

# A guide to Hanover

2011  
-2012



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# Introduction

I hope that this booklet will provide a useful and handy reminder of what Hanover is seeking to achieve as well as giving some key facts and figures about what we do.

The trouble with using a printed booklet to provide information is that it can quickly become out of date.

This (fourth) edition of the Hanover Guide has therefore been focused particularly on Hanover's strategy and priorities for 2011/12. It also includes some key facts, dates and other details that I hope will help set in context the things that Hanover does and what we are seeking to achieve.

For other information please do continue to make reference to h-net and the Hanover website or just ask someone if you want some help or advice.

If you have comments or questions about anything in this booklet (or any other suggestions or observations) I would like to hear from you. Your views are important. You can also provide feedback on any matter via your line manager, any corporate manager, or a member of Strategic Management Team.

**Bruce Moore, Chief Executive**

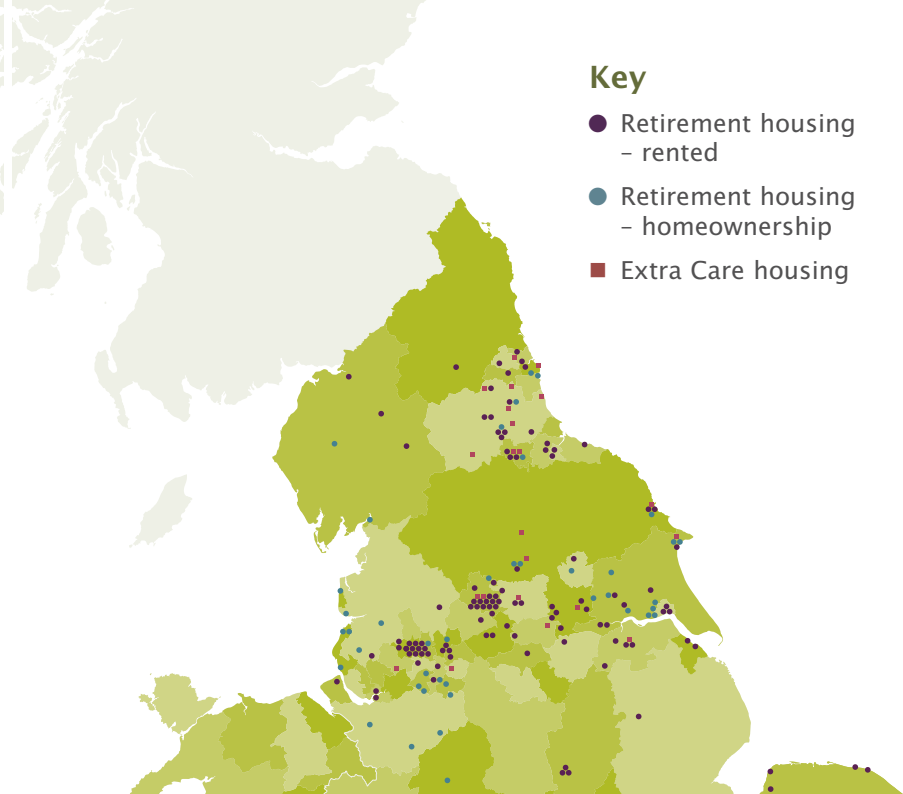
A handwritten signature in purple ink that reads "Bruce Moore".

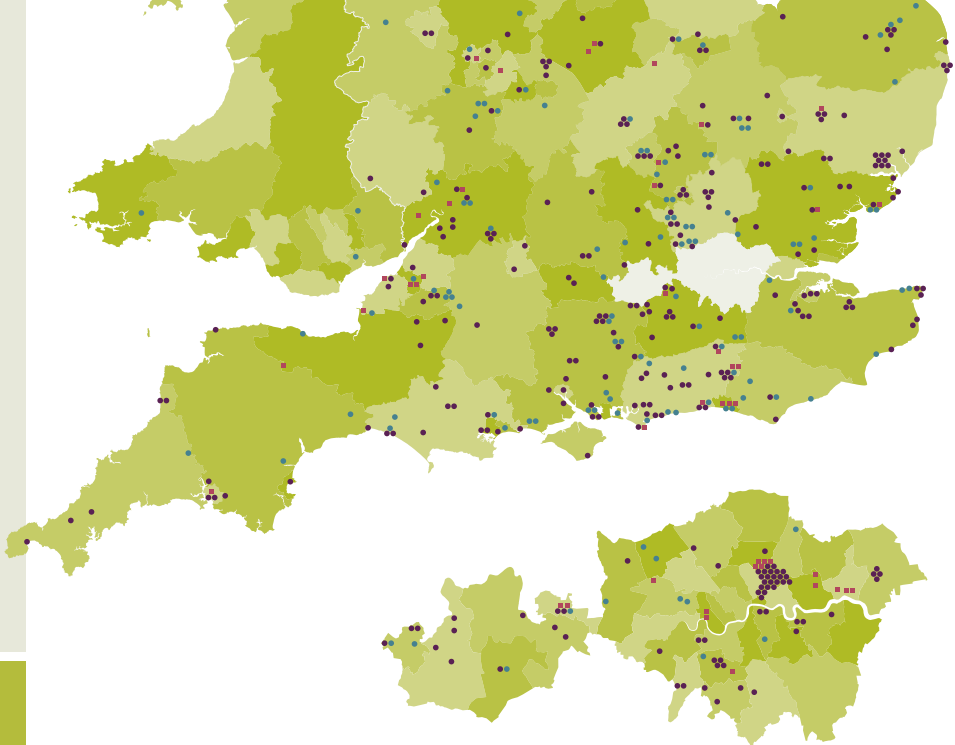
# Key facts about Hanover

- Hanover gets its name from Hanover Gate (the west gate of Regent's Park in London) where the first board meeting was held when Hanover was formed in 1963. Hanover now has 11 board members (10 non-executives plus Chief Executive). The Chair of the Board is Lord Richard Best OBE.
- The turnover of Hanover is nearly £90 million. Our target is to generate an operating surplus of 20% to ensure we are able to service our borrowings (currently £211 million) and provide the capacity to undertake future developments.
- Income comes from: rents on properties let by Hanover to tenants (55%), service charges paid by both tenants and homeowners to cover the cost of services provided (25%), fees and charges for providing management of homeownership properties as well as for providing services such as Hanover on Call, floating support and development services to other organisations (8%), Supporting People funding for providing support and reassurance services but continued provision of this funding is increasingly being questioned (4%), property sales and miscellaneous income (13%).
- Hanover employs 923 staff, (equivalent to 821 if all full time) of whom 672 are female and 251 are male. Over half of staff are estate based.

- Hanover is accredited as an Investor in People organisation. In 2010/11 Hanover's Learning and Development team delivered 4,000 days of training on 285 courses to 850 members of staff. Hanover also provides externally accredited management and estate manager training programmes.
- Hanover manages some 19,000 properties on more than 600 estates, covering more than 175 local authority areas. Of these approximately 14,000 are rented and 5,000 are home ownership properties. Over 2,000 of these properties (on 67 estates) are designated as Extra Care (because they have a catering and care service).
- Hanover on Call - Hanover's emergency alarm call and telecare monitoring service operates 24 hours a day 365 days a year and provides services to 25,000 residents (including some other housing associations). It receives over 370,000 calls a year and is accredited by the Telecare Services Association.
- Hanover is regulated by the Tenant Services Authority. Our current regulatory judgement assesses Hanover as achieving the highest standards for both Viability and Governance & Leadership. Hanover is also an investment partner for the Homes and Communities Agency.

# Map of locations





6  
-7

# Hanover history

**1963**

Hanover Housing Association was established.

**1965**

First Hanover estate completed (Turpin's Rise in Stevenage).



**1975**

100 estates - Hanover establishes regional offices/structures.

**1988**

Hanover established Home Improvement Agencies to help people not able to secure a place in a Hanover retirement property but who needed essential work to make their property fit to live in. In 2010 Hanover decided not to continue to operate Home Improvement Agencies because of uncertainty about future funding and dependence on local authority grant availability.



## 1990

First Extra Care estate developed at Dulverton in Somerset.

Hanover was the pioneer of the concept of Extra Care and even established the name adopted for this type of integrated housing and care service by other

providers. The specification and nature of Hanover's Extra Care offer has been substantially developed and enhanced. Hanover is still one of the largest providers of Extra Care housing in the country.



## 1993

Hanover Property Management Limited (HPML) set up to provide dedicated (separate) services to home owners. There are some key differences between Hanover's responsibilities and services to home owners and tenants, but there are also many points of similarity. Services to owners of retirement properties are just as important and integral to Hanover's purpose as providing rented housing. In 2009 Hanover re-integrated rented and homeownership services and HPML ceased to be a separate company in March 2011.

# Hanover history

## 1998

Hanover on Call established to provide emergency response and reassurance for residents when the estate manager was not available. Linked with estate managers of Hanover's rented properties becoming non-resident because of Working Time Directive and minimum wage implications of requiring them to be on call if not on duty.



## 2002

Hanover in Hackney formed as a subsidiary Housing Association to take on ownership and running of all Hackney Council's retirement housing and undertake a major programme of investment and improvement. This was combined with Hanover Housing Association in 2010 to allow for release of funds to complete final element of improvement works promised to residents.



## 2002

Hanover Friends was a joint venture with Friends of Elderly to take on a portfolio of care homes and housing from Help the Aged. The portfolio split in 2008 with Hanover retaining housing properties as Hanover Heritage. Hanover Heritage was integrated with Hanover Housing Association in 2009.



## 2004/2005

Following rapid growth in 2002 the Housing Corporation made an assessment of concern about Hanover's financial management, but Audit Commission inspection concluded that Hanover was still providing a good service to residents.

## 2007

New board set vision for Hanover to become a leading organisation in its field within five years.

# Changing times

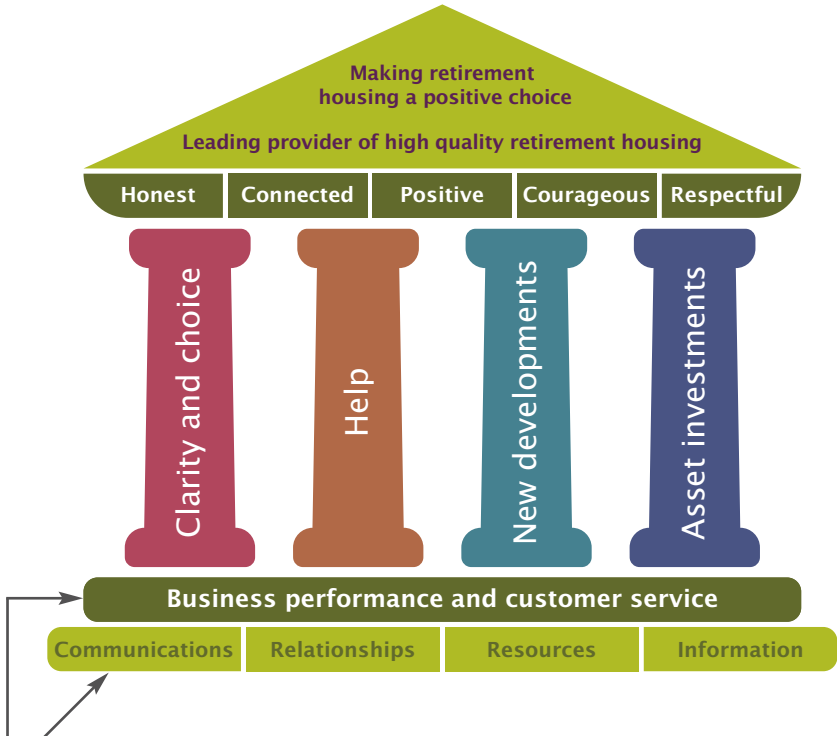
We continue to live in changing and challenging times.

- **Society is ageing** – People are living longer than ever before and as a consequence there are more older people and also a greater proportion of older people in the population. Over the next 20 years there will be a 53% increase in number of people over 65 and 87% increase in people over 85 compared with a general population increase of just 16%.
- **Cuts in funding** – Substantial cuts are being made in public expenditure and we are being asked to find ways to do more with less funding. This may ultimately require a shift in approach and review of the services we provide. The concept of the Big Society would also suggest that we should explore ways for people to provide more support to help each other.
- **Ageism** – Older people are often subject to prejudice and discrimination. Society tends to protect, pity and patronise older people rather than continuing to treat them as individuals with equality, dignity and respect.
- **Attitudes and expectations** – Older people are part of a changing society with greater expectations as informed consumers rather than passive recipients. Future generations of older people will not tolerate the institutionalised or standardised services that were gratefully accepted by previous generations

and have led to tarnished perceptions of traditional models of 'sheltered' housing. Hanover's challenge is to make retirement housing a positive choice and ensure our services are fit for a new (third) generation of older people. The table shows how the type of service expected has changed with successive generations.

First generation	Second generation	Third generation
Best of intentions	Professional service	Listening to residents
Caring	Supporting	Helping
Gratitude/ protection	Eligibility/needs	Choices/ aspirations
Patronage	Product	Service
Undefined, uncertain, erratic	Standardisation	Segmentation, differentiation
Gift	Given	Negotiated

# Hanover's strategy



## The 'Greek temple'

An illustration of a Greek temple has been used to show how the component parts of Hanover's strategy fit together. All the parts of the temple depend upon each other for support and structure, just as all elements of Hanover's strategy need to be in place to ensure Hanover's future strength and success.

## Firm foundations

The essential elements that underpin our actions and are required for us to operate efficiently and effectively are: good communications, strong relationships (both internal and external), sufficient and high standards of resources – people, funds, infrastructure, offices etc. and reliable and quality information on which to base decisions and the know-how to use it.

## A strong base

Our aspirations for excellence and strategies to achieve this will not stand up unless they are underpinned by both strong business performance (in terms of finance and targets) and customer service and satisfaction for residents. We must therefore make sure that we carefully monitor, manage and strive to improve all aspects of our performance.

# Hanover's strategy

## Four pillars

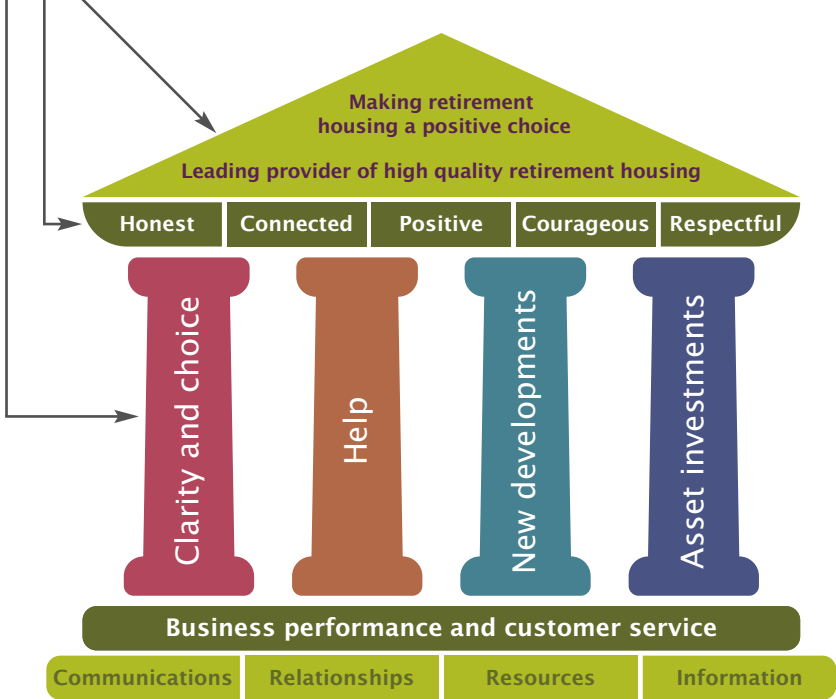
(Previously referred to as four steps.) Set the core principles of Hanover's strategy. Two of these are primarily linked to the nature of the service that Hanover provides (*Clarity and Choice* and *Help*) while the other two are mainly focused on development and improvement of Hanover's portfolio of properties it owns or manages (*New Developments* and *Asset Investments*). A series of actions and targets has been identified for each of the pillars to ensure that it is being addressed and progressed.

## Five values

Our values underpin the way we want to act and behave. The values were developed from the characteristics that staff said define Hanover. The values should represent the ethos and culture of Hanover that we should seek to adopt and apply in all we do.

## One vision

Our vision is to be the leading provider for older people seeking high quality retirement housing and related services. Our aim is to achieve this by 2012.



## The first pillar: Clarity and choice

We want to devolve as much choice to individuals and estates as possible to allow residents to control the scope and specification of the services they receive from Hanover. There are though some things that are 'non-negotiable' where Hanover needs to retain the authority to make decisions. Choice is only possible if residents have clear information and awareness of the options available and their potential consequences.

Training and guidance materials are available to help staff explain and promote choice to residents. We will monitor the adoption of choice alongside a review of the impact and effectiveness of Local Agreements and consequences of providing Local Repairs Statements. Increased budget responsibility will be devolved to housing managers and individual estates to set local plans and priorities. A review of the presentation of financial information will also be undertaken so residents can clearly see how their money is being used, the funding that is available and what they spend on repairs, renewals and service charge items.

As part of the re-procurement of the major catering and cleaning contracts within Extra Care we intend to offer

bespoke local solutions and greater flexibility through cashless vending.

We will continue to offer residents, who want to improve their properties by installing new kitchens and bathrooms before the date when improvements would be carried out by Hanover, the option to benefit from the Hanover co-payment scheme.

Hanover residents can now choose to buy their properties and every fourth vacancy on many estates is now being offered for sale as part of a 'tenure neutral' programme that aims to provide greater choice of tenure as well as freeing up resources to fund new developments. Hanover is also seeking to improve the service offered to homeowners and to ensure there is complete transparency of charges and choices.



## The second pillar: Help

Hanover is committed to providing help through a range of housing related support and signposting services to enable residents and others to do the things they want to do. We want to help people live life independently and as they choose.

Help is distinct from the benevolent models of sheltered housing where people were 'cared for and protected' and subsequent 'professionals know best' approaches to provision of support. The help a person wants and requires should be defined by them and allow for personalisation and tailoring of services and support to their specific situation and circumstances. Help does not necessarily need to be provided by Hanover and may be available from a person's own family, friends, neighbours or others who may be paid or volunteers.

The capacity to provide help has in many cases benefited from Supporting People funding, but as there is a real risk that this will be reduced or withdrawn we will need to develop clear plans and approaches to ensure that help and services to residents do not suffer. A Community Links role is to be introduced to help link residents and estates to local initiatives, volunteer programmes and funding that

may be available. Hanover will also continue to help residents access benefits and other help to which they are entitled including aids and adaptations to enable them to continue to live in their homes.

Help will also be provided to understand diversity and ensure that estates are welcoming to everyone, especially those from demographics that are currently under-represented in resident profiles.

As well as providing help to residents help is also linked with Hanover's values to define the way we should work with each other within Hanover as well as being willing to share our insights and experience with other organisations.



## The third pillar: New developments

Hanover wants to continue to develop quality new homes that provide opportunities for distinctive choice and service for future generations of older people with options for people to either rent or buy. The challenge is to do this in the changed external funding environment, where house sales are harder to achieve and there is less funding available to support housing association development programmes.

Hanover will continue to develop high quality Extra Care properties when these are commissioned by local authority social services, as they provide a far more desirable alternative to residential care. Increased emphasis will also be given to reinventing retirement housing and introducing innovative and positive design principles into new developments to make them a positive choice for older people.

As part of the process of developing new retirement housing, Hanover is also intending to work with co-housing groups to identify the factors that residents want to include in the design of their buildings and how they intend to live as a self-supporting community.

## The fourth pillar: Asset investments

It is essential that the demands and expectations of current and future residents drive cost effective investment and maintenance improvement decisions about the properties we manage. We must therefore ensure that residents are engaged in setting priorities for improvements and asset management.

Estates have been classified to help identify those of concern or where standards are only just acceptable and therefore need greater attention and investment. Estate Investment Plans will set out what works are going to be done on each estate over a five year period so that residents are aware of future plans.

Hanover will continue to prioritise Health and Safety and ensure that buildings are safe and risk assessed as well as reviewing our management of the critical risks of fire safety, gas servicing, water management, asbestos and radon.

Additional focus will be given to estates with low energy efficiency and high fuel bills for residents to identify measures that can be taken to improve their insulation and heating. Action will also be taken to identify ways of providing ventilation and cooling where buildings have a tendency to get too hot in summer.



## Vision and mission

Our vision is to be the leading provider for older people seeking high quality retirement housing and related services. This vision was set by the board in 2007 with the ambition that we would seek to achieve it by 2012. We need to assess how well we have done in making this vision a reality and how we should look beyond 2012 to perhaps 2020.

To achieve this we need to provide the best and most cost effective service we can and offer innovative solutions that address the demands of older people both now and into the future. We hope to achieve this by:

- **Being influential, not ordinary**
- **Leading, not following**
- **Having drive, energy and commitment**
- **Putting our plans and commitments into action**

Our mission is to provide excellent properties and management services that support the independence and individuality of older people.

This recognises that Hanover will be assessed according to the quality of both the properties and the services it provides. It also identifies the importance of ensuring that older people are

encouraged to retain their independence and are not over-protected, patronised or have their lifestyle prescribed for them.

## **Customer service**

We are committed to continually improving the quality of our service. Customer service is an essential focus for everyone throughout the organisation whether we have direct contact with residents or work to provide support to internal customers. Hanover has achieved and is 'fully compliant' with the Customer Service Excellence standard. This does not mean we can afford to be complacent and there are still action plans and improvements we need to make.

## **Performance and resources**

To be successful Hanover needs to operate as a cost effective business, deriving benefit from support functions such as finance, procurement, human resources, information services, and facilities.

Hanover will continue to benchmark its performance against a range of other organisations and identify ways of improving our services and efficiency by learning from others. We encourage feedback and complaints as an opportunity to learn from mistakes and improve for the future.

## Strategic Management Team

**Bruce Moore** *Chief Executive* Tel: 01784 446040  
Mob: 07713 085047 Email: [bruce.moore@hanover.org.uk](mailto:bruce.moore@hanover.org.uk)

**Rona Nicholson** *Chief Operations Director* Tel: 01784 446013  
Mob: 07714 973044 Email: [rona.nicholson@hanover.org.uk](mailto:rona.nicholson@hanover.org.uk)

**Barbara Matthews** *Finance & Resources Director* Tel: 01784 446048  
Mob: 07767 836186 Email: [barbara.matthews@hanover.org.uk](mailto:barbara.matthews@hanover.org.uk)

**Tony Tench** *Retirement Housing Director* Tel: 01249 707000  
Mob: 07932 645476 Email: [tony.tench@hanover.org.uk](mailto:tony.tench@hanover.org.uk)

**Claire Anderson** *Extra Care & Services Director*  
Tel: 01480 223985 Mob: 07714 973093  
Email: [claire.anderson@hanover.org.uk](mailto:claire.anderson@hanover.org.uk)

## Other contacts

**Accounts payable** Tel: 01480 475069  
Email: [accountspayable@hanover.org.uk](mailto:accountspayable@hanover.org.uk)

**Complaints** 01249 707000 Email: [complaints@hanover.org.uk](mailto:complaints@hanover.org.uk)

**Development** 01480 475069  
Email: [development.services@hanover.org.uk](mailto:development.services@hanover.org.uk)

**Engagement** Tel: 01784 446117 Email: [engagement@hanover.org.uk](mailto:engagement@hanover.org.uk)

**Hanover on Call** Tel: 0844 892 1013  
Email: [hanoveroncall@hanover.org.uk](mailto:hanoveroncall@hanover.org.uk)

**HR** Tel: 01784 446056 Email: [hr.administrator@hanover.org.uk](mailto:hr.administrator@hanover.org.uk)

**Income management** Tel: 01480 475069  
Email: [income@hanover.org.uk](mailto:income@hanover.org.uk)

**Internal communications** Tel: 01784 446012  
Email: [internalcommunications@hanover.org.uk](mailto:internalcommunications@hanover.org.uk)

**IS service desk** Tel: 0844 7780000  
Email: [servicedesk@hanover.org.uk](mailto:servicedesk@hanover.org.uk)

**Learning and development** Tel: 01784 446021  
Email: [learning@hanover.org.uk](mailto:learning@hanover.org.uk)

**Procurement** Tel: 01784 446051 Email: [procurement@hanover.org.uk](mailto:procurement@hanover.org.uk)

**Repairs centre** Tel: 01249 707050 Email: [repairs@hanover.org.uk](mailto:repairs@hanover.org.uk)

**Service centre** Tel: 0800 2802575 Email: [servicecentre@hanover.org.uk](mailto:servicecentre@hanover.org.uk)

**Supporting people** Tel: 01480 475069  
Email: [supporting.people@hanover.org.uk](mailto:supporting.people@hanover.org.uk)

## Offices

Hanover House  
1 Bridge Close  
Staines TW18 4TB

**Call 01784 446000**

**Fax 01784 446160**

Gateway House  
Cornbrash Park  
Bumpers Way  
Chippenham  
Wiltshire SN14 6RA

**Call 01249 707000**

**Fax 01249 707007**

Nelson House  
Alington Road  
Eynesbury, St Neots  
Cambridgeshire PE19 6RE

**Call 01480 475069**

**Fax 01480 217023**

The Wave  
1 View Croft Road, Shipley  
West Yorkshire BD17 7DU

**Call 01274 599686**

**Fax 01274 717448**

18 London Lane  
London E8 3PR

**Call 020 8525 5001**

**Fax 020 8525 5034**

**Call 0800 280 2575**

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