

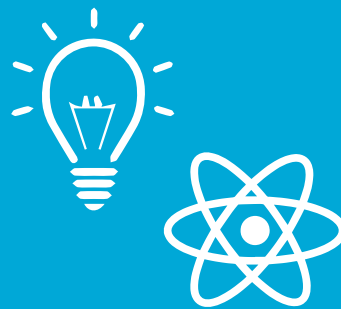
2019/20

Values

Living our



Excellence



Innovation



Inclusion



Respect


Hillcrest



Click on the image above to view our values.

Chairperson's

Report

Looking back over the year, before Covid-19, there have been some great achievements that need to be recognised.

During the year, we launched our new values – Innovation, Excellence, Respect and Inclusion which perfectly describes our ambitions and ethos.

Hillcrest is committed to the delivery of new affordable homes and has a very ambitious but achievable development programme.

On the 23rd March, for the first time ever the UK went into lockdown. Whilst this was at the very end of the last financial year, the significance of this event is too large to ignore. Hillcrest quickly responded to the “new norm” and continued to deliver as many services as possible whilst conforming to the guidelines. Only time will tell what the longer-term impact of this will be.

Looking back over the year, before Covid-19, there have been some great achievements that need to be recognised.

Hillcrest is committed to the delivery of new affordable homes and has a very ambitious but achievable development programme. There were 296 new homes handed over in the year to March 2020 and a further 602 on site. All our homes are built to an exceptionally high standard to make them affordable, safe, comfortable and energy efficient. The private finance element of housing delivery is critical to its success and we are delighted to confirm that a further £50 million was secured, through a newly released product from Royal Bank of Scotland, to fund the ongoing development programme.

A comprehensive rent harmonisation exercise was carried out to simplify how rents were calculated. The rent calculations were streamlined based on a criteria of house type, house size and council area. Tenants were consulted throughout this process to ensure that the outcomes were fair and transparent.

Part of our regular engagement and consultation with tenants is through the results of the scrutiny panel. In January, the HART group completed a review on parts

of the repairs service, focussing primarily on the initial contact. The scrutiny panel reported their findings directly to the Operations Sub-committee and a number of their recommendations have already been actioned.

It is always good to be recognised and acknowledged for the work you do. We were delighted when Hillcrest Futures took home the “Social Impact Business of the Year” award at the Courier Business Awards. Our Activities Team provides a fantastic range of different classes, activities and events for the individuals we support and is always developing new ideas. Futures also took part in various appeals to help people in need. This included a toiletries appeal and hats and gloves appeal for people that are homeless.

Hillcrest Maintenance appointed Bob Jack as their new leader last year. He has quickly settled into his new role and the maintenance arm is going from strength to strength.

This year Hillcrest was recognised again for the Investors in People gold accreditation – an outstanding achievement that puts us among the best companies to work for in the UK. We also achieved Investors in Young People silver accreditation and were awarded the Health and Wellbeing accreditation as well.

During the year, we launched our new values – Innovation, Excellence, Respect and Inclusion which perfectly describes our ambitions and ethos. The focus of this report is around how and where Hillcrest has delivered services that reflect and demonstrate these values.

I would like to thank all the staff teams for their hard work and dedication, particularly over the last few months. Their passion and commitment are boundless and without this, we could not deliver the excellent customer services we are known and respected for.

I must also thank all the Board Members in Hillcrest for all their help over the year. It is a thoroughly enjoyable experience working with you to celebrate the successes of Hillcrest and to work through the challenges.

I cannot sign off from this annual report without paying a tribute to Jack Robertson who sadly passed away this year. Jack was a much loved and well-respected Dundee businessman. Hillcrest was fortunate to have him working as our corporate lawyer for many years. He provided sound advice and steered Hillcrest through complex legal transactions to achieve the best outcome. After retirement, Jack kindly agreed to become a Board Member on one of our subsidiaries and again, his wise counsel was appreciated, valued and respected. It was an honour to work with a man of Jack's integrity and Hillcrest was always greatly appreciative of his dedication.

Alan Russell
Hillcrest Chairperson



1. Excellence *Our Year*

2019/20 has been another very strong year for our development team, who oversaw the delivery of 296 additional Hillcrest properties.

In November 2019 we were delighted to receive the Social Impact Business of the Year award.

This year also saw the organisation re-awarded the prestigious Investors In People gold accreditation for the third time.

Stats for success

100% Percentage of properties with gas safety certificates (for properties with gas)

99% Rent collected as percentage of total rent due (target - 98.5%)

25.5 Days Average calendar days taken to re-let properties (Scottish average: 30.72 days)

1.9% Percentage of rent lost through properties being empty (target - 1.95%)

94% Percentage of tenancies sustained for more than a year (target - 90%)

99% Percentage of tenants satisfied about the opportunities available to participate in Hillcrest's decision making

95% Percentage of tenants satisfied with the quality of their home

85% Percentage of anti-social behaviour cases reported to date which were closed

93% Percentage of tenants that think their rent is good value for money

2hrs 56m Average response time in hours for an emergency repair

5.4 Days Average response time in days for a repair

£1,299,617 Total financial gain for tenants through our Tenancy Sustainment Service (TSS)

£404,190 Total financial gain for tenants through Hillcrest Energy Advice Team (HEAT)

100% Percentage of Futures' services rated by the Care Inspectorate as good to excellent for the quality of care and support

99% Percentage of Futures' service users satisfied with our service





Excellence

New developments

2019/20 has been another very strong year for our development team, who oversaw the delivery of 296 additional Hillcrest properties, 242 of which were Homes, and 54 Enterprises units.

Edinburgh	40
Aberdeen	168
Dundee	12
Angus	10
Perth and Kinross	66

Our programme of development aims to build on this success going forward, with work started this year on a further 603 Hillcrest Homes and Hillcrest Enterprises properties.

With construction work halted during Covid-19, the focus moved to 'off the shelf' purchases. This included properties in Perthshire, Arbroath and National Housing Trust homes in Broughty Ferry.

Recognising our social impact

In November 2019 we were delighted to receive the Social Impact Business of the Year award at The Courier Business Awards 2019 for our commitment to reducing social exclusion and promoting wellbeing through the work of the Hillcrest Futures Hub. This accolade is a true reflection of the hard work and dedication of our staff.

Investing in people

This year also saw the organisation re-awarded the prestigious Investors In People gold accreditation for the third time – an outstanding achievement that again places us amongst the best companies to work for in the UK.

Recognition of our investment in our staff didn't stop there, as we were delighted to again achieve the silver level of Investors in Young People (IYYP) for our commitment in training and developing our young people.

Setting the bar high for service

Our customer service team has been very busy all year and has maintained the highest standards of service throughout. The team is the first port of call for people contacting the organisation and aims to successfully resolve as many enquiries as possible at first contact.

Here are some of the team's key service stats for the year:

- Total calls answered: **79,735**
(increase of 6,423 calls from last year)
- Average calls per month: **6,661**
- Average call wait time for housing & general enquiries: **19 seconds**
- Average call waiting time for repairs: **63 seconds**

1. Excellence

Covid-19

At this unprecedented time, strong leadership was more important than ever.

During the Covid-19 lockdown, we were aware there could be tenants struggling significantly.

Keeping the company moving

When Covid-19 struck, face-to-face interaction was no longer possible. This therefore meant that we had to rethink how our organisation functioned at a core level. At this unprecedented time, strong leadership was more important than ever in steering us successfully through the pandemic, so in-house meetings quickly became virtual meetings. This allowed key discussions to continue to take place and decisions to be made, and also enabled teams to remain in contact and to function closely.

Communication was vital during this period. Hillcrest produced excellent guidance on maintaining the workplace culture whilst working from home. Regular updates were provided by the senior team. Governing body members also had to adapt with virtual monthly meetings introduced and a weekly update from chief executive Angela Linton. Clear, concise effective governance was in place throughout the pandemic.

Rolling out staff mental health support

In March this year, we launched our internal mental health first aider programme where 12 of our staff took part in Scotland's Mental Health First Aid course, which has been co-designed by Scottish Government and the NHS. The course equips the first aiders with the knowledge to be able to spot signs that someone may be struggling and enables them to signpost as appropriate in order to receive help.

We were delighted to receive support as well as an inspiring and thought-provoking talk from Michael Byrne, who is a survivor of the Clutha Vaults helicopter crash, and who has since founded his own trauma support organisation. This gave our first aiders a comprehensive insight into the struggles of living and working with a mental health condition. Our mental health first aid initiative will offer a safe point of contact for those who need it.



Excellence



Extraordinary effort from frontline staff

For staff on the frontline, delivering a vital service became increasingly critical but also more challenging every day. Staff showed their dedication and commitment through acts such as working 12-hour shifts, implementing technology to deliver valuable support, ensuring communication was maintained with service users' family and creating new activities.

Discussing our staff's efforts, a commissioner said: "Your efforts to support people, and the passion, conviction and professionalism that has been shown is anything but normal – it's been extraordinary".

TSS assistance

During the Covid-19 lockdown, we were aware there could be tenants struggling significantly as a result of financial difficulties arising from the pandemic. Our Tenancy Sustainment Service worked tirelessly supporting these tenants to maximise their income through benefits they were eligible for, and offering Universal Credit advice.



2. Innovation

Our Year

Hillcrest Futures delivers high quality, specialist services across the many communities we serve.

Excellence within an organisation starts with excellent people.

Last year Hillcrest took on a whole new look, but that wasn't the end of Hillcrest's evolution for the future.

Moving into the LEAD

Excellence within an organisation starts with excellent people. To help cultivate a culture of excellence through everything we do, we developed a bespoke training programme, LEAD (Leadership, Exploration, Acceleration, Development) for line managers throughout the whole organisation.

Delivered by Tickety Boo Training, the course, which is being run over a number of cohorts and groups, offers innovative, hands-on training covering a range of topics from engaging and having productive conversations through to effective time management. A key aspect of the course also sees delegates developing a much deeper understanding of the way they work, come up with solutions and goals and how they best engage with others through detailed colour-based personality profiling.

A significant component of the people-based aspect of our business transformation, the LEAD course was scheduled to take just over a year to get through all groups and cohorts.



Preparing our tenant app

Our tenants' self-service app, MyHillcrest is nearing completion. Through the app, tenants will be able to pay rent, get in touch with us, complete and submit forms, access information and more through a few taps of their smartphones or tablets.

Tenants from our Interest Tenants' Register got hands-on with the app last summer, giving it a thorough field test, and offering feedback on its user interface, content and aesthetics. The app is being lined up for release in the Autumn of 2020.

Accelerating our organisation

Last year Hillcrest took on a whole new look, but that wasn't the end of Hillcrest's evolution for the future. We've now turned our attention to how the organisation operates, and we've given this business transformation project a name that we hope embodies what we are trying to do – **Accelerate.**

This transformation project will be equally important for staff and tenants alike, as we look at new, modern and more efficient ways of doing things. The tenant app mentioned above is only one example of how we are rethinking how we engage with tenants. Many behind the scenes processes have already been reimagined, which again will ultimately end up creating a better service for our customers.

By 'accelerating' our organisation, we hope to make it fit for the future for our tenants, staff and service users alike.

Innovation

Futures specialisms

Hillcrest Futures delivers high quality, specialist services across the many communities we serve. Being identified as a “generic care provider” does not do justice to our staff teams who continually provide innovative, specialised and cutting edge services. Hillcrest Futures aims to nurture the growth of specialised knowledge within its staff teams to ensure that we continue to deliver outstanding outcomes.

Through the development of core specialisms (mental health wellbeing, older people, learning disability, autism, leadership, young people, homelessness, addiction and recovery) we are continuing our journey in actively engaging our staff to help shape and inform the services we currently deliver and plan to deliver in the future. We are in the process of developing online platforms which will help support and facilitate the conversations and cross service collaboration required to create growth within our staff and advancements in service delivery. The focus on specialisms will support development and provide additional career pathways.



2. Innovation

Covid-19

With the pandemic highlighting the supply of Personal Protective Equipment (PPE) as of increasing concern, Hillcrest Maintenance took on the task of sourcing and supplying this equipment across the organisation.

As essential keyworkers, our Hillcrest Futures staff worked tirelessly and adjusted quickly to new ways of working.

Adapting in the face of adversity

We had already been well underway laying the tracks for our business transformation to change the way we worked, however, when the coronavirus pandemic and lockdown gripped the country, we were forced to rapidly put the wheels in motion.

As essential keyworkers, our Hillcrest Futures staff worked tirelessly and adjusted quickly to new ways of working to deliver crucial services safely to vulnerable groups in our communities, and through the support of Hillcrest Maintenance we were able to ensure the provision of appropriate PPE to all frontline staff. The use of technologies allowed staff and the people we support to keep in regular contact and combat feelings of isolation.

With much of our workforce working remotely, and still aiming to maintain as many key services as possible, we had to quickly implement and make use of a number of new systems. Our remote desktop licenses were greatly increased, and our finance department worked hard with IT to roll out a paperless invoicing system that could be operated anywhere.

Meanwhile, our customer service teams were quickly set up at home and ready to continue their service without any delays.



Innovation

Another level for learning and development

Our Learning and Development team has given the company's E-den online learning resources an overhaul, updating and enhancing a number of important learning modules, and putting more into the content than just courses.

The team has had to respond reactively to the coronavirus pandemic, swiftly creating resources to update essential workers on correct safety procedures and how to limit the spread of the virus. Despite the pandemic, recruitment continued for Hillcrest Futures and the L&D team has responded to deliver inductions, core and mandatory training in different ways.

The team has also developed a whole new look to the E-den learning environment, as well as creating a new wellbeing area that was introduced during the Covid-19 pandemic, and will continue after it, containing resources, links and websites.

PPE resolution

With the pandemic highlighting the supply of Personal Protective Equipment (PPE) as of increasing concern, Hillcrest Maintenance took on the task of sourcing and supplying this equipment across the organisation. With PPE shortages regularly in the news, this was no small feat, but Maintenance's endeavours ensured that all teams that required the protective equipment were well stocked, and never experienced shortages.

Finance forging new ways of working

The lockdown meant systems and processes had to completely change to overcome the usual paper-driven processing with the team now working remotely. With the lockdown looming, a new electronic system of dealing with invoices was trialled and implemented, enabling the organisation to operate its finances using digitised workflows.

Every area of the finance team had to face new challenges to deliver an excellent service, with new information appearing almost daily impacting the department. The payroll team had to react fast to new information and legislation when Furlough salary was introduced. However, the team still made sure that all staff were paid on time, and suppliers were paid weekly instead of twice monthly to ensure their cashflow was supported, and ensured Hillcrest Futures projects and services continued to have the funds to support them.

Changes to housing service delivery

Covid-19 has been impacting every aspect of our lives and have had to make some significant but necessary changes to the way we deliver our services, which included closing our offices to the public. Rather than face-to-face, our housing teams dealt with tenants via phone or email. Our number one priority throughout was the health and wellbeing of our tenants and service users, so we followed strict contingency plans and Government advice at all times.

During the lockdown, we continued to provide emergency repairs, however non-emergency repairs were put on hold in line with government guidelines.

3. Respect

Our Year

We have a long history of helping young people start up a career in the construction industry through work placements, work experience and apprenticeships.

This year Hillcrest Futures supported 591 people across Scotland with housing support services.

Combating homelessness

This year Hillcrest Futures supported 591 people across Scotland with housing support services. We provided accommodation for 442 across Edinburgh, Angus, Glasgow and Dundee, and rehoused a further 149.

Our Portman Street and Queen Mary Avenue homelessness services in Glasgow have been working in partnership with Glasgow City Councils to support the emerging Alliance to End Homelessness group and remain a key partner within the sector. The alliance aims to end street homelessness by 2030. Over the past 12 months our Queen Mary Avenue service has restructured the way support is delivered by removing sleepovers and replacing it with waking night staff. This has allowed the service to develop to support women with more complex needs in the Southside of Glasgow.

Our homelessness services in Edinburgh have had another successful year and helped house the most people within all of our areas of operation. As well as offering day-to-day support to vulnerable people with complex needs, the teams also organised recreational activities and trips. Last year our Mayfield Road resettlement service was gifted £500 from our project improvement fund to purchase tents, sleeping bags and other camping equipment. They organised a camping trip in Aviemore where the people they support enjoyed outdoor activities provided by a range of third party organisations who focus on outdoor therapy to help improve mental and physical health, build self-confidence and reduce social anxiety and substance dependency. The trip also helped to increase camaraderie and team building.



Housing to 2040

Housing is vital in helping Scotland meet many of its ambitions, and The Scottish Government believes everyone should live in high quality, energy efficient homes that are affordable and that meet their needs.

To help them investigate and plan their vision for what housing could look like in 2040, they ran a number of sessions across Scotland where tenants could have their say. This feedback was important in helping the government understand what the housing requirements and priorities were to enable them to create a plan, which we, and other affordable housing providers will then be able to help support.

Supporting young people

We have a long history of helping young people start up a career in the construction industry through work placements, work experience and apprenticeships. After launching our apprenticeship and training programme in 2018-19, we continued this over the past 12 months. Each year we target a rolling programme of employing ten apprentices in a variety of trades and provide work placement training for 20 school pupils.

Hillcrest Futures has supported 171 young people with drug/alcohol use or sexual health across Tayside over the last year and held over 200 education and awareness sessions. In addition, young people have been involved in developing peer-led initiatives, including the launch of 'Empty' – a play written, directed and acted by young people to stem discussion on drugs and alcohol in schools.

Our Student Services team has supported 100 young people with physical and learning disabilities to participate in further and higher education across Tayside.



Respecting the local economy

Our growth and success in 2019-20 has benefited the local economy as we increased spending on locally sourced materials, sub-contractors, supplies, vehicles, plant and equipment. We increased our material, contractor and agency staff spend from £5.3m in 2018-19 to £5.5m in 2019-20 - this being a 4% increase in spend in the local economy.

With our housing stocks increasing, this is simultaneously creating new employment and training opportunities for local people and contributing to social, economic and environmental activities.

3. Respect

Covid-19

Throughout the lockdown period, as well as undertaking their regular tasks, our cleaning team undertook a number of additional duties in order to minimise the risk of the virus spreading.

While Covid-19 has created new challenges for staff, many of them have still gone above and beyond to help other in any way they can.

Volunteers making a difference

While Covid-19 has created new challenges for staff, many of them have still gone above and beyond to help others in any way they can. There have been many incredible examples of selflessness, which have hugely benefited some of those struggling most. These include one member of staff converting our minibus interior to adhere to social distancing, and driving our key workers to and from shifts, while one of our tradesmen spent his time between shifts picking up and delivering meals for vulnerable older people.

A former service user of our Bruntsfield House service in Edinburgh has been looking after the clothesline project, which operates as a free boutique charity shop for those experiencing homelessness, and he ensured that the project remained active, delivering clothes where possible as no-one could enter the 'shop'.

Many staff members have been extending their usual roles to help out, with one example being one of our Helping Older People Engage (HOPE) project workers supporting an older woman who was referred to the project by visiting her, changing her bed sheets and checking her food was not out of date in the fridge.

The team at our activities hub kindly donated wool to HOPE to enable them to knit mask adapters. The adapters prevent face masks from rubbing on the ears of the wearer and make the masks a lot more comfortable, and these were in turn donated to the ECS nursing team in Dundee.





Report

Stories from our projects

Our Activities Hub had to close during lockdown so the team has been delivering activity packs out to services to keep the service users busy – this included craft kits, quiz books, pens and pencils, games and cooking kits. The team has held competitions for service users with prizes for the best entries. The competitions have included making inventive Easter bonnets, creating a “face on a plate” and building robots out of everyday items found around the home. The team has also been facilitating their young people group virtually by holding online video sessions, which have proven to be a great success.

Our harm reduction service in Dundee has made many changes to the way they deliver support including:

- **The addition of an outreach van**
- **A postal service allowing people to request equipment including naloxone**
- **Providing one-to-one phone support**
- **SMART recovery meetings have been moved online**

Staff at Queen Mary Avenue in Glasgow have turned one of the rooms at the service into a sitting room which means residents have a safe place where they can engage with staff and with each other whilst following the two metre social distancing rule. This greatly helped to reduce feelings of isolation.

The team at our Kinloss Park service in Cupar have held relaxing spa afternoons for the residents there where they had the opportunity to be pampered and get a hair cut.

Cleaning teams

Throughout the lockdown period, as well as undertaking their regular tasks, our cleaning team undertook a number of additional duties in order to minimise the risk of the virus spreading in communal areas. This included a “two step” clean of the stairs where after cleaning as normal, a special disinfectant was applied.

The team has also been cleaning high-traffic areas such as handrails with an anti-bacterial spray along with door handles and other frequently touched areas.

Wellbeing Wednesday

Our staff wellbeing matters to us, so we introduced the Wellbeing Wednesday initiative. This is an online format, encouraging employees from across the company to join in and discuss a different topic each week, with employees being asked for suggestions on topics that are of interest or important to them. For those unable to attend but interested in the topic, presentations and resources are made available on the E-Den e-learning platform.

4. Inclusion

Our Year

In 2019 our business services team worked with our Glee Club drama group to measure how much it has impacted the members' social inclusion and confidence.

This summer we launched our first ever boutique charity shop in Gray Street, Broughty Ferry.

Past Present Futures

This summer we launched our first ever boutique charity shop in Gray Street, Broughty Ferry. Past Present Futures sells a range of high quality yet affordable pre-owned clothing, jewellery, hand bags and more. The shop will not only raise funds to support local people, but will also give opportunities for training and work experience.



Rethinking our rents

This year we undertook a rent harmonisation exercise to simplify our rent structure and make it fairer and more transparent. Previously, a large number of factors determined a property's rent, so a working group was formed to reduce this to a criteria based on house type, house size and council area. In order to make the rents more equitable, service charges were also removed.

While some tenants saw an increase in rent, many saw it decrease and some saw no change. This exercise wasn't about increasing income through rent, and our rental income figure will remain around the same.

Conscious of the impact that rent increases may have, it was agreed that the increase and decrease would take place in stages over a number of years, with rent not increasing or decreasing more than £20 per month each year. As a result, it's expected to take around eight years for every rent to reach its harmonised figure.

Inclusion

Breaking down barriers

In June 2019 Empty, an interactive performance focussing on issues facing young people living in Dundee, was held at the Steeple Church in Dundee. The show was developed jointly by young people accessing our young people's services and Just Bee Productions, and was delivered using funding awarded from Dundee Youth Fund. The play looked into current trends including drug use, giving a realistic look at the impact on individuals, families and communities whilst challenging stigma and breaking down barriers to seeking support and advice.

Working in partnership with Just Bee Productions and RecoverTAY, we held an event at the V&A in August last year to showcase recovery and wellbeing activities on offer across Dundee to help alleviate the city's high number of drug related deaths. The Inclusive City event aimed to show how the wider community can have a positive impact on people struggling with drug, alcohol and mental health issues by supporting those in recovery to feel part of the community through social gatherings and creative workshops.

Measuring the value of social inclusion

In 2019 our business services team worked with our Glee Club drama group to measure how much it has impacted the members' social inclusion and confidence.

The exercise was carried out based on a methodology called the Social Value Bank, which lists a range of positive social value indicators. While the values do not directly represent money generated, they can be thought of as an estimate of the financial equivalent of the positive impacts generated by a project.

The group was calculated to generate an estimated minimum social value of £38,551 annually. This compares very favourably with the estimated annual running costs of £12,459, representing a minimum estimated return of 309.4% of budget. Put simply, the drama group generates in social value more than three times the amount of money it spends. Its participants speak of the group very positively and explained it gives them confidence and pride, while also providing a fun social environment.



4. Inclusion

Covid-19

During the pandemic, the Scottish Government made it clear that no tenants should be evicted as a result of financial difficulties arising from Covid-19, which we wholeheartedly supported.

In order to allow the organisation to continue to function, home-working and video-conferencing became an essential requirement.

Community award

Hillcrest Homes and Abertay Housing Association, along with key partners Dundee City Council were successful in applying for £175,000 from the Supporting Communities Fund to help support the local Dundee community through challenges that have arisen from the coronavirus pandemic.

The money has been supporting those facing challenges such as isolation, financial difficulty and physical and mental disabilities. To help support those struggling with energy costs as a result of being locked down at home, some of the money was also earmarked for emergency energy top-ups for vulnerable people, and has been administered by HEAT.

A proportion of the money has also been directly supporting the community with provision of food, those who are suffering domestic violence, and early release prisoners with accommodation and home starter packs.

Welfare calls

During the pandemic, the Scottish Government made it clear that no tenants should be evicted as a result of financial difficulties arising from Covid-19, which we wholeheartedly supported. While our tenant services teams worked non-stop supporting those with financial concerns, our housing teams also phoned round all tenants, starting with the most vulnerable to check on them and make arrangements for any support or assistance they needed.

Just some of the positive outcomes included arrangements being made locally for groceries and medicine to be delivered to elderly self-isolating tenants, and referrals to HEAT and TSS for tenants to receive advice and support on applying for Universal Credit to bridge financial gaps, and to help lower energy bills.

IT setting up home working and video calls

In order to allow the organisation to continue to function, home-working and video-conferencing became an essential requirement. Our IT team swiftly put these functions in place, enabling hundreds of our staff to pick up where they left off in the office at home, while the video-conferencing that was put in place allowed teams and management to keep in touch.

IT also quickly trialled and launched a number of behind the scenes systems to enable various processes to be digitised.



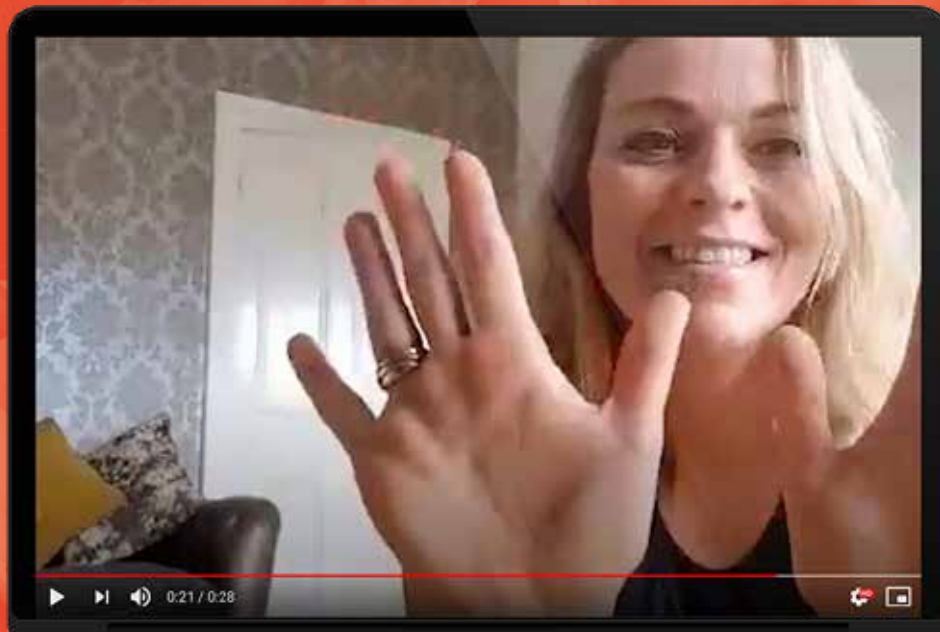
Inclusion

Communications and Media

Throughout the pandemic and resulting lockdown, with many tenants and service users facing different unprecedented challenges, communication was key. The communications and media team communicated a wide range of messages, ranging from where to access financial support, as well as grant and fund updates, through to instructing tenants what to do should they find themselves self-isolating and needing to top up a pre-pay meter.

With the organisation finding itself in an ever-changing landscape, continuous communication with staff of the most up-to-date information also ensured teams understood what was going on.

With news primarily being negative, the team also endeavoured to publish as many positive pieces as possible to raise morale. The "Spotlight On" pieces highlighted how various Hillcrest teams were working hard in challenging circumstances, while the lockdown videos served to provide a shot of inspiration and motivation, and fun challenges aimed to boost morale.



Consolidated Statement of Comprehensive Income for the year ended 31st March 2020

	2020 £	2019 £
Turnover	57,057,496	53,284,799
Operating expenditure	(47,223,774)	(44,528,852)
Impairment on affordable let properties	-	(9,679,348)
Operating surplus/(deficit)	9,833,722	(923,401)
Gain/(loss) on disposal of tangible fixed assets	(432,765)	1,396,047
Finance income	57,744	52,277
Finance costs	(7,473,344)	(5,831,375)
Pension remeasurement	533	(616)
Movement in fair value of financial instruments	(143,485)	175,639
Surplus/(deficit) before tax	£1,842,405	£(5,131,429)
Taxation	(102,492)	(46,488)
Surplus/(deficit) after tax	£1,739,913	£(5,177,917)
Exceptional item	2,404,053	-
Unrealised surplus on revaluation of housing properties	-	131,620
Initial recognition of multi-employer defined benefit scheme	-	(1,790,315)
Actuarial profits / (losses) in respect of pension scheme	5,640,000	(1,632,468)
Total comprehensive income for the year	£9,783,966	£(8,469,080)

Consolidated Statement of Financial Position as at 31st March 2020

	2020 £	2019 £
Fixed assets		
Tangible fixed assets	544,714,181	483,236,013
Investments	871,385	871,385
	545,585,566	484,107,398
Current assets		
Stock	22,086,614	22,422,778
Trade and other debtors	6,592,350	14,365,616
Cash and cash equivalents	22,603,842	21,092,324
	51,282,806	57,880,718
Less: Creditors: amounts falling due within one year	(21,168,371)	(81,600,706)
Net current assets/liabilities	30,114,435	(23,719,988)
Total assets less current liabilities	575,700,001	460,387,410
Creditors: amounts falling due after more than one year	(498,848,283)	(386,410,495)
Pension – deficit funding liability	(91,385)	(112,530)
Pension – defined benefit liability	(775,000)	(7,663,014)
	(499,714,668)	(394,186,039)
Total net assets	£75,985,333	£66,201,371
Reserves		
Share capital	71	75
Income and expenditure reserve	75,652,538	65,183,262
Restricted reserve	294,302	203,971
Revaluation reserve	-	767,956
Negative goodwill	38,420	46,105
Non-controlling interest	2	2
Total reserves	£75,985,333	£66,201,371

Members, Executives and Advisers

Committee of Management

Mr. A Russell, Chairperson
Ms. V. Howard, Operations Sub Committee Convenor
Mr. D. Boyle, Audit & General Purposes Sub Committee Convenor
Mr. D. Scott, (Elected) – resigned 15 August 2019
Mr. M. Hussain, (Elected) – resigned 23 December 2019
Mr. P. Shepherd, (Elected)
Ms. J. Roberts, (Elected)
Mr. D. Weir, (Elected)
Mr. T. Kirby, (Elected) – resigned 10 September 2019
Mr. C. Robertson, (Elected)
Mr. C. Weir, (Elected) – appointed 15 August 2019
Mr. G Wilson, (Elected) – appointed 15 August 2019
Ms. C. Douglas, (Casual Vacancy) – appointed 26 November 2019

Key Management Personnel

Group Chief Executive
Deputy Chief Executive/Company Secretary
Director of Finance
Director of Corporate Services
Director of Development
Director of Property
Director of Housing
Managing Director of Hillcrest Futures
Managing Director of Hillcrest Enterprises

Mrs. A. Linton
Ms. F. Morrison
Mrs. L. Dryden
Ms. L. Don
Mr. D. Zwirlein
Mr. M. Percival
Mr. B. Sander
Mrs. J Dunlop
Mr. S. Dow

Registered Office

1 Explorer Road, Dundee DD2 1EG

Auditors

Findlays
Chartered Accountants & Statutory Auditors
11 Dudhope Terrace
Dundee DD3 6TS

Members, Executives and Advisers

Bankers

Royal Bank of Scotland
3 High Street
Dundee DD1 9LY

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

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

GB Social Housing
35 Great St Helens
London EC3A 6AP

Allia Impact Finance Limited
Future Business Centre
King's Hedges Road
Cambridge CB4 2HY

Sun Life Assurance
Company of Canada
1 York Street
32nd Floor
Toronto, Ontario
M5J 0B6 Canada

Solicitors

Thorntons WS
Whitehall House
33 Yeaman Shore
Dundee DD1 4BJ

Miller Hendry
13 Ward Road
Dundee
DD1 1LU

Group Subsidiary Boards of Directors

Hillcrest Futures

Mr K. Birse (chair)
Ms J. Lynch
Ms B. Fenton
Mr R. Thoms
Ms A. MacDonald
Mr T. Haines
Mr D. Lyon
Ms M. Lindsey
Mr P. Stretton
Ms R. Keyte

Hillcrest Maintenance

Mr. D. Ridgeway (Chair)
Mr B. McEwen
Mr I. Smart
Mr B. Davidson
Mr T. Haines
Mr D. Boyle
Mr R. Thoms
Mr B. Shaw

Hillcrest Enterprises

Ms W. Johnston (Chair)
Mr I. Collins
Mr A. Rintoul
Mr D. McKegney
Mr D. Boyle
Mr D. Ritchie
Ms A. Matthew
Mr J. Robertson

যদি ইংলিশ আপনার মাতৃভাষা নয় এবং আপনি এই দলিলের অনুবাদ চান তাহলে অনুগ্রহ করে ডাব্লিউ ট্রান্সলেশন অ্যান্ড ইন্টারপ্রেটেশন সার্ভিসকে যোগাযোগ করুন, টেলিঃ 01382 435825

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اگر انگریزی آپ کی مادری زبان نہیں ہے اور آپ کو اس دستاویز کے ترجمے کی ضرورت ہے تو براہ مہربانی ڈی ڈی ٹرانسلیشن اینڈ انٹراپریٹیشن سروس سے فون نمبر 01382 435825 پر رابطہ قائم کریں۔



1 Explorer Road, Dundee DD2 1EG
T: 0300 123 2640

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