(526)
Other finance charges	-	(21)
<b>Surplus/(deficit) for the year</b>	<b>1,156</b>	<b>791</b>
Actuarial gain/(loss) in respect of pension scheme	(613)	796
Reserves brought forward	18,172	16,586
<b>Reserves carried forward</b>	<b>18,716</b>	<b>18,172</b>

income 2020/21	total £	as %
• Rents	5,417	92.4%
• Other	366	6.2%
• Medical Adaptations	63	1.1%
• Interest Receivable	16	0.3%
<b>Total</b>	<b>5,863</b>	<b>100%</b>

expenditure 2020/21	total £	as %
• Maintenance	1,661	35.3%
• Depreciation Social Housing	1,022	21.7%
• Management Costs	1,257	26.7%
• Loan Interest	409	8.7%
• Other	286	6.1%
• Medical Adaptations	51	1.1%
• Bad Debts	20	0.4%
• Other Finance Costs	0	0%
<b>Total</b>	<b>4,706</b>	<b>100%</b>
<b>Surplus</b>	<b>1,156</b>	

atrium homes Expenditure 2020/21	total £	as %
• Staff Costs	1,359	28.7%
• Maintenance	1,379	29.3%
• Depreciation Social Housing	1,022	21.7%
• Loan Interest	410	8.7%
• Other	538	11.4%
<b>Total</b>	<b>4,708</b>	<b>100%</b>





## operations review

Despite the coronavirus pandemic bringing extraordinary changes to all of our lives during 2020-21, Atrium's staff continued to deliver essential frontline services.

In this last year, while we have been restricted in our work out in the neighbourhoods where our customers live, we have continued to try and be accessible to all our customers by using innovative ways to communicate and carry out previously in-person processes from afar.

### money management

Our Money Management team monitors and manages rent and other payments. Rental payments are our main source of income and ensure the financial viability of Atrium and our ongoing ability to invest in services, properties and communities.

At the start of lockdown, supporting our customers for whatever lay ahead became our first priority. Our emphasis was on ensuring the welfare of our tenants through a series of welfare phone calls to make sure those facing the most pressing financial difficulties had access to the latest information and updates.

#### in 2020/21 we:

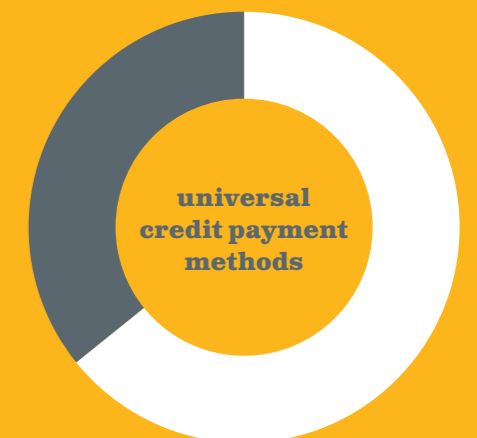
- Collected over 99% of rent due – over £5.3 million.
- Restricted gross rent arrears to just over 3.69% (down from 4.39% the previous year) despite the financial challenges brought by the pandemic.
- Adhered to our policy of not initiating legal action against any tenant in debt who engaged with us to address it. However, to protect our interests, we:
  - Served 43 Notice of Proceedings. This represents a very significant drop from 184 the previous reporting year.
  - Raised action for eviction in one instance where the tenant was in high and increasing debt, but failed to engage with us.
- Made referrals to our in-house Money Advice service to ensure all support was in place to try and guide people through the ever changing position regarding benefits and furlough during the crisis.

#### impact of universal credit

At the end of March 2021, we had 461 tenants claiming Universal Credit, an increase of 100 households from the previous year, and representing approximately 40% of all households.

Of 461 cases on Universal Credit, 237 (51%) had an arrear at the end of March 2021. This is a reduction from 67% the previous year and may indicate a growing familiarity with the claims process and an increased ability to manage the change from legacy benefits.

Atrium has Alternative Payment arrangements in place for 62% of Universal Credit cases (286 tenancies), i.e. housing cost payments or arrears payments are being paid direct to Atrium Homes. We continue to offer intensive support to all Universal Credit claimants and these services range from the initial claim to assessment to payment of housing costs.



- Alternative Payment Arrangements
- Paying Atrium Direct

## allocations & voids

Due to the 'stay at home' restrictions in place, the allocations service was one of the areas most significantly impacted for periods of the year. Even once restrictions were eased, it took time for works to be carried out to void properties to make them available for let. Atrium staff were able to conclude the allocations process by offering virtual tours of properties, issuing all paperwork electronically and carrying out sign up interviews over the phone, with only a key pick up required to limit the amount of face to face interaction to a minimal.

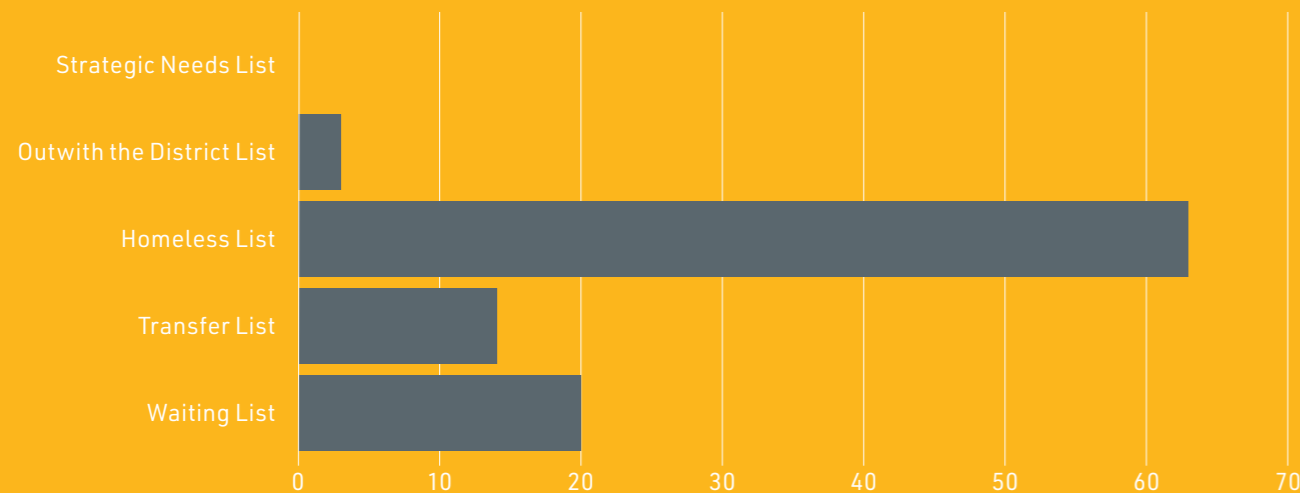
### in 2020/21 we:

- Re-let 92 properties.
- Let an entire new development at Sunnyside Road (27 units in total) primarily through 'virtual' methods for home visits, verification checks, video tours and sign ups.

- Made 208 formal offers of housing, with a 37% refusal rate.
- Allocated re-lets as follows: 20% to applicants on the Waiting list, 14% to the Transfer list, 63% to the Homeless list and the remaining 3% to the Strategic Needs list and the Outwith The District List. We were delighted to make such a significant, continued contribution to reducing the number of homeless households within East Ayrshire.
- Helped process a share of 2,315 new housing applications, bringing the total number of housing applicants on SEARCH, East Ayrshire's Common Housing Register to 3,973.

- Had 16 void properties at 31 March 2021. Of these, 14 were held to undergo works under the Homes Fit for 21st Century Living Standards programme.
- Processed 92 tenancy terminations during the year, representing 9% turnover of Atrium's stock. This was lower than previous years due to the limitations on movement during the most severe COVID-19 restrictions.
- Took an average of 68.39 days to repair, refresh and re-let our properties. This represents an increase from 43.72 days the previous year.

re-lets



## estate management & anti-social behaviour

Normally, throughout the year our staff work alongside residents to resolve a variety of issues. However this year we were restricted on some of the investigative works that could be carried out due to being unable to carry out face to face enquiries and home visits. There is often no quick fix to resolving anti-social behaviour, and it takes time and mediation to resolve some cases. This area of operations was particularly difficult to deliver during the pandemic.

### in 2020 /21 we:

- Dealt with 69 complaints of anti-social behaviour, a decrease from the previous year. The majority of complaints were for minor breaches of tenancy, simply requiring staff to speak to parties involved.
- Resolved over 98% of cases, a slight increase from the previous year.
- Carried out regular estate inspections (respecting COVID guidance and social distancing measures) to ensure a high standard of grounds maintenance and cleanliness. The purpose of the visits was to identify issues needing addressed to help keep the estates safe, clean and tidy. A number of the inspections were carried out jointly with the landscape maintenance contractor, John O'Conner.
- Carried out successful joint operations with East Ayrshire Council to enforce measures against fly tipping, abandoned vehicles and other environmental hazards.

## supporting tenants

Atrium is here for customers who need a little extra support, whether that is to sustain their tenancies or to assist with financial worries. We offer direct assistance or signposting to relevant agencies, working with external partners and making sure that we share useful information to help the customer.

### in 2020 /21 we:

- Helped 229 tenants.
- Supported tenants to claim more than £629,890 in ongoing benefits.
- Accessed £28,351 of Discretionary Housing Payments.
- Secured over £75,145 in lump sum payments, including backdated benefits.

## tenant engagement

It became apparent that one of the biggest challenges during the pandemic was ensuring Atrium could communicate with all of its tenants and give them access to all our services while there was not an office presence. We were able to roll out the introduction of our Tenant Portal during the year, giving tenants 24/7 access to information about their rent account and the ability to report a repair, pay rent or make a complaint, at a time convenient to themselves.

### in 2020/21 we:

- Conducted a full consultation exercise on the annual rent increase using a variety of media.
- Issued two newsletters and adhoc information flyers.
- Launched our Tenant Portal.

# asset management strategy

## homes fit for 21 century living standard (HFF21CLS)

After successfully completing Phase 1 of the project in 2019/20, CCG (Scotland) Limited were appointed from the existing Framework to deliver Phase 2 of the HFF21CLS project.

Works were completed in 40 properties during the year. These were primarily pilot voids and comprised of a variety of property styles. The improvement work completed in these properties varied, depending upon what improvements were required to meet the standard. Most properties benefited from new kitchens and bathrooms, with over-bath showers fitted, upgrading to electrics and safety detectors, and renewing extractor fans. Where required, energy efficiency works such as internal wall insulation, boiler replacements and heating system upgrades were also completed.

Bathroom medical adaptations were included in the Phase 2 works to meet the specific needs of some tenants. The bathrooms at the properties were fully upgraded at the same time so that the whole room contributed to the overall standard. Government grant funding assisted in the installation of the medical adaptations.

Work in occupied homes was scheduled to begin, but was interrupted due to the lockdowns imposed as a result of COVID-19. As a consequence, the contractor had to stand-down their operatives for several months which resulted in work being carried forward.

The total investment for the works, including medical adaptations, was around £577,000 (including VAT).

A customer satisfaction survey was carried out for the Phase 1 works, which had completed during 2019-2020. This showed 39 people were either very or fairly satisfied with their home on completion of the work, which represented a 95% satisfaction rate from customers who responded to the survey.

## new build activity

### sunnyside square, west - shortlees

The development at Sunnyside Square, West was completed on 4 November 2020 by McTaggart Construction, providing 27 new homes consisting of three general needs houses, 16 older and ambulant disabled bungalows, four general needs flats and four amenity flats.



# major repairs & improvements

## planned investment 2020/21

Although we were delivering the HFF21CLS works project this year, there was also a requirement for some additional investment works to be undertaken outwith this. This included an insurance claim to reinstate three properties following a severe flooding incident. Three other boiler replacements were completed where the existing boilers had failed.

### external wall installation (EWI)

#### The Courts, New Farm Loch

Atrium entered into a new Client Agent Services contract with The Energy Agency who appointed AC Whyte via the Scottish Procurement Alliance (SPA) Framework to undertake these works on behalf of Atrium.

AC Whyte commenced EWI works to 27 No Fines houses in the 'Courts' in January 2020 and practical completion was achieved on 30 October 2020. The anticipated completion date of August 2020 was delayed due to restrictions in place as a result of COVID-19.

The project was secured by The Energy Agency through the Scottish Government's Home Energy Efficiency Programme Scotland, Area Based Scheme (HEEPS - ABS), with a small monetary contribution through the Energy Company Obligation (ECO) funding.

Atrium's total investment for this project was £223,000.

### cyclical maintenance

#### New contracts

- Contracts for Gas Servicing & Repairs and Landscape Maintenance expired on 31 March 2020. A procurement exercise was therefore undertaken for both these contracts, resulting in contracts being awarded to GasSure and John O'Conner Grounds Maintenance respectively
- Contracts were also procured for fire safety works and a contract award made to Magnus Electrical Services Ltd, who have carried out upgrade works to 499 properties to achieve the new LD2 fire safety standard.
- Alwurk Electric Ltd was awarded a contract for electrical testing and have completed works to 127 properties.
- Dumbreck Decorators commenced gutter cleaning and painterworks in various locations. We have invested around £65,000 in year 1 of the contract.

#### 'off the shelf' purchases

Atrium purchased six additional properties - three in New Farm Loch, and the others in Bellfield, Burnpark and Stewarton. A total of £180,000 was awarded to Atrium towards the purchase of these properties through the support of a 'Second Hand Homes' grant from the Scottish Government.

## community benefits

Community benefit activity has contributed to a range of local opportunities relating to employability, developing skills and supporting the wider community.

### new build activity - sunnyside square, west

McTaggart Construction delivered a range of community benefits during the construction phase of the new build homes. A number of work placements were created and the works also allowed the contractor to start two new apprentices, as well as continuing to support other existing apprenticeships across various trades.

Opportunities were also made available to local sub-contractors to be involved in the construction of the homes.

### HFF21CLS - CCG

Similarly, CCG delivered community benefits during the first phase of the HFF21CLS project in relation to work placements and supporting existing apprenticeships. CCG have also offered a monetary fund to assist in the wider community.

### other community benefits

GasSure, who undertake the gas servicing, were preparing for an intake of apprentices in August 2020 and were hoping to create work placement opportunities during the course of the year. Unfortunately, COVID-19 and the impact on safe working arrangements did not allow this to proceed as planned. Activity will resume as restrictions ease and safe working arrangements can be put in place.

COVID-19 had an impact across the range of contracts where the contractors had made commitments to community benefits. We will continue to work alongside the contractors to ensure that the community benefits offer support the wider community.



# repairs service

Looking after almost 1,300 properties - as well as extensive open landscape areas - is a big job. However, at Atrium we know the quality of a home and its surroundings can affect every aspect of a person's life.

## reactive repairs

For significant times during the last 12 months, Government guidance stated that all but essential repairs should be carried out in occupied properties, and even then, a set of COVID guidelines required to be followed regarding exposure to the virus and self isolation. Atrium continued to log all non-essential repairs during this time and has subsequently engaged with a contractor to clear the backlog now that restrictions have eased.

### in 2020/21 we:

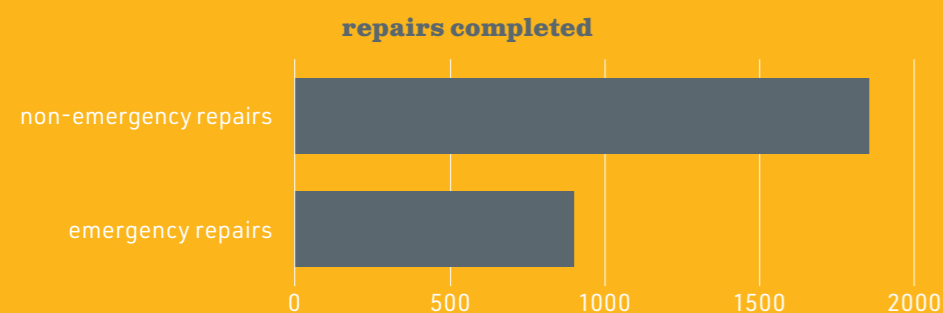
- Recorded and processed 2,753 one off repair requests:
  - 900 were emergency repairs. On average emergency repairs took two hours to be completed from the time reported.
  - 1,853 were non-emergency repairs, completed in an average of 10 days.
- Completed 88% of all repairs right first time.

## gas safety

Atrium had 1,202 properties with gas installations that required to have an annual landlord safety check carried out. Over the 12 month period, 15 properties had their certificate expire prior to renewal, primarily as people were self isolating, suffering from COVID-19 or shielding.

## medical adaptations

We believe it is important to help people who have support needs live independent lives and be able to stay within their current property. Again, carrying out these works were interrupted by the restrictions imposed during the pandemic. Atrium spent £55,458 (Scottish Government Stage 3 grant funding), completing 29 adaptations, with over 76% of those approved, within the year, taking an average of 95 days from acceptance.



# atrium initiatives

Atrium initiatives is a wholly owned subsidiary of Atrium Homes and delivers a number of complimentary services.

- It is registered as a Property Factor by Scottish Ministers under the Property Factors Act 2011. It provides residential management services through a service called Choice Places.
- It is registered as a lettings agent within East Ayrshire and lets properties at market rent levels, under the banner of Choice Lets.
- It provides professional services to other organisations.
- And it provides repairs services to Atrium Homes

## factoring services

Choice Places provides landscaping services to over 1,450 owners in estates across East Ayrshire, plus an additional 800 properties belonging to Atrium Homes.

From 1 April 2020, a new contractor, John O'Conner Ltd, took over the role of landscape contractor. The contractor was able to deliver open area maintenance services throughout the lockdown periods, due to relaxations for outdoor working.

In December 2020, Choice Places launched its customer portal and MyPlace app, to give customers greater access to our services and their account details. Over 100 customers have begun to use the app and we will be encouraging further take up.

## atrium property services (APS)

In the course of the year, the team undertook 805 responsive repairs, including emergencies and Right to Repair works. The restrictions on maintenance activity impacted heavily on completion timeframes, with only emergency repairs being attended to within the allocated time. Other repairs delayed by COVID-19 restrictions were prioritised and acted upon when restrictions allowed.

In addition, the team undertook works to 112 void properties. Of the voids work undertaken, 100 (89%) were returned within the allocated timeframe. On average it took 23 working days for APS to repair and refresh each void property.

Although APS performed well in delivering repairs and void services, it was acknowledged that there were other aspects where the service was inefficient. With the assistance of external consultants, an options review was undertaken during 2020 to determine how the service could best be delivered. The outcome of the review was that these services would be better achieved by appointing a new contractor to deliver them. Further to Board approval, a procurement exercise was undertaken to appoint new contractors to deliver these services.

APS ceased to operate from July 2021, with remaining staff being transferred under TUPE regulations to the largest of the new contractors.

## summary of financial performance

Atrium Initiatives continued to perform well financially during the course of 2020/21.

In the financial year 2020/21, Atrium Initiatives reported a pre-tax profit of £51.1k. This represents a 10.4% profit margin, an increase on the 6.1% in 2020. This is largely due to the reduced APS work which carried a low profit margin and increase in the valuation of the two market rented properties.

Turnover in the year was £493k. The drop in turnover from £626k in 2020 is largely because of lower levels of APS work, due to periods of emergency only repairs restricting the ability to work in occupied properties due to the pandemic.

Atrium Initiatives was also able to propose a Gift Aid payment of £41k to Atrium Homes (a registered Scottish charity). This both reduces Atrium Initiatives' corporation tax liability and aids Atrium Homes' overall financial position.

The Balance Sheet reports a small increase in the value of the fixed assets of the company, which primarily are the two market rented properties owned by Atrium Initiatives.

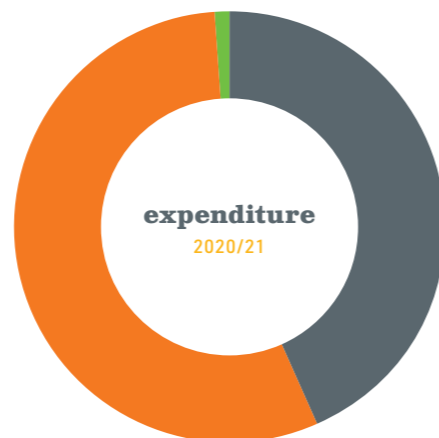
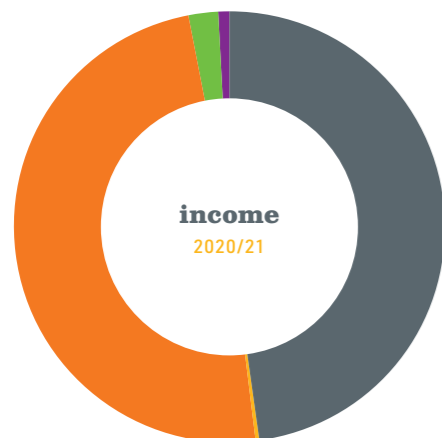
**summary comprehensive income account for the year ended 31st march 2021 & comparative**

	20/21 £	19/20 £
Turnover	493,108	626,311
Administrative expenses	(443,045)	(585,791)
Operating profit	50,063	40,520
Interest receivable	3,199	194
Interest payable	(2,139)	(2,297)
Profit on ordinary activities before tax	51,123	38,417
Tax on profit on ordinary activities	197	(1,538)
<b>Profit for the year</b>	<b>51,320</b>	<b>36,879</b>

**sustainable communities**

**quality affordable housing**

**life chances for people**



<b>income</b> 2020/21	<b>total</b> £	<b>as</b> %
• Factoring	237,294	47.8%
• Development	2,024	0.4%
• Atrium Property Services	243,106	49.0%
• Property Management & Rental	10,685	2.2%
• Interest Receivable	3,199	0.6%
<b>Total</b>	<b>496,307</b>	<b>100%</b>

<b>expenditure</b> 2020/21	<b>total</b> £	<b>as</b> %
• Factoring	193,257	43.4%
• Development	0	0.0%
• Atrium Property Services	247,303	55.6%
• Property Management & Rental	4,624	1.0%
<b>Total</b>	<b>445,184</b>	<b>100%</b>
<b>Surplus</b>	<b>51,123</b>	



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**Atrium House**

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Shortlees  
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[atrium-homes.co.uk](http://atrium-homes.co.uk)