



STRATEGY & BUSINESS PLAN

2022-2027

Our strategy sets out Hanover's vision for the next five years. It contains our key objectives for this period as well as our route map to achieving these goals.



MISSION

Our mission is to provide excellent services to meet the housing needs of Scotland's older people and to support them to be as independent as possible.

OUR FIVE YEAR VISION 2022-2027

All our **homes** will be well-maintained, affordable, warm, safe and desirable.

We will have invested in **new technology**.

We will be recognised as a **great employer**.

We will have **embedded sustainability** in everything we do and reduced our carbon footprint.

We will have introduced a **new customer service model** which balances consistency in delivering high service standards with a more flexible, person-centred approach where required.

OUR OPERATING CONTEXT

In setting the scene for our new strategy, we acknowledge the many factors which have influenced our thinking and have incorporated these issues into our objectives.

THESE FACTORS ARE



Demographic changes



Economic uncertainty



Climate change



Changing aspirations



Housing and planning policy



Welfare reform



Health and social care policy



Digitisation



Post pandemic world

OUR STRATEGIC GOALS

HAPPY CUSTOMERS -

with the quality of their homes, the service they receive and how we engage with them.

DESIRABLE HOMES -

ensuring our homes meet modern standards and allow customers to live independently.

RESILIENT ORGANISATION -

Thrive rather than survive. A modern operating model offering flexibility and choice.

DELIVERING OUR STRATEGY

**This is the Route Map to guide the delivery of our strategy.
This sets out our business priorities for the next five years.**

DISCOVER

Challenge and test assumptions to ensure we have the basics right.

ENGAGE

Strengthen how we engage and communicate with our customers.

STRENGTHEN

Maximise our investment in our existing homes to ensure standards are maintained or improved. Enhance our use of digital technology throughout the organisation.

HARNESS



ADVANCE

Realise the full potential of our staff.
Embed our innovative approaches.

Expand our telecare service. Existing homes meet needs and new homes are sector leading.

OUR ORGANISATIONAL VALUES

Show Respect

Be Accountable

Support Collaboration

Promote Inclusion

EVALUATING OUR SUCCESS

We will continue to report our operational performance against the Scottish Social Housing Charter and the National Care and Support Standards, and will additionally adopt a strategy reporting framework for our Board to allow scrutiny of our progress. Each key project within our three Strategic Goals will be continually evaluated and there are specific key outcomes set for years 1-3 which are outlined in the full strategy document.

ANY QUESTIONS OR COMMENTS?

Please email us your thoughts at communications@hanover.scot.

You can access a full version of this document at
www.hanover.scot/strategy

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