DIGITAL PLAN

2022/2027

HANOVER SCOTLAND

Introduction

Hanover's first Digital Plan establishes how we will use digital technologies in a fully integrated way to achieve our strategic goals. This is a shift away from a traditional ICT Strategy which has traditionally focused on identifying, providing and maintaining the technological infrastructure and software applications that enable our employees to do their job.

Hanover now strives to be a digital leader in the housing sector, but our plans have been impacted by Covid and the presence of legacy infrastructure and applications. Before we can look to digital transformation and becoming an innovator, we must first build a robust platform that will support the digital plan and the deliverance of the strategic goals.

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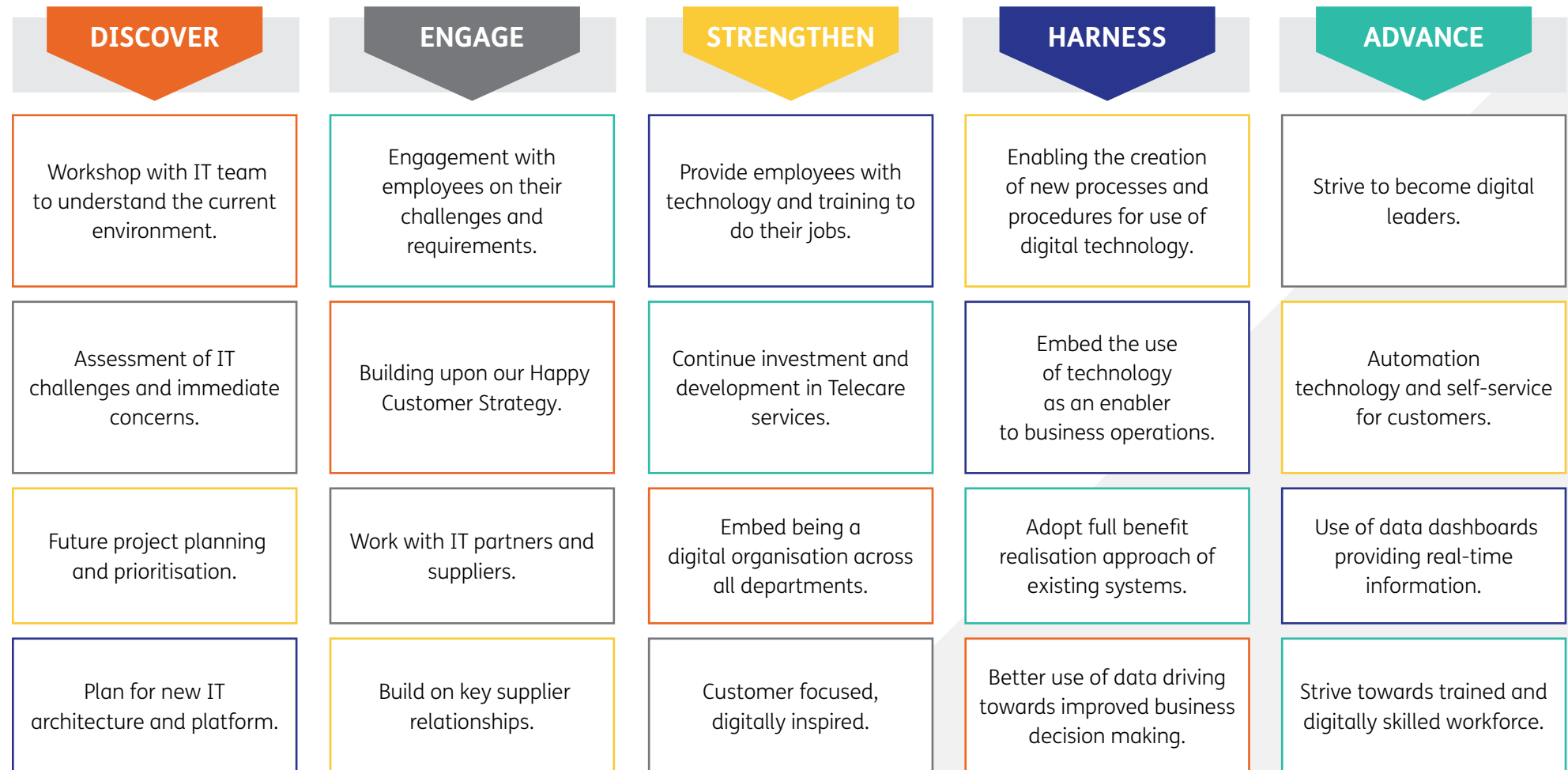
Digital Vision & Objectives

Our Digital Vision for the next five years, as outlined in our corporate strategy, is that we will have invested in new technology.

Our strategy outlines our plans to ensure our customers will be able to access our key services 24hrs a day, seven days a week. We will have significantly reduced the customer effort to book appointments, track services and provide feedback. Our employees will have access to smart, integrated, and predictive digital tools. We will answer your queries as clearly and fully as we can.

Approach

The formation of the Digital Plan evolved through various phases as mirrored within our corporate strategy and as listed below.

DISCOVER	ENGAGE	STRENGTHEN	HARNESS	ADVANCE
Workshop with IT team to understand the current environment.	Engagement with employees on their challenges and requirements.	Provide employees with technology and training to do their jobs.	Enabling the creation of new processes and procedures for use of digital technology.	Strive to become digital leaders.
Assessment of IT challenges and immediate concerns.	Building upon our Happy Customer Strategy.	Continue investment and development in Telecare services.	Embed the use of technology as an enabler to business operations.	Automation technology and self-service for customers.
Future project planning and prioritisation.	Work with IT partners and suppliers.	Embed being a digital organisation across all departments.	Adopt full benefit realisation approach of existing systems.	Use of data dashboards providing real-time information.
Plan for new IT architecture and platform.	Build on key supplier relationships.	Customer focused, digitally inspired.	Better use of data driving towards improved business decision making.	Strive towards trained and digitally skilled workforce.

Digital Principles

Here are the principles that will help to shape and deliver the Digital Plan:

Cloud First Policy

When replacing systems or existing technology, the default procurement should consider adoption of a cloud-based solution.

Cyber security at the forefront

Security is at the forefront in our digital transformation journey and any design must encompass risks and threats.

Right technology and systems for our people

Providing our teams with the most appropriate devices and access to systems to undertake their roles.

Creating a digitally confident workforce

Supporting our employees to embrace new technology with relevant skills and training.

Supporting customers with technology

Enhancing our customer's experience with technological solutions which will improve our service to them.

Resilient and robust infrastructure

A flexible and agile infrastructure architecture which can expand as required.

Driving digital innovation

Leading with new and innovative technology and solutions for all our employees and customers.

Themes

The projects are categorised within themes from our strategic goals, to ensure focus remains on our overall vision and plan.

HAPPY CUSTOMERS

- Introduce Modern Virtual Desktop
- Plan for core system replacement
- Undertake a telecoms review
- Action the telecoms digital transition from analogue
- Create and implement new personas
- Digital skills development for employees and customers
- Develop and implement a new tenant portal
- Install digital signage for our developments

DESIRABLE HOMES

- Improve the broadband for developments
- Develop Artificial Intelligence within our systems to support business and customer needs
- Introduction of SMART Technology
- IOT (Internet of Things) that supports our customers

RESILIENT ORGANISATION

- Undertake a service review
- Embed a robust cyber framework
- Improve the current server infrastructure
- Data migration to cloud
- Introduce the ITIL Framework to support best practice in ICT
- Develop and embed a new IT Risk Register
- Migrate our server environment from on premise to the cloud
- Obtain Cyber accreditation and ISO27001
- Develop and rollout new training platforms
- Develop a framework for PowerBI reporting
- Become a paperless organisation

Customer Benefits

Internet/Wi-Fi

Wireless connectivity on developments for customers to access internet resources.

Digital Signage

Electronic display screens across development sites providing real-time information.

Tenants' Portal

Customer app to allow better communication and management of tenancies.

Digital Telecare

Wide variety of discreet monitoring options that help customers live independently, whilst communicating essential health and wellbeing information.

SMART Technology

Technology within the home for appliances and devices connected to internet for improved efficiency, mobility and management.

AI - Chatbots Virtual Assistance

Improved communication with Chatbots and virtual customer service.

Digital Skills

Providing customers with skills and training to use digital technology.

Roadmap: Year 1

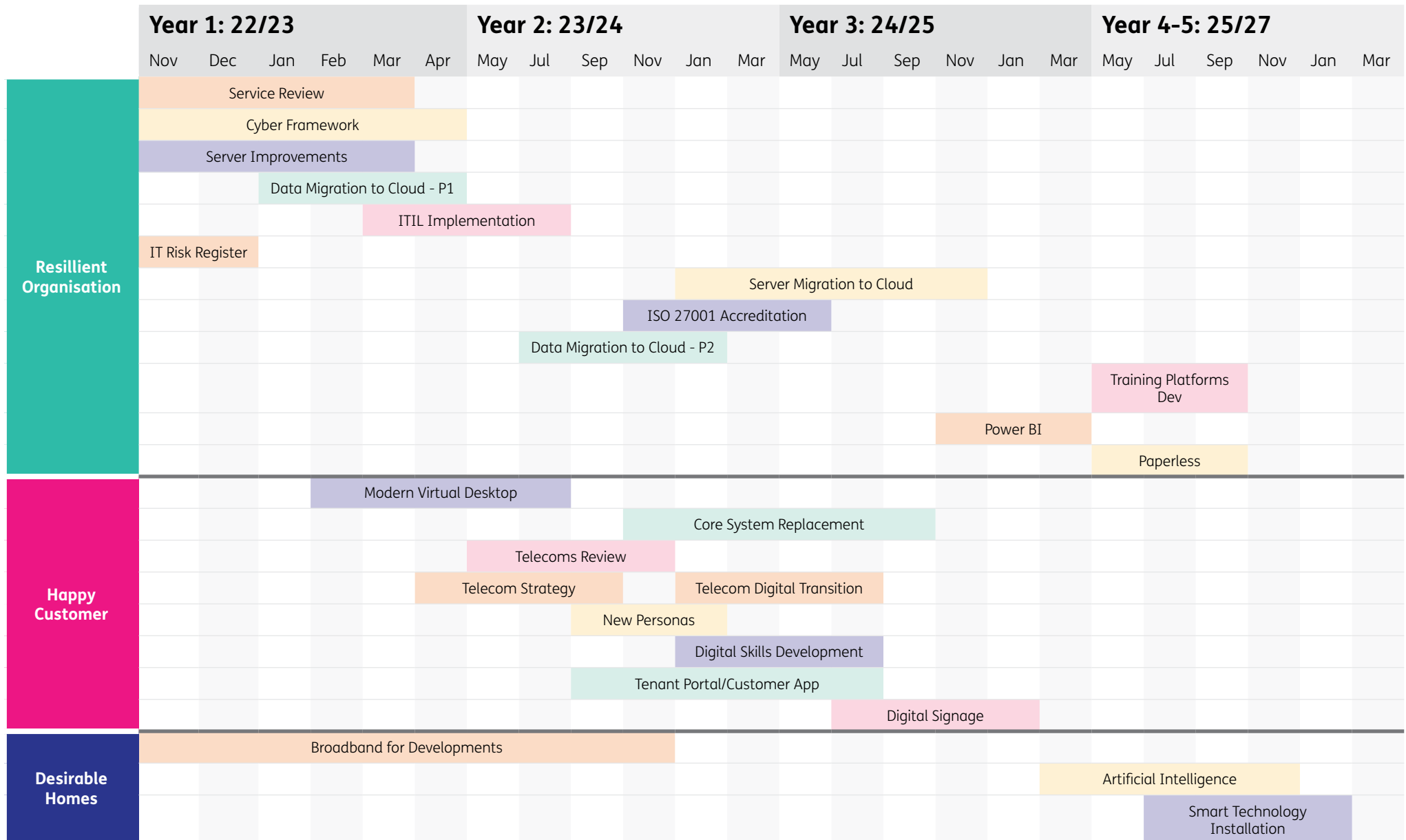| Project	Description	Driver	Outcomes
IT Service Review	The implementation of new IT structure will align to supporting employees and enabling the delivery of a digital transformation roadmap for Hanover.	Digital literacy - people	An agile team aligned to deliver IT support to employees and readiness to deliver digital transformation projects.
Cyber Security Framework	A layered approach to implementing security best practises, encompassing employees phishing training to Cyber Security accreditation.	Cyber Security	Industry recognised cyber security defences along with awareness within workforce on identifying phishing emails.
Server Infrastructure Improvements	A number of short-term improvements to allow planning for cloud migration. This includes interim backup solutions to extending warranty on existing server infrastructure.	Digital Enabler	Server infrastructure that is supported with third party support contract.
Modern Virtual Desktop	Providing employees with a secure, reliable and easily accessible desktop - anywhere, on any device.	Digital Workforce	Cloud hosted desktop environment with business applications that are scalable and secure.
Data Migration to Cloud – Phase 1	Planning and initial pilot of employees data to Microsoft Teams, OneDrive and SharePoint.	Digital Working	First phase in migrating all employee and departmental data to Microsoft Office365.
ITIL Implementation	The framework will provide industry standard IT best practises along with aligning to Hanover business operations.	Digital Framework	Implementation of IT service management with processes that deliver better service to employees.
Broadband for Development Sites	Improving fast and secured internet connectivity to all development sites.	Digital Connectivity	Broadband connectivity at development sites which will allow better access to resources and digital systems.
IT Risk Register	Recording and mitigating IT risks.	Risk Management	Recognition of IT risks and plans to mitigate them.

Roadmap: Year 2-3

Project	Description	Driver	Outcomes
Core Application System Replacement	Review of legacy business critical systems with a roadmap to replace them with cloud-first approach.	Cloud Application	Business systems hosted in the cloud, offering improved functionality and features.
Telecoms Review	Exploring new VOIP solutions for Hanover offices, development sites and how employees communicate with each other, based on hybrid working model.	Digital Communication	Market analysis of telecommunication solutions to meet Hanover requirements.
Telecom Digital Transition	Implementation of cloud-based solution offering flexibility and scalability.	Digital Communication	Cloud-hosted telecom solution providing connectivity for all Hanover offices and sites.
Server Migration to the Cloud	Migration of on-premise server infrastructure at in-house data centres in Glasgow and Edinburgh to cloud.	Cloud Computing	Decommissioned on-premise data centre at Edinburgh and Glasgow by migration of server infrastructure to the cloud.
ISO27001 Accreditation	Gaining internationally recognised standard for information security management.	Compliance	Obtaining accreditation will demonstrate security good practise and defences against cyber threats.
Data Migration to Cloud – Phase 2	Migration of all employee data to Microsoft Teams, OneDrive and SharePoint.	Digital Working	Migration of all employee departmental and user data to Microsoft Office365.
New Personas	User centred design in providing employees with the appropriate device and access for their job role.	Digital Inclusion	IT devices for employees to enable them to undertake their specific job role.
Digital Skills and Workforce	Understanding employees require the digital skills to embrace the implementation of new technology.	Digital Literacy	Delivery of digital skills training programme and platform for all employees.
Tenant Portal / Customer App	Allowing our tenants to better manage tenancies and ability to communicate with repairs and appointments.	Digital Inclusion	Easily accessible customer app providing a platform to communicate.
Digital Signage for Development Sites	Centrally managed electronic displays to communicate with our tenants and providing real-time information.	Digital Signage	Physical electronic display screens across development sites.
Digital Telecare	Moving from legacy analogue technology to digital connectivity in development sites with alarm systems.	Digital Communication	Cloud-hosted telecare solution, removing physical infrastructure at Glasgow and Edinburgh.

Roadmap: Year 4-5

Project	Description	Driver	Outcomes
Artificial Intelligence	Improving interaction with our tenants by Chatbots, ChatGBT, Virtual Assistants and Digital Humans as customer service advisors.	Smart Homes	Improved communication and customer service through embracing new advances in technological solutions.
SMART Technology	Transition to 'Smart Homes' with technology for tenants, encompassing appliances and devices connected to internet, providing real-time information, along with assistive technology.	Smart Homes	Improved energy efficiency, mobility and management of appliances in homes.
Training Platforms Development	Having multiple effective platforms to deliver training for our employees.	Digital Literacy	Trained workforce who are able to access training across various platforms with flexibility.
PowerBI Reporting	Multiple dashboards providing holistic real-time reporting based on key performance indicators.	Digital Insights	Displaying data in the format required to make decisions.
Paperless Organisation / Print Review	Drive towards redefining workplace processes from paper-based to digital documents.	Digital First	Reduced printing that will reduce our carbon footprint.

Timeline

	Year 1: 22/23	Year 2: 23/24	Year 3: 24/25	Year 4-5: 25/27
	Nov Dec Jan Feb Mar Apr	May Jul Sep Nov Jan Mar	May Jul Sep Nov Jan Mar	May Jul Sep Nov Jan Mar

Resilient Organisation

- Service Review (Nov – Apr, Year 1)
- Cyber Framework (Nov – Apr, Year 1)
- Server Improvements (Nov – Apr, Year 1)
- Data Migration to Cloud - P1 (Jan – Apr, Year 1)
- ITIL Implementation (Mar – May, Year 1/2)
- IT Risk Register (Nov, Year 1)
- Server Migration to Cloud (Year 2)
- ISO 27001 Accreditation (Year 2)
- Data Migration to Cloud - P2 (Year 2)
- Training Platforms Dev (Year 4-5)
- Power BI (Year 3/4)
- Paperless (Year 4-5)

Happy Customer

- Modern Virtual Desktop (Year 1)
- Core System Replacement (Year 2)
- Telecoms Review (Year 2)
- Telecom Strategy (Year 2)
- Telecom Digital Transition (Year 2)
- New Personas (Year 2)
- Digital Skills Development (Year 2)
- Tenant Portal/Customer App (Year 2)
- Digital Signage (Year 2/3)

Desirable Homes

- Broadband for Developments (Year 1)
- Artificial Intelligence (Year 4-5)
- Smart Technology Installation (Year 4-5)

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