



STRATEGY & BUSINESS PLAN

2022-2027





Foreword

This Strategy sets out our vision for the next five years and is supported by our Business Plan, which contains our resourcing plans for this period. Our new strategy contains our key objectives for this period as well as our route map to achieving these goals.

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 strategy and business plan are important documents that inform our relationships with our customers, funders and regulators. It also has a clear focus on supporting our people to be the best they can be. The document has been heavily influenced by our Board, customers and employees with whom we consulted widely to develop our thinking and set out our priorities.

In this next phase of Hanover's journey, we will build on the great success that has been achieved in recent years – despite the impact of Covid-19. We successfully completed a transfer of engagements with Arklet Housing Association, we rolled out wi-fi to our developments and grew our nationally recognised Telecare service, and there were many more.

There has been significant change in recent months with a fresh executive team, a new chairperson and board members to help drive our vision and ambition. To support delivery of our objectives we have also refreshed our values to ensure they match Hanover's ambition for its culture and keep us focused on what matters most to our customers.

We are aware of the many challenges and risks that lie ahead and the great uncertainty around the impact of rising costs, new challenges around sustainability and ensuring our services are affordable, modern and high quality. But we are enthusiastic about the challenge and will focus on being efficient and delivering good value for money while ensuring our amazing people feel recognised and rewarded for the great job that they do.

Finally, we are excited about further developing our Housing with Care model of social housing. This innovative model integrates key elements of housing and services designed to promote independence for customers, whilst keeping them living well in their own home. Our focus on working with health and social care partnerships will evolve and strengthen these services for the benefit of our older people. We will work with a range of partner organisations to further explore what we can be achieved, including the development of a modern digital offer for existing and future customers.

Our 5 Year Vision 2022-2027

Our staff will feel supported, equipped and empowered to deliver a high-quality customer experience

All our homes will be **well-maintained, affordable, warm, safe and desirable**. We will have updated our design guide and asset management strategy to ensure all our homes meet modern standards and the personal requirements of our customers to help them live independently. Having improved the accessibility and sustainability of many of our homes and strengthened our ability to respond to customers' changing needs (such as those experiencing dementia), our customers will feel supported to live independently and consequently remain in their homes for longer.

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. We will better understand our customers' needs and expectations and will be working with our customers and partners to co-design and deliver appropriate solutions. Our decision making will be informed by customer insight and professional expertise. We will engage with customers and take on feedback to continually improve the services we provide.

We will have **invested in new technology**. Our customers will be able to access our key services 24 hrs a day, seven days a week. We will have significantly reduced the customer effort to book appointments, track services and provide feedback. Our staff will have access to smart, integrated, and predictive digital tools. We will respond to queries quickly and comprehensively.

We will be **recognised as a great employer**. Our staff will feel supported, equipped and empowered to deliver a high-quality customer experience. We will begin to see the impact of our new organisational culture with a renewed sense of purpose, energy, and commitment. Our performance will improve, along with job satisfaction.

We will have **embedded sustainability** in everything we do and will have achieved a demonstrable reduction in our carbon footprint. We will have improved our efficiency and reduced our overheads. We will have adopted the Environmental, Social and Governance (ESG) framework to reflect that our customers, employees, lenders, and regulators are demanding companies consider how their business impacts the world, their contribution to society and how they conduct themselves.

In addition to these 5 key vision statements, during the term of this strategy we will:

- **modernise our business**, demonstrating numerous positive results; some of which are already evident.
- be even more **respected for our commitment** to helping older people live long and healthy lives.
- have a vision, services and approach that will be clear and understood by all that helps us **drive good service**.
- **be trusted by our customers, employees and partner organisations** to deliver on our values and commitments.

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.



Demographic Changes

A major demographic shift is underway, and the significant rise in the number of older people (often with more complex health needs) will place increasing demands on organisations like ours. Preparing for, and anticipating, these future needs will be critical and challenging, but will also provide opportunities to be innovative.



Economic Uncertainty

What with the UK's departure from the European Union, together with the impact of the coronavirus pandemic on global money markets, it is hard to remember a time of greater economic uncertainty. With growing job insecurity, high inflation and rising costs, businesses and household incomes are coming under increasing pressure.



Climate Change

Following COP26 in Glasgow last year, we are all more aware of the scale of the challenge facing us and the need to focus on mitigation, adaptation, finance and collaboration. Registered Social Landlords are keen to play their full part in helping to achieve Scotland's ambitious carbon reduction targets.



Changing Aspirations

We are aware that each generation brings different and generally higher levels of expectation and aspiration. To keep pace with these changes we will need more sophisticated understanding of our current and future customers' needs.



Housing & Planning Policy

Scotland's new Housing strategy *Housing to 2040* sets out a clear vision and route map and is supported with a commitment from Scottish Government to deliver 110,000 more affordable homes by 2032 and a raft of new legislation including changes to Human Rights, national planning (National Planning Framework 4), local place-making and building standards.



Welfare Reform

While the major changes have now taken place there is a great deal of uncertainty around any future impact from further changes introduced by Westminster or through Scotland's new Social Security System. In particular, any changes to the rules around pension increases could have a significant impact on rent affordability levels.



Health & Social Care

There are major changes ahead following the recent review and the plan to set up a National Care Service. Demand for social care continues to increase and provides us with a huge opportunity to grow our services as our focus on supporting independent living becomes even more important.



Digitisation

We now live in world where we expect to access most services via the internet – from shopping to streaming to studying. Artificial Intelligence is now embedded in many of our industries from hospitals and engineering to recruitment and marketing. We will need to modernise and expand our digital offer to customers and staff, anticipate and keep pace with changing needs and expectations.



Post Pandemic

Managing the impact of the pandemic is likely to be a key feature of our work in the coming years. It has brought opportunity for new ways of working and we will capitalise on the shift to digital, further embed hybrid working but retain a focus on the health and wellbeing of our customers and employees.





Our Strategic Goals

To ensure we achieve our 5-year vision, we have refocused our strategic goals. These three goals will drive our decisions and activities and represent what matters most to us. The goals will be underpinned by our organisational values which have been refreshed to support the delivery of our strategic goals. Our employees helped us shape our four new underpinning values that will guide our behaviours and culture and they are:

Show Respect, Be Accountable, Support Collaboration and Promote Inclusion.



HAPPY CUSTOMERS

We want our customers to be happy: happy with the quality of their homes; happy with the services they receive; and happy with how we engage with them. Ultimately, we want our customers to be happy with the quality of their lives.

We will listen to our customers to help us provide a great customer experience. We will improve our customer service model to offer our customers choice and flexibility in when and how they use our services.

We will place existing and future customers at the centre of our strategic decision-making alongside financial, regulatory, and reputational considerations. Adopting modern and effective approaches, we will co-design our services with our customers and partners.



DESIRABLE HOMES

Ensuring our existing homes meet modern standards and continue to allow customers to live independently is our (and our customers') top priority.

We will continue to invest in maintaining these properties and catch up on the recent delays caused by COVID. We also want to make it easier for staff and customers alike to access information about our homes and investment plans.

We know that some of our older properties no longer meet current requirements, and we will explore options for remodelling these.

With improved understanding of future needs and aspirations, we will confirm our future development plans. All new homes will be built to sector-leading standards of safety, energy efficiency and sustainability and designed to optimise future flexibility.



RESILIENT ORGANISATION

For us, resilience means not only being able to weather the storms, but to thrive rather than survive. We want to build a modern operating model based on sound evidence which supports flexibility and choice and embraces a strong digital offer.

We will embed strong governance, risk management and decision-making while reducing overheads and promoting sustainability and everyday efficiency in everything we do.

As part of a comprehensive services review, we will assess the contribution and viability of our non social landlord activities and clarify our future plans.

We want our staff to feel proud of the work they do and to be fully engaged in shaping this work. Together we will foster a new culture underpinned by our updated organisational values.



A Phased Approach

Working towards achieving our vision will take time. We see these next 5 years as a carefully planned journey comprising five overlapping phases, each requiring different skills and approaches. To achieve our key objectives we need to be realistic about our approach while building on all of our achievements. We also realise the opportunities that Covid-19 has brought to the organisation. We have made significant shifts in how we use digital technology which has been a great benefit given our widely dispersed stock, customers and employees.

Our desire to modernise our business to ensure it is still relevant in the future, sector leading and highly impactful will be an exciting challenge for the organisation and we will build on both our customer and employee engagement activities to ensure we listen, learn and reflect what they tell us matters most.

1

DISCOVER AND REFOCUS

We want to be better informed. We will conduct research, test our assumptions, collect and analyse information about our customers, homes, business and context. We will adopt more regular and detailed customer insight approaches to have better information on the opinions of our customers and employees.

2

ENGAGE AND SHAPE

We will develop new approaches to improve how we engage with customers, local communities, and our own staff. We will seek to lever in diverse points of view to challenge our assumptions. We will form effective partnerships and will invest in new approaches to co-design our services.

3

STRENGTHEN AND EMBED

We will use the insight from our discover and engage phases to inform our thinking, decisions, and services. We will deliver a comprehensive continuous improvement programme, improving our performance across all business areas. Early progress has already been made in terms of improving our services, homes, staff structure, governance, systems and processes.

4

HARNESS AND EMPOWER

We will systematically embed these improvements into our everyday operations. We will harness our strengths to achieve our full potential. This will include making the best use of our resources, driving digital and technology enabled care, customer-informed decision making, leveraging our partnerships, and reinvesting efficiency savings.

5

ADVANCE AND EXCEL

Our final phase is where we actively advance our impact. We will build on our new customer service model and supporting organisation culture to deliver improved performance and efficiency. We will enhance our reputation and actively seek to expand our influence.

Delivering our Strategy

We have developed a Route Map to guide the delivery of our strategy. This sets out our business priorities for the next 5 years and will be underpinned by a suite of supporting strategies and action plans. This will also inform our strategic dashboard which will be used by our Board to monitor our progress and assess how well we are achieving our strategic objectives.

DISCOVER

- Challenge and test assumptions to ensure we have the basics right.
- Plan further research on current and future customers' needs and priorities.
- Update & expand the data we hold concerning our homes.
- Create more detailed sub plans to shape our approach.
- Embed the changes to how we work as a result of covid.

ENGAGE

- Strengthen how we engage and communicate with our customers.
- Introduce a new approach to how we engage our staff in delivering on our vision, including our values.
- Build strong relationships with partners, suppliers and other stakeholders.
- Focus much more on our sustainability goals.

STRENGTHEN

- Maximise our investment in our existing homes to ensure standards are maintained or improved.
- Achieve digital self service models.
- Develop our telecare and care services.
- Enhance our use of digital technology throughout the organisation to offer choice, efficiency and performance.
- Enhance our approach to carbon reduction and long term sustainability.

HARNESS

- Realise the full potential of our staff through the new culture and revised pay structure.
- Strengthen the links between our homes and the community that help people to live well.
- Embed our innovative approaches.
- Make full use of our existing ICT systems and makes changes where needed.

ADVANCE

- Expand our telecare service.
- Embed an innovative culture.
- Demonstrate happier customers living at home for longer.
- Existing homes meet needs and new homes are sector leading.
- Efficient working practices allow us to maximise investment in our people and our services and homes.

Resourcing our Strategy

In delivering our new strategy, we will continue to develop and draw on our significant strengths and resources. We recognise these as the key enablers underpinning the delivery of the strategy and ultimately our success.

Insight

We want to understand our customers, their circumstances, needs, preferences and aspirations better. We will use customer insight and market intelligence to inform our thinking, our services, our decision-making, and our approach. We will improve how we collect, access, analyse and use data. We will commission high quality research to plug any gaps in our understanding. We will ensure staff have access to the information they need so that they can respond to queries quickly and comprehensively.

Alignment

Effective strategic alignment will ensure our decision-making, activities and performance management processes are joined up. We have already started to review our key strategies and will ensure they align with our capacity, capability, and risk tolerance. We plan to review our office accommodation and communication tools to support more flexible and agile working practices. We will take a holistic approach to service design ensuring our services align with our vision and values.

Innovation

We have piloted exciting new models of housing with care and will build on this with our new Design Guide, incorporating high standards of accessibility and sustainability and will further explore how we build digital tools into this. Following our major piece of research on the importance of community connections we will consider how to adopt this across our operating model. As a national organisation we will redesign our ways of working to provide even greater autonomy to our people to further develop our person-centred customer service model.

People

Our people include our staff and Board members. Together, they and their skills, expertise, values, commitment, and efforts, are fundamental to the success of our organisation. Through cultural change and enhanced employee engagement, we will foster a working environment which is supportive, collaborative and always ready to challenge assumptions. By investing in new technology, we will ensure our people are equipped to deliver responsive and agile services. We will encourage solutions-focused innovations.



Technology

Whilst we have always been an early adopter of digital technologies such as technology-enabled care, we recognise that some of our systems are now becoming outdated. We are in the process of updating our Digital Strategy and expect this to lead to the strengthening of our customer portal, staff intranet and property data base. We will seek to optimise our use of cloud-based systems to improve our connectivity, cyber security, agility and efficiency.

Investment

We invest for the future and take a long-term view. We invest in our homes, our people, our products and services, our systems and technology, our knowledge and insight and in our partnerships. Whilst we remain financially strong, we are not complacent about the current challenges we face in terms of economic uncertainty, rising costs, enduring poverty, and a changing labour market. By investing smartly, and with a new robust approach to assessing each business case, we will strengthen our investment decisions.

Evaluating our Success

Whilst we will continue to report our operational performance against the Scottish Social Housing Charter and the National Care and Support Standards, we will adopt a strategy reporting framework for our Board to allow scrutiny of our progress. Our Board Strategy Days will be used to focus in on key aspects of our goals to continually review, shape and inform our plans. Each year we will update our Financial Plans (5 & 30 Year) to ensure they can support our objectives as part of our Business Plan approach.

Strategic Goal

HAPPY CUSTOMERS

Key Projects

Key Outcomes for Years 1-3

Customer Service Strategy agreed and implemented

- Increased customer satisfaction
- Increased self-service options for tenants – providing opportunities for customers to take charge of how they interact with Hanover
- Tenants more engaged within their communities

Digital Strategy agreed and implemented

- Percentage of digital interactions increased
- Employees have the right tools and skills to fulfil their roles
- We become a more efficient organisation with resources in the right place
- Reduce overhead costs through smarter working and better use of technology

New customer engagement approaches developed and embedded

- Customers find it easy and worthwhile engaging with us
- We have better customer insight to help shape our services
- We have less repeat contact as we provide accessible information to empower our customers

Communication and Information review is completed, and improvements made

- Our customers feel better informed on the issues that matter to them
- Our employees have the information they need to be effective in their role
- We adopt modern and effective communication and engagement methods to suit the needs of our customers

Strategic Goal

DESIRABLE HOMES

Key Projects

Review of the Asset Service completed, and changes implemented

- Improved housing quality through the reliable delivery of an efficient and value for money planned programme which is regularly communicated to customers
- The reactive repairs function is customer focussed with easily understood customer service standards and high levels of customer satisfaction
- We have a better understanding of fuel poverty amongst our customers and provide targeted support
- We have a clear approach to net zero
- We collect and maintain robust data on our stock

Investment Programmes in place and delivered on time

- Clear plans for new build and remodelling delivered on time
- Customers more satisfied with the quality of their home
- Fresh innovative design guide for new and existing homes
- Easy to let homes that are modern, flexible and promote independence

Developed our Housing with Care Model ready to adopt

- Test out new products and tools to support independent living
- Undertake projects to test out innovative models of housing with care with key partners
- Embed TEC products into our core service offer to tenants
- Share the lessons learned from our approaches and continue to evolve the model through collaboration with Scottish Government and others

Strategic Goal

RESILIENT ORGANISATION

Key Projects

People strategy created and delivered to achieve goals

- Improved recruitment and retention rates
- Attractive Terms & Conditions package in place
- A fair salary structure with clear differentials and incentives
- Values embedded into new Employee Performance Management Approach

Sustainability plan created and embedded across the Business

- Improve efficiency to increase financial capacity to support higher levels of investment in our services, stock and people
- Carbon footprint reduced across all our activities
- Overheads reduced to the right level for the size and complexity of the business
- Support our customers to live in their homes to reduce their carbon footprint and avoid fuel poverty

Review and refresh our Governance & Assurance approach and embed improvements

- Good Governance Framework embedded and Annual Assurance Statement robust
- Financial Control Framework developed to meet timetable agreed by Board
- Improvement Planning Framework developed and a roll out plan agreed and delivered
- Risk Management Framework reviewed and updated to reflect fresh approach
- Performance Management Framework provides a comprehensive set of indicators to allow effective management of all aspects of the business

Develop our Business Development & Growth plan with clear targets

- Develop a clear Telecare Development plan
- Develop clear ambition and plan around our Housing with Care models
- Develop our approach to owner occupied factoring





ONLINE

www.hanover.scot

PHONE

0800 111 4646

EMAIL

hello@hanover.scot

[facebook.com/hanoverscotland](https://www.facebook.com/hanoverscotland) [@hanoverscotland](https://twitter.com/hanoverscotland)

Hanover (Scotland) Housing Association Ltd - a Scottish charity no.
SC014738 and Registered Property Factor no. PF000140