**Business Transformation at Hillcrest**

**The What**

This document summarises the business transformation vision and plan for Hillcrest Homes. The objective of the business transformation effort is make Hillcrest a modern organisation which takes advantage of available technology and is supported by the right people and quality processes. Ultimately we want reflect our values of excellence and innovation in everything that we do.

**The Why**

Hillcrest continues to see a steady increase in customer satisfaction, our KPIs largely meet or exceed targets, our care inspectorate grades continue to be excellent and our financial performance remains solid. However, internal and external challenges mean we need to change how we work in order to continue to succeed in these areas without a significant increase in resource spend.

External pressures include the introduction of Universal Credit, local authority austerity measures and the increase in the Scottish Living Wage and material costs. Many similar organisations have already met these challenges by reviewing how they work, and Hillcrest is at risk of falling behind its peers if we do not work toward a new way of operating.

Internally, Hillcrest has a pending stock increase of 24%, which presents an unprecedented increase in demand for our staff and processes. Our ambition is to absorb this growth in stock with minimal increase in staff by finding ways to make current practices more efficient.

**The How**

We plan to tackle the challenges outlined above and work towards our vision for Hillcrest by executing change in three areas:

Process

The majority of Hillcrest’s current processes are cumbersome and laden with low-value tasks. A thorough review and redesign of all business processes will be a huge step toward the kind of company we want to be. This will include a restructure of core processes (where necessary) so they are more intuitively designed, the removal of low-value activities from standard practices and improvement in how we execute the activities that do add value to our outcomes.

Included in this area of change is the establishment of a sustainable change-management approach to be rolled out across the company. The intention here is to allow the company to continuously improve, but in a manageable way that maximises the chance of the best solutions being identified and implemented.

Technology

It is well recognised within the company that Hillcrest does not take advantage of available technology in executing its processes or improving our customer experience. A key area of change as part of business transformation will be the procurement, development and implementation of new IT tools as well as work to maximise the use of the tools we already use.

Examples of areas where work is required here include: the procurement and implementation of a contractors portal to manage work completed by external companies, the continued development of a tenant self-service app, the introduction of digital sign-ups and improved use of our housing management software to streamline processes. This area of improvement will involve working closely with providers, particularly Aareon which provides our housing management system.

People

This is the broadest area of change. It will incorporate developing the skills and attitudes of our staff, improving how we communicate and how we develop a culture that reflects Hillcrests values of inclusion, innovation, excellence and respect.

Specific areas of work will include the continuation of the recently launched management development programme, work towards an improved standard of communication and better ways of recognising excellent work when we see it.

Critically, this area of change includes the creation of a dedicated business transformation team and the development of business transformation knowledge across the organisation.

It is not expected that the three areas of change above will be worked on in complete isolation as there will be significant overlap and dependence between them (this is especially true of processes and technology). However it is expected that they simplify, and provide structure for, the business transformation project as a whole.