

|CASE STUDY: Hanover Housing



Management Development Programme

Hanover Housing builds and manages properties designed exclusively for the over 55s. They are the UK's premier, not for profit, provider of housing and services to the elderly. With over 900 staff they manage more than 19,000 properties and provide services to more than 30,000 residents. Hanover go to great lengths to ensure that their people are engaged, trained and fully involved in the purpose and aims of the organisation.

|THE CHALLENGE

As Hanover grew, it became clear that a gap was opening up between the skills and capabilities of their middle managers and the demands the organisation was placing on them. The managers were performing to very high standards but the business required even higher levels of leadership and **extraordinary management skills**.

It was important to ensure that future business strategies could be implemented, and a critical stockpile of high performance leaders could be developed to **sustain this growth**.

Further needs analysis revealed that **second tier managers**, and those new to management roles, would need to be **up-skilled** in order to cope with the growing demand on their leadership abilities.

|THE SOLUTION

Learning and development form part of Hanover's strategy and core values, and they wanted to ensure any programme delivered an independently accredited, recognised certification. Innovatively, they established their own **CMI accredited**, in-house training centre.

In close collaboration with their in-house facility, One Performance **designed the content**, and provided inspirational facilitators for the uniquely focused Hanover **'ASPIRE'** programme.

This twelve day programme runs over 12 to 18 months and takes delegates on a developmental journey resulting in the award of **'Level 5 Diploma in Management and Leadership'**.

Building on the success of 'ASPIRE', One Performance developed a **second programme**, aimed at staff new to management or emerging into management responsibilities.

The **'STEPS'** programme is now fully embedded within the organisation and forms a huge part of their development strategy. Delegates completing this programme are awarded the **'Level 3 Certificate in First Line Management'**.

|THE OUTCOME

As with any development programme, 'the proof of the pudding is in the eating', and Hanover have achieved **extraordinary outcomes** through both 'ASPIRE' and 'STEPS'.

The increase in performance has absolutely validated their decision to invest in these programmes. So much so that 'ASPIRE' is now running for the **sixth time** and 'STEPS' is in its **fifth cycle**.

Both programmes have ensured the Hanover **leadership pipeline is secured**, the skills and capability gaps bridged and the leadership focus assured. Additionally, surveys reveal increased **employee engagement** and a rise in staff stating they feel valued by the organisation.

