



NORTH STAR

Creating homes, building futures

North Star to 2023

NORTH STAR IS A HOUSING ASSOCIATION OF FIRST CHOICE. WE ARE PIONEERS, WORKING TOGETHER TO TRANSFORM THE LIVES OF PEOPLE AND COMMUNITIES AND, IN SO DOING, HAVE A POSITIVE INFLUENCE ON SOCIETY.

1. GROWTH

North Star continues to gain strength through ambitious growth in the development of new homes and the delivery of services to others. The quality of our homes and services is second to none, attracting others to join us.

1. Over the last five years we have grown by a minimum of 500 homes.
2. We build according to the changing needs and aspirations of our communities.
3. Our homes meet a level of quality and specification that reflects the needs and aspirations of individuals and groups relating to size, flexibility, accessibility and technology.
4. We are implementing strategies to help regenerate our priority communities and areas.
5. We have a comprehensive understanding of the socio-economic performance of our stock.
6. We continue to be responsive to merger opportunities, providing they meet our agreed criteria, which focus on and align with our values and geography.
7. Organisational excellence is embedded in the business and we sell the following services:
 - Housing management
 - Cultural development consultancy
 - Maintenance
 - Development

We are clear about the benefits selling our services brings to North Star including income, new partnerships, a raised profile and potential new geographic possibilities.

2. CULTURE

Our culture is like no other: We are inclusive, strong and bold and we live and breathe our embedded values.

1. Our values and ethics reflect our social purpose - who we are, what we do, why and how we do it.
2. We measure how we live our values.
3. Procurement and tenders assess the 'values' fit. Our contractors are great ambassadors, promoting and strengthening our brand.

4. We continuously develop and maintain our relational culture whilst experimenting with new ideas and approaches.
5. We are a learning organisation.
6. We are a flexible, agile, diverse and multi-skilled staff group.
7. People are central to us and we focus on resilience and well-being.
8. Coaching is embedded and is used to develop high performance and resilience.
9. Everyone is responsible and accountable for the management and delivery of excellent performance and the impact of what we do is measured through a range of qualitative processes and external validation.
10. The diverse needs of our people are met using the experiences of all to shape our future.
11. We are aware of our responsibilities both within and beyond the organisation and through our work contribute to the United Nations Sustainable Development Goals, particularly in relation to:
 - Goal One: No Poverty
 - Goal Two: Good Health and Well-being
 - Goal Four: Quality Education
 - Goal Eleven: Sustainable cities and communities
12. We have the space to be creative and innovative.
13. Our creative approaches to retention and succession mean we are ready for the future.
14. Being digitally enabled is part of our DNA.
15. Through positive action we have a more diverse workforce.
16. We invest to minimise our impact on the environment.
17. We have a proactive approach to the safety of people.

3. CUSTOMERS

We co-design and shape outstanding services with our customers that work for the individual

1. Through benchmarking we know we deliver performance that is upper quartile and our customers tell us we deliver an outstanding customer experience.
2. We invest in communities to help transform lives.
3. Our customer base is more diverse and includes those who previously may not have considered North Star as an option.
4. We have tailored services to match the needs of older and younger people and those who have a disability.
5. We know our customers and we flex and evolve to meet their needs and aspirations (*know Daniel Blake, no Daniel Blake*).
6. We have a deeper connection with the BAME communities to increase mutual understanding and to enhance our service offer.
7. Customer involvement and engagement is at the heart of all we do.

8. Over 60% of our customers access our services digitally.

4. PARTNERSHIPS

We invest in relationships and have strong partnerships that are business critical and bring value to North Star.

1. We are a partner of first choice and are known for our creativity and quality and carry influence locally, regionally and nationally. This reputation attracts people to partner with us.
2. We have developed strong, local partnerships with health and social care, academia and the private sector.
3. Our partnership priorities are known and understood throughout North Star.
4. Our guiding principles help us to determine the right approach to partnerships.
5. Partners are encouraged to contribute to our social purpose and our values.
6. We critically analyse our existing partnerships.
7. There are effective partnerships throughout the business. These partnerships are relevant, proportionate and bring measurable customer and business benefits.
8. We have good external antennae.

5. PROFILE AND REPUTATION

North Star's reputation is excellent. We know our customers and everyone knows us for our values and for creating an environment in which lives can be transformed.

1. We all take ownership for promoting North Star and raising our profile. This approach reflects our organisational values.
2. We actively and regularly seek feedback and have a targeted approach to raising our profile and reputation.
3. Organisations providing services on our behalf are committed to enhancing our reputation.
4. We have a co-created, clearly defined social purpose.
5. Our online presence and digital engagement is innovative, promoting who we are and what we do.
6. We digitally engage wisely, imaginatively and in a focussed way to enhance and promote North Star.

6. RESOURCES

Strong resource management is the engine that drives forward North Star's vision.

1. Our approach to resources is innovative, creative and effective.
2. We constantly seek out ways of resourcing activities and North Star is at the forefront of new thinking.

3. The focus on people and performance continues to strengthen our cost base and to create additional resource.
4. We are known as a highly efficient and financially astute organisation with VFM at our heart.
5. Our reputation ensures we are an investment organisation of choice.
6. We have connected to new thinkers, innovators and sector expertise.
7. We generate 'surplus for purpose' and our annual targets for efficiencies are ambitious to achieve growth, more homes and more services to support communities.
8. Everyone understands how money flows and cash is spent.

7. TECHNOLOGY AND DIGITISATION

North Star operates out of a futurist mind-set and is alive to new technologies that keep us ahead of the curve.

1. We are open to developments in up to the minute technology and invest in those that work for us and our customers.
2. We have transformed our technological processes and digital platforms – ensuring they are user friendly and user led, accessible, fit for purpose and future proofed.
3. North Star is digitally mature.
4. We connect to a wide network of innovators and specialists because they keep us informed and up to date with the latest thinking and predictions.
5. North Star as a whole organisation views itself and acts as an 'innovation lab', experimenting and trialling new technology and digitisation.

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