



Annual Procurement Report

01 January 2017 – 31 March 2018

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Section 1 - Introduction and Purpose

1.1. Introduction

This report summarises Hanover's regulated procurement activity completed between 01 January 2017 and 31 March 2018. A regulated procurement is any procurement for public supplies or services with value of over £50,000 and for public works with a value of over £2 million.

1.2 Procurement Strategy

The period covered by this report is covered by the Procurement Strategy 2016-19 which set out the procurement aims and goals of Hanover. The strategy is aimed at ensuring Hanover procures the goods, services and works it needs in the most economically advantageous manner whilst complying with public sector procurement requirements. This recognises the importance of a procurement strategy towards meeting Hanover's statutory duty of best value.

The purpose of the strategy is:

- To enable procurement to contribute to Hanover's overall vision and to provide efficiencies to help Hanover deliver its key priorities and front line services.
- To procure in a lawful and ethical manner that complies with public sector procurement requirements and which encourages participation and sustainable economic growth.
- To ensure that procurement initiatives deliver best value for Hanover, balancing cost and quality of service.
- To provide a framework for Hanover to develop a plan to achieve continuous improvement in its procurement activity.

1.3. Procurement Vision

To achieve superior procurement performance through advanced sustainable procurement practices for the benefit of Hanover and its stakeholders.

1.4. Executive Summary

- In the period 01 Jan 2017 – 31 March 2018, 13 regulated procurements were completed.
- Community benefits have not been imposed as part of any of these regulated procurements. However, community benefits have been achieved through a number of contracts.
- Hanover expects to commence 28 regulated procurements over the next two financial years however this is subject to change.
- Stakeholder involvement is important to us and representatives of Hanover's services, our residents, took part in a EU procurement exercise for grounds maintenance services.

Section 2 – Summary of Regulated Procurements Completed (01/01/17 – 31/03/18)

2.1. **A regulated procurement** is any procurement for public goods/supplies or services with value of over £50,000 and for public works with a value of over £2million. For the purposes of this section, a regulated procurement is completed when the award notice is published or where the procurement process otherwise comes to an end. This includes contracts and framework agreements.

2.2. Summary

The number of each type of regulated procurement and the process followed for those completed 01/01/17 – 31/03/18 are:

	Open Tender	Restricted (Two-stage)	Framework Call-Off	Total
Goods/services	6	4		10
Works		2		2
Utilities	1			1
Total	7	6		13

These are summarised as follows:

Number of regulated procurements that have been completed	13
Total estimated value of completed regulated procurements	£10,615,580
Total procurement savings from the regulated procurements as per the Scottish Government's Procurement Benefits Reporting Guidance.	£321,067
Average number of bids received	5
% of regulated contracts awarded to SMEs during this reporting period	80%

Further detail on each of the procurements referred to above are as follows:

Date of Award	Successful Supplier	Contract title	Estimated Value	Start date	End Date
16/01/17	Integrated Water Services	Legionella Compliance	£336,463	01/03/17	28/02/20
15/02/17	Furnished Homes	Furniture and Window Coverings	£600,000	01/04/17	31/03/21
17/03/17	Bristol Energy (Half Hourly) and EDF Energy(Non Half Hourly)	Electricity Supply	£1,144,900	01/10/17	01/10/19
26/4/17	Crown Flooring(2 lots) and Gordon & Halliday (1 lot)	Floorcoverings	£560,000	01/05/17	30/04/21
29/05/17	Totalis	Wiring Testing & Inspection	£258,942	29/05/17	31/03/22
04/07/17	Weber Shandwick	Joint PR Consultants	£70,000	01/08/17	30/11/17
27/10/17	Provista	Local Area Network Infrastructure	£123,870	06/11/17	06/11/22
01/11/17	ECG Building Maintenance	Servicing and Reactive Maintenance of Central Boilers	£51,750	01/09/17	01/09/20
12/02/18	Commissum *	Supply of Information Governance and Information Risk Management Services	£43,200	18/02/18	31/08/18
26/03/18	Tynetec	Alarm Receiving Centre Platform	£109,134	01/04/18	31/03/23
14/03/18	Tender split into 19 lots:-	Grounds Maintenance and Emergency Works	£2,411,000	01/04/18	31/03/23

	Graham Fleming, Cutmasters, Grass Guzzlers, D & G Groundcare, Scottish Landscapes, R Sleigh, GBC Ecosse, Boar landscapes, ISS, James G Findlay, John O'Conner, Munro Ext Works,				
Feb 18	Springfield Properties **	New Build at Stonecross, Elgin	£2,018,296	01/03/18	
Feb 18	CCG (Scotland) **	New Build at Britannia Pl, Ayr	£2,888,025	01/03/18	

* Although the estimated value is below the regulated threshold this has been included since it was awarded after an Open Tender Procedure.

** The contracts awarded to CCG and Springfield were awarded without a tendering process as they are Design and Build contracts in which the Developers brought the sites to Hanover. The cost consultants provided a report along with a cost breakdown to show value for money was being achieved.

Section 3 – Review of Regulated Procurement Compliance

3.1. Review of Compliance with Procurement Strategy

Key Objectives	Compliance
1. Ensure all procurement activities are in accordance with legislative and ethical requirements and comply with good procurement practice across Hanover.	
We will do this by:	
Providing a Procurement Manual accessible by all staff detailing fundamental rules and standards.	Complied: Procurement Manual on staff intranet.
Providing procurement training to staff with purchasing responsibilities.	Complied: Three Contract Management training sessions were facilitated in Nov 2016, attended by 21 staff. Two training sessions on the use of the Public Contracts Scotland portal were facilitated in Feb 2017, attended by 13 staff. Three training sessions on updates to the Procurement Manual were facilitated in October 2017, attended by 16 staff. 6 Staff attended procurement courses facilitated by the SFHA (Sep – Dec 2017) on the use of the ESPD, Quick Quotes, Non OJEU Procurements and Collaborative Procurement.

	Procurement is included as part of the Induction Process for relevant posts.
Carrying out annual supplier satisfaction surveys to gauge suppliers' views on working with Hanover.	Complied: Surveys carried out and reported to Board in 2016 and 2017
Creating a cross functional procurement working group to promote best practice and knowledge sharing.	Complied: Group was formed in May 2015 and met quarterly throughout this reporting period sharing experiences and promoting best practice.
Developing standard procurement documentation.	Complied: Standard templates have been developed and are available on the staff intranet. A Single Tender Justification Form is now required for any contract awarded above £10,000 where no competitive process took place.
Creating a process map to cover different levels of procurement	Complied: A link to the Scottish Government's 3 Procurement Journey Routes has been added to the Procurement Manual. A flowchart has been created for different value levels and included to the Manual.
Reviewing the Authority to Incur Expenditure Policy at least every 3 years.	Complied: Policy last reviewed and approved by Board in Nov 2017. (BRD Nov 17 minute 105/17)
Developing a Procurement Policy	Complied: Policy approved by Board in July 2016 (BRD4 Jul 16 minute 87/16)

2. *Ensure that procurement initiatives consider whole life costs and deliver value for money for Hanover.*

We will do this by:	
Monitoring and recording procurement efficiencies.	<p>Complied: A breakdown of procurement efficiencies is available on staff intranet. In 2017/18 we achieved total procurement efficiency savings of £683,460</p> <p>Some examples are:</p> <ul style="list-style-type: none"> • The call off from Scotland Excel framework for Groceries in Nov 2016 resulted in realised savings of £20,000 (Nov 16 – Nov 17). • The 2 year gas supply contract commenced in Apr 2017 with savings on previous price of £217,768 in 2017/18. • Kitchen Deep Cleaning and Duct Cleaning was awarded in Aug 16 and resulted in savings of £5,250 per year for a 4 year contract on previous costs.

Promoting the use of Framework Agreements.	<p>Complied: A link to the main framework providers is provided on staff intranet. The Tender Strategy template for contracts above £50k require staff to consider use of frameworks.</p> <p>The following frameworks have been called off against:</p> <p>Scotland Excel - Groceries and Chilled Goods; Washroom Solutions; Telecare & Telehealth Technologies; Salt; Asbestos</p> <p>Crown Commercial Services – Vehicle Lease</p> <p>Scottish Procurement Alliance (SPA) - Supply of Kitchens.</p> <p>Scottish Government – Liquid Fuels</p> <p>Procurement for Housing – Agency staff, Laundry Machines and Maintenance.</p>
Providing guidance on the meaning of whole life costing.	<p>Complied: The Procurement Manual provides guidance and explanation.</p>
Carrying out customer satisfaction surveys.	<p>Complied: Customer satisfaction surveys carried out after every reactive repair and results collated per contractor and also per area and these form part of our ARC return.</p> <p>At the end of the defects liability period of new build projects tenants are asked to complete a questionnaire. These results are plotted on a graph to identify trends and assist future new build projects and the development design guide</p> <p>General Customer surveys carried out every 3 years. One carried out in 2017 with lessons learnt from these to be implemented 2018.</p>
3. Ensure sustainability principles are embodied within all procurement activities.	
We will do this by:	
Encouraging use of Framework Agreements which incorporate sustainability criteria.	<p>Complied: Called off against Scotland Excel's Groceries Framework Agreement in which the origin of products was captured through the tender process and is tracked during</p>

	<p>the life of the framework through quarterly management information returns.</p> <p>Carried out a mini competition from Scottish Procurement Alliance's Framework for the Supply of Kitchens which has accredited products to the current British and European standards for quality, production, performance and timber products that are sourced from sustainable, fully certified sources that comply with EU timber regulations.</p> <p>Called off against Scotland Excel's framework for Washroom Solutions (PHS Group) who provide financial support to small community projects through their Community Impact Awards which recognise the existing efforts of employees in their communities and offers them the opportunity to receive a financial Award of up to £500 for that project. They also invest £80 million p.a. through their employment of local people. As part of PHS Foundation they have partnered with the Social Enterprise charity Un Ltd to provide mentoring support, professional advice, facilities and business contracts to local not-for-profit organisations.</p>
Developing a Sustainable Procurement Guide for staff.	<p>Complied:</p> <p>Guide has been uploaded to staff intranet. It provides a number of considerations for purchasing staff such as whole life costing, specifying recyclable materials, use of green energy, use of non-hazardous materials, benefits to the local community, splitting tenders into lots to attract more SMEs. This guide will be developed further.</p> <p>Sustainability considerations are included in the tender strategy template for purchases over £50k.</p>
Incorporating sustainability criteria into tender documentation.	<p>Complied:</p> <p>The ESPD is encouraged to be used for all regulated procurements. This ensures the successful tenderer's compliance with environmental, social and employment law and the Equality Act 2010.</p> <p>The tender strategy template for purchases over £50k includes sustainability considerations.</p>

4. Ensure effective contract and supplier management so that business is conducted professionally and complies with environmental, social and employment law.	
We will do this by:	
Providing different versions of balanced scorecards for performance monitoring and measuring.	Complied: Balanced scorecard templates available on staff intranet.
Review our central contracts register and assess if fit for purpose.	Complied: New software purchased and implemented in April 2017 for improved recording, monitoring and managing of contracts over £10k.
5. Continue with successful joint working initiatives whilst investigating further potential opportunities for future partnership working.	
We will do this by:	
Reviewing effectiveness of current collaborative contracts before re-tendering.	Complied: Cleaning Chemicals collaborative contract with Trust HA was re-tendered in 2016 as a joint venture after benefits were identified. The collaborative Furnishings Contract with Bield, Trust and Cairn was reviewed in 2016 prior to re-tendering and all contracting authorities agreed not to re-tender jointly as were unable to identify sufficient benefits through this route. Collaborative contract with Bield and Trust for PR consultancy re-tendered in 2017.

3.2. Plan to Improve Future Compliance

In May 2018 the Board approved the creation of a central procurement team (CPT) which will sit within the Chief Executive department giving the new team authority and emphasising the new focus on procurement as a highest level strategic priority. The specialised CPT will assist in delivering improved governance, segregation of duties, more accurate budget forecasting, improved spend analysis, improved feedback and learning from both customers and contractors, improved value for money for customers and increased spend visibility. These will be achieved through standardised and improved documentation and templates, efficient and effective use of framework agreements, stronger and consistent quality control in post contract assessment of contractors' performance to inform future work.

3.3 Involvement

Our Customer Engagement Strategy includes a commitment to work with our customers in the development of a customer led Scrutiny Panel to look at the customer journey through our services, and help to improve them in partnership with the staff. Our scrutiny panel named themselves "Hanover Heart" and is driven by customer priorities for service improvement, or as a consequence of poor performance, or satisfaction survey results. Our Grounds Maintenance service was chosen as the first project and members of Hanover Heart were involved in the full procurement of these services from development of the specification through to evaluation of the tenders.

Members of Hanover Heart will be involved in future appropriate procurements to help improve the services provided whilst obtaining value for money.

Section 4 – Community Benefit Summary

- 4.1.** There were no contracts awarded over £4m which required the consideration of a community benefit clause.
- 4.2.** Other contracts where community benefits have been realised during this reporting period were:
- **Provision of Furniture and Window Coverings** – Furnished Homes employ all local staff (Glasgow), support a member of staff through an Open University course in Design and Business, support ex-service homeless charities by donating old furniture when developments undergo a refurbishment. Eg when our development at Tollgate House, Armadale purchased new communal furniture their used furniture was donated to local community groups (19 chairs to Fauldhouse Community Centre, 13 chairs and 5 tables to the Dementia facility in Middleton Hall Care Home, Uphall, one chair to a local lady who'd suffered a stroke and 4 chairs to Hanover residents for their own flats).
 - **Provision of Insurance Services** - Through our current Insurance contract there is a provision to utilise the supplier's Risk Management services which has enabled us to provide cyber security awareness training to our residents and to facilitate a desk top scenario test of our Disaster Recovery Plan.
 - **Washroom Services** (below regulated threshold) as a call off from the Scotland Excel framework— although this contract with PHS Group is below the regulated threshold, community benefits have been realised through the framework. PHS Group provide financial support to small community projects through their Community Impact Awards which recognise the existing efforts of employees in their communities and offers them the opportunity to receive a financial Award of up to £500 for that project. They also invest £80 million p.a. through their employment of local people. They have partnered with the Social Enterprise charity Un Ltd to provide mentoring support, professional advice, facilities and business contracts to local not-for-profit organisations.
 - **Provision of Groceries and Chilled Goods** – This contract was awarded to William Yules in Nov 2016 as a call off from the Scotland Excel framework and is due to end in May 2020. Yules created one additional full time position, provided work experience to one young person and made charitable donations to the value of £1,000.
 - **Contract for the construction (Design and Build) of 16 units at Stonecross, Elgin** - awarded to Springfield Properties Plc for £2m in February 2018 who are committed to the engagement of local sub-contractors and direct labour in order to put investment of skills back into the local area. They regularly work with Skills Centre Scotland, are part of the Career Ready Programme, actively involved with the local authority (Elgin) Work Experience Programme and also engage with Elgin Secondary Education Provider Scheme.

- 4.3.** One contract over £4m has been awarded in May 2018 to Robertson Construction for the construction of a Residential Development at Spynie, Elgin and Community

Benefits are being imposed as part of this contract and will be reported on in our Annual Procurement Report 2018-19. Robertson Construction's targets are to provide:

- 8 work placements
- 7 jobs created by NSAfc
- 4 events to provide Construction Careers Information, Advice and Guidance
- 167 training weeks on site
- 5 NVQ2 or above qualifications gained
- 10 Industry Certifications gained

4.4. As part of the award criteria in our tender for the Implementation of our Communications Strategy, Community Benefits accounted for 5% of the total scoring. This contract was awarded in May 2018 and the community benefits proposed by the successful supplier, Orbit, will be monitored and reported on in our Annual Procurement Report 2018-19.

The community benefits to be imposed as part of this contract are:

- One apprentice for a minimum of 6 months paid in line with the Living Wage.
- Minimum of 12 weeks work placements/work experience to local students to gain valuable experience in the industry.
- One half day of social media training per year for Hanover staff.
- One day training per year for any interested Hanover staff to learn more about the tender for their own personal use.
- Website advice for one community group per year of our choosing.
- Assistance to 3 charities/community groups of our choosing with promoting one of their local events.

Section 5 – Supported Businesses Summary

5.1 Procurement/tender strategies became mandatory in 2018 for all regulated procurements within Hanover and the strategy template requires staff to consider the involvement of supported businesses.

5.2 Although below the regulated threshold Hanover currently contract with Capture All Limited for document scanning and archiving services with an annual spend of c.£10k. According to the Supported Business Register 2017 Capture All Limited are classed as a potential Supported Business.

5.3 Hanover has contracted with 2 Social Enterprises:-

- Bold (2014 – 2017) provided support in implementing our communications Strategy.
- Graphics Coop (2014 – 2019), host and maintain our website. Graphics Coop are also committed to delivering community benefits which have included providing 40 hours of website development mentorship for a small charity “Sleep Scotland” and provided 30 hours of website development work to a social enterprise set up to support young people from disadvantaged areas to express themselves and receive skills training and development through film making.

Section 6 – Future Regulated Procurements Summary

6.1. Hanover expects to commence 29 regulated procurements over the next two financial years however these are subject to change. Details of these contract requirements are shown below.

Regulated procurements expected to commence in 2018/19 and 2019/20

Expected Publication Date	Contract	New/Extended /Re-Let	Estimated Total Contract Value
2018/19	Reactive Repairs	Recurring	£3,200,000
2018/19	Consultants	New	£240,000
2018/19	Supply and Installation of Bathrooms	Recurring	£3,500,000
2018/19	Supply and Installation of Kitchens	Recurring	£2,000,000
2018/19	Painting	New	£2,100,000
2018/19	Window Servicing	New	£90,000
2018/19	Individual Boiler Servicing	Recurring	£200,000
2018/19	Fire Maintenance	Recurring	£90,000
2018/19	New Build (Drymen)	New	£2,250,000
2018/19	Consultants for New Build	New	£2,900,000
2018/19	Electricity	Recurring	£2,200,000
2018/19	Gas	Recurring	£1,700,000
2018/19	Implementation of Communications Strategy	Recurring	£180,000
2018/19	Internal Audit	Recurring	£80,000
2018/19	Property Valuations	New	£50,000
2018/19	Sharepoint Upgrade	New	£72,000
2018/19	Document Management Software	New	£72,000
2018/19	Multi-Functional Devices	Recurring	£80,000
2018/19	Server Upgrade	New	£60,000
2018/19	Broadband/Phone Lines	Recurring	£900,000
2018/19	Mobile Phones	Recurring	£72,000
2018/19	Warden Call Servicing & Maintenance	Recurring	£1,329,104
2018/19	Cleaning Materials	Recurring	£200,000
2019/20	Kitchen Deep Cleans	Recurring	£50,000
2019/20	Provision of Groceries, Chilled and Frozen Foods	Recurring	£880,000
2019/20	Gutter Clearing	New	£250,000
2019/20	Water Hygiene	Recurring	£360,000
2019/20	Legal Services	New	£480,000
2019/20	External Audit	Recurring	£85,000

Section 7 – Other Content for Consideration

- PCIP - We engaged with Scotland Excel in 2017 and scheduled a pre-assessment date for the PCIP for October 2017. This was postponed due to proposed changes to the procurement function and will be rescheduled.
- A new central procurement team (CPT) will be created in 2018 and consist of 4 key staff to provide a centrally controlled strategic, continuous learning function developing procurement capability throughout the association. The team will be led by the Business Improvement Manager whose responsibility will be to drive strategic and cultural change through promoting best practice, continuous learning and improved performance. The Procurement Manager, (MCIPS qualified), will be

responsible for implementing the Procurement Strategy, instilling good practice, providing guidance across departments and providing analyses. The Procurement Officer will provide technical expertise to all departments. The Admin Assistant for Procurement will provide admin support to the CPT.

- SMEs - Hanover is a member of the Supplier Development programme which provides free advice and training to local SMEs and we continually review our processes to ensure that local SMEs are not at a disadvantage when bidding for contracts.

Due to the geographic spread of our developments we aim to split our contracts into geographic lots whenever reasonable. For example we split our grounds maintenance contract into 3 geographic areas and 19 lots. Bidders were restricted to tender for a maximum of one geographic location and could only be awarded a maximum of 3 lots. We offered support sessions at our 3 local offices for current contractors, to assist them in registering with Public Contracts Scotland, provided an explanation of the restricted procedure and guidance on completion of the ESPD.

Of the 13 regulated procurements 4 were split into lots. Due to the nature of the contracts it was not appropriate to split the others.

- Invoices paid within 30 days (%) – this is a national measure for which there is a sector wide target of 90% aiming to minimise delay in paying suppliers. Hanover achieved 78% for this which was a 3% increase on the previous year. Measures are being implemented to increase further e.g. following up “in dispute” invoices with departments and requesting supplier statements to identify missing invoices.
- Procurement Complaints received – no formal challenges were received.
- We have a Contract Management Procedure which offers guidance in exercising effective contract management and is to be utilised in conjunction with our Procurement Manual, Procurement Policy, Ordering Procedures and Authority to Incur Expenditure Policy. A new contract and compliance management system was installed in 2017 for recording all contracts over £10,000. This management tool assists with improved spend visibility and improved management reporting as well as greater accountability regarding contracting activity. It also helps identify contracts due for renewal, potential areas of aggregation and potential areas of collaboration. A Contracts and Supplier Management Policy is in draft format and scheduled to be finalised and approved by the end of 2018.
- Our total spend through collaborative contracts in the financial year 2017-18 was £833,073 and split:

PHS Group for Cleaning Chemicals - £71,207
Mears for Reactive Repairs - £340,023
Rodgers and Johnston for Reactive Repairs - £417,943
Weber Shandwick for PR Consultancy - £3,900

Section 8 – Sustainable Procurement Duty

8. **Sustainable Procurement** is “a process whereby organisations meet their needs for goods, services, works and utilities in a way that achieves value for money on a whole life basis and generates benefits not only to the organisation but also to society, the economy and the environment”.

We endeavour to meet the requirement of the Sustainable Procurement Duty in a number of ways:

- **Tender strategies** are required for all procurements over £50,000 and the template provided for these includes sustainability considerations.
- **Contract for new build at Britania Place, Ayr** was awarded in Feb 2018 to CCG Scotland at £2.8m and these 22 units will be built to Silver Standard (Sustainability Standards) meeting the level specified by Scottish Ministers in respect of carbon dioxide emissions, resource use, building flexibility, adaptability and occupant well-being.
- **Contract for new build at Stonecross, Elgin** was awarded in Feb 2018 to Springfield Properties at £2m and these 16 units will be built to the Bronze Active Level of Sustainability Standard (with Silver aspects 1,2, and 3).
- **The tender for Water Hygiene** required bidders to propose how they deal with environmental and sustainability constraints, minimise environmental damage, procure sustainable materials, dispose and recycle waste and debris, produce COSHH assessments and minimise their carbon footprint. It also required bidders to submit their proposal for interfacing with the community they are working with and these were scored questions within the ITT. The successful bidder, IWS provide local employment opportunities, recruit the maximum number of apprentices and trainees that the contract will sustain, provide work placements and work experience opportunities to colleges and schools, increase the use of SMEs in the materials supply chain.
- **Climate change** - When carrying out the procurement for leasing of cars it is a requirement that "eco" variants are leased, the CO2 emission levels are no more than 110g/km with the aim of meeting the EU target of 95g/km by 2020.
- **Waste** (production, reuse/recondition/remanufacture); - The Provision of Furniture and Window Coverings procurement stipulated that all furniture and window coverings should be of an environmentally responsible nature and all furniture must be from sustainable sources. The successful tenderer has a policy of upcycling old furniture whenever possible and if unable to be recycled it is disposed of responsibly.
- **Communities**; - Grounds Maintenance and Emergency Works tender split into 19 geographic lots with any bidder being awarded a maximum of 3 lots. Bidders were evaluated on their response time to carry out emergency works such as snow clearing thus encouraging local contractors to tender.
Furnished Homes and William Yules both have a policy of employing local people.
- **Security and crime** (impact and improvement); - Our current contract for Insurance Services has allowed us to provide cyber security awareness training to our residents

- **Fair and ethical trading** (working conditions, conflict materials); - All regulated procurements utilise the ESPD to ensure any successful bidders are compliant with fair and ethical working practices. The Provision of Flooring tender included Corporate Social Responsibility as one of the award criteria requiring bidders to demonstrate their ability to monitor the legality and sustainability of their floorcoverings.

Section 9 – Annual Procurement Report Ownership & Contact Details

9.1 Yvonne Anderson, Procurement Manager – yanderson@hanover.scot