

Summary Business Plan 2016 - 2019



Foreword by the Chief Executive

Hanover's Business Plan is reviewed annually and at our Strategy conference in February 2016 we undertook a major review of our plan to make sure it remains fit for purpose. This summary captures some of the key points of this updated business plan.

I am confident that our strategic planning process is robust and that our understanding of our operating environment will allow us to move our business forward with confidence, enabling Hanover to maintain its very strong position within the market place.

The business plan takes into account the Government's 'Age, Home and Community: A Strategy for Housing Scotland's Older People 2012-2021'. Although this document is currently under review the key underlying message is the importance of developing ways in which older people can live independently at home.

Sitting alongside the business plan we have developed new priority actions for Hanover. These actions come from our strategic priorities; you will find these later in this document.

We have also undertaken a major review of our governance framework which is working well.

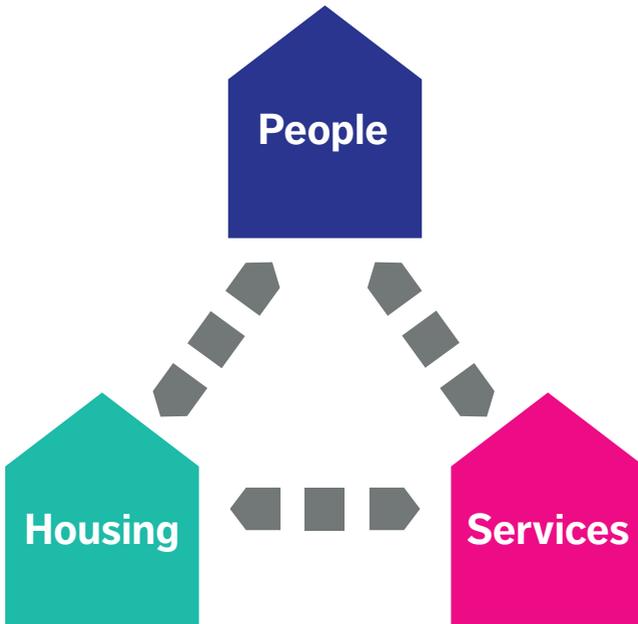
Helen E Murdoch
Chief Executive

Introduction

Hanover is one of Scotland's largest providers of housing and services for older people. We work over 24 local authority areas and have more than 5,000 residential properties under management in rented and owner occupied housing.

Our core business is to provide affordable, modern and safe housing and support services mainly for older people. We also provide a range of services including Telecare, property management and housing support services.

These can be considered under three key headings:



We have identified a number of priorities for each of these areas which will guide our work.

People

We will help our customers to live the lives they want by providing them with modern and safe accommodation and supporting services. We will promote their wellbeing, enabling them to live as healthy, independent and secure lives as possible and will encourage and assist their participation and involvement as they choose in their communities.

We are looking at new ways to deliver services and part of this will be considering the best use of our own developments in meeting our customers needs. This new model will have resources based at a central location such as a development or community centre, which will deliver support at that location and others. We already operate using this model in some areas and are looking at ways of increasing our range of services for both residents and the local community.

Our **priorities** are to:

- ▶ provide a Home for Life;
- ▶ provide a “proof of concept” for the proposed new service model;
- ▶ deliver a range of services including helping customers take up services via our new service model;
- ▶ collaborate and partner with organisations and individuals to help them serve our customers and the wider communities;

- ▶ proactively consider different forms of business, including cost efficient new service models, to help people live independently;
- ▶ provide innovative ICT solutions and ensure digital inclusion for all, helping us to achieve our strategic objectives;
- ▶ provide solutions that can help our customers take up and sustain their tenancies, helping to make this affordable;
- ▶ ensure proactive and effective communication and engagement with customers and staff;
- ▶ achieve high satisfaction among staff, ensure they feel valued, motivated and developed, and whose health, safety and wellbeing are looked after; and
- ▶ empower staff to use initiative and entrepreneurial skills to support the needs of residents.



Staff Conference, Stirling University 2016

Communications

We will be launching a new communications strategy in 2017. The strategy will look at ways we can improve communication and engagement with staff through a new internal communications plan.

Customer Engagement and Volunteering

As part of our priority to ensure effective communication and engagement with customers we have developed a new Customer Engagement strategy. The strategy contains a number of activities we already undertake with residents including focus groups, residents' newsletter and tenants' conferences along with some new initiatives. The new strategy will be closely aligned with our new volunteering strategy.

We will ensure we develop a volunteering culture and infrastructure which is well resourced, fit for purpose and provides added value to our residents.

A Volunteer Co-ordinator has been recruited who will ensure that all volunteering across our developments is well managed, monitored and ensures a safe environment for the residents, the volunteers and for our business.

Housing

We will provide quality, well maintained, safe, sustainable and affordable housing for people wishing to live in the rented or owner-occupied sectors.

Our **priorities** are to:

- ▶ implement a development and asset management strategy that ensures that we provide quality, flexible, cost effective and sustainable models as a platform for service delivery;
- ▶ be innovative and explore mixed tenure solutions;
- ▶ engage with our contractors and service providers to achieve high quality services for our customers; and
- ▶ provide solutions that can help avoid fuel poverty.



New development at Varis Court, Forres

Voids Management

We are undertaking a full review of our voids management process as part of a drive to lower the relet time on our properties. This review is looking at how we market our properties, how we work with local authorities, improving target times for gas and electrical checks, identifying any necessary repairs and improved monitoring of contractors and improving internal working procedures.

Borrowing options

During 2015/16, Hanover negotiated a new funding model with the Bank of Scotland to fund our new build programme. The funding environment for social landlords is changing dramatically and we have broken new ground in the sector with this innovative new approach.

The funding will go a long way towards helping us achieve our objective of building at least 60 new properties a year.

Moray: a strategic appraisal

A major focus of our new build efforts is in Moray with redevelopments at Varis Court in Forres and Haugh Road in Elgin as well as new builds at both Glassgreen and Spynie in Elgin. The sites at Leask Road and Glassgreen will both include specialist dementia flats. We will continue to work closely with Health and Social Care Moray the newly founded partnership between Moray Council and NHS Grampian.

Asset Management Strategy

Alongside our new build programme our asset management strategy covers work on our current developments. The strategy has been written at a time when a number of our developments are reaching an age that requires major works.

Planned maintenance expenditure has risen from an average of £2.4m per year from 2001/02 to 2010/11 to £4.8m for 2011/12 to 2015 and a projected £7.4m per year from 2015/16 to 2017/18. We will continue to invest in both new developments and our existing developments to support our commitment of providing well designed, well maintained, affordable, warm and modern housing.

We are also working towards all Hanover properties meeting the Energy Efficiency Standard for Social Housing by 2020. This work will save us and our residents money and result in significant environmental savings.

New Build Programme

Location	Type	Flats	Site start
Elgin, Grassgreen	Extra Care/Dementia	30	Underway
Elgin, Spynie	Amenity/General needs	44	2017/18
Forres, Varis Court	Extra Care/Dementia	33	Underway
Elgin, Haugh Road	Amenity/General needs	21	Underway
Giffnock, Waterford Court	Amenity	12	Underway

Services

We will provide a range of quality, innovative, flexible and affordable support and care services to reflect what customers require, to achieve best value and independent living.

Our **priorities** are to:

- ▶ develop a customer service centre to achieve “first time fix”;
- ▶ develop engaging and empowering volunteering activities by either residents themselves or by others to support residents;
- ▶ develop Telecare and Telehealth services to fit with this strategy;
- ▶ deliver a creative marketing strategy that promotes Hanover’s identity, its customers and the work we do;
- ▶ keep costs down by developing efficient and effective ways of working and in the procurement of services and products;
- ▶ ensure we remain financially viable, deliver value for money, and achieve a financial surplus to meet our long term commitments; and
- ▶ manage risk ensuring Hanover’s reputation is safeguarded and explore opportunities.

Housing Support

Following the decision of Glasgow City Council to remove housing support funding from April 2015 we moved from providing a housing support service to an enhanced housing management service at our sheltered housing developments in the Glasgow area.

During 2015/16 we made the decision in principle to move all our sheltered development to this new service model by 2020. Where changes have been made we have asked our residents how they feel and we have received positive feedback that the majority of them feeling satisfied with the quality of this new service.

At every development involved we will be undertaking comprehensive consultation with our residents, staff, local authorities and other key stakeholders prior to formalising this new service model.

ICT

ICT has a key role in delivering organisational goals, our new strategy will help us to improve the service we provide to staff.

Key areas will include:

- ▶ Empowering and assisting staff to effectively use equipment and applications provided;
- ▶ Enabling staff to work from anywhere; and
- ▶ Providing infrastructure to support fast internet access on all developments.

Performance Management

From our priorities, we have identified specific actions for departments, teams and individual staff members. Each priority action has Key Performance Indicators attached to them which will help us to measure our performance. Our aim is to continually improve our performance.

	Hanover	Peer Group Average
Overall service	91%	88%
Keeping tenants informed	90%	87%
Opportunities to participate	76%	74%
Quality of home	94%	91%
Repairs service	90%	88%
Value for money	88%	78%

	2016/17	2017/18	2018/19
Turnover	£34.245m	£35.640m	£36.986m
Operating Surplus	£3.020m	£4.045m	£3.680m
Surplus after interest and tax	£1.978m	£2.644m	£1.761m

More information on the strategies mentioned including Customer Engagement, Volunteering, ICT and Communications can be found on the Hub.