



**Leading  
and Growing**

**NORTH STAR**

*to 2026*



## NORTH STAR IS

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### **creative**

We create environments to enable people, places and communities to thrive. We believe many things are possible and that our energy brings about exciting change.

### **courageous**

We challenge ourselves and others. We experiment, pioneer and we dare to be different.

### **connected**

We are connected to the world we live in. Therefore, we are relevant, informed and knowledgeable. We develop strong relationships that are based on integrity and trust.

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NORTH STAR

# One Vision 130 People

THE VISION WAS CO-CREATED BY CUSTOMERS,  
STAFF AND BOARD.

Where will North Star be in 2026 -  
Read on to find out what we will have achieved.



[northstarhg.co.uk](http://northstarhg.co.uk)

One Vision, 130 People

# Developing our Future Together

We believe that great strategies are created by the people who deliver them. Working with people is evident throughout our culture-it is just how we do things. Leading & Growing 2026 is our third plan to be developed with all people in the organisation and beyond. Using creative methods to gather thinking, ideas and ensuring that all voices are heard. It is simple-we trust people with our future. This co-created strategy goes to the heart of our business. Our approach and a staff mandate of 99% support means we have the best opportunity to realise our ambitions and more.

Our lived values guide our way:

**Creative**

**Courageous &**

**Connected**

“  
The best way to  
predict your future is  
**to create it.**

– Abraham Lincoln

”

Thank you to everyone who took part in all or some of the processes that have helped us to get off to such a great start in 2023. Now it's up to us to make sure we make good things happen for the great people we serve.

*Together we can.*

NORTH STAR

## Vision

The 2026  
achievements

**CUSTOMERS &  
COMMUNITIES**

**GROWTH**

**TECHNOLOGY**

**PEOPLE & CULTURE**

**VALUE FOR MONEY**

**GOVERNANCE**



# CUSTOMERS & COMMUNITIES

North Star has identified those communities in most need of support and will work with people to achieve this. To ensure our properties, communities and neighbourhoods are sustained,

North Star has concentrated additional resources and investment in those neighbourhoods experiencing some of the greatest challenges.

Partnerships have been forged to create a training and employment offer **connecting customers who are seeking work to available opportunities to improve their prosperity.**

Our supported housing is thriving. We provide great services and in doing so, alleviate the pressure on Local Authority budgets.

Working with our Local Authority partners we have developed new services for Older people, Young People and Adults with complex needs, bringing additional value to the organisation.

North Star delivers services which are built around the needs of customers. It has strong relationships and understands its customers and what matters to them.

Building on strong foundations, the ethical reputation, transparency, and accountability to customers has grown.

## CUSTOMERS & COMMUNITIES

Customers state that **North Star delivers excellent services. When things don't go to plan, customers trust North Star to listen and put things right quickly.**

Customers have a voice and influence the governance of North Star and its priorities.

This has contributed to more robust decision making.

As a result of its ongoing focus on meeting customer expectations, North Star has achieved the highest level of accreditation with the Institute of Customer Services.





# GROWTH

There is demand for housing across the urban and rural areas that we work. We are investing in both to ensure that people have the best possible, new housing available to them. To us it's more than about unit numbers, it's about making a real difference to people's lives.

Over the last three years North Star has delivered a minimum of

**225 new  
affordable  
homes.**

Due to massive housing demand, we have built new homes in towns and in the countryside.

As a result, hundreds of people have told us that their homes are affordable, economical to run, are designed to meet their needs and that they love living where they do.

Homes and external spaces are co-designed with customers, and meet current, and future needs.

The design, affordable warmth and the future accessibility of homes is as important as location.

North Star is on the journey to its first **carbon zero** housing development.

## GROWTH

### CARBON REDUCTION:

The carbon footprint of North Star has reduced and created business efficiencies. Ongoing investment and successfully bidding for grants has ensured that the energy performance of over 400 homes has improved to an Energy Performance Certificate Level C and plans have been developed for

**all homes to achieve this level by 2028.**

### PROCUREMENT:

Our contracts expect our contractors to reduce their carbon footprint and have plans in place to do more. We are using our supply chain to further deliver on our environmental objectives.

The strong partnership developed with North Star, its contractors, and customers is driving forward improvements in service design and communication. This is driving forward an increase in customer satisfaction levels, not previously experienced.



# TECHNOLOGY

Technology has improved services, delivered efficiencies and maximised our effectiveness.

North Star has a comprehensive digital offer for those customers who want to interact in this way.

The new Housing Management IT system and enhanced digital processes free up staff to increase the focus on delivering services for customers.

Data is used to understand the needs of customers and there is a single version of the truth. There is real confidence in the accuracy and quality of the data used across the business.

Our improved data collection and management is informing our approach to asset management. It's helping us to invest in the right places, and as such improve the homes and lives of our customers. They tell us that they are highly satisfied with our approach.

Customers have easy access to their personal data, repairs data, investment plans, and health and safety compliance of their homes.



**Customers tell us that they find these services easy to access and as a result, systems are well used.**

## TECHNOLOGY

Technology has helped to improve external communications and optimises the use of social media. Increasingly customers want a personalised service and collecting good data allows this expectation to be met. It also brings about business efficiencies.

The pace of technological and digital change continues to increase, and

North Star has kept pace and is innovating and finding solutions for challenges faced by customers and staff.

North Star has been innovative and creative, experimenting with new ideas from staff and customers and maximising new technology, to ensure effectiveness.

There is a resilient infrastructure that **protects North Star and its data from cyber-attacks.** This is externally validated.

# PEOPLE & CULTURE

North Star continues to develop and maintain its relational culture whilst experimenting with new ideas and approaches.

It believes that **everyone** has the capacity to **grow and develop** and providing everyone with opportunity is a strategic priority.

The focus on continually developing people has ensured they are ready for any circumstance and able to manage higher levels of uncertainty and change. In particular, high levels of support for front line staff have been provided.

To support the strategic development of the workforce, and to help with recruitment, North Star has developed partnerships to deliver opportunities for apprentices and graduates.

This has brought new thinking into the organisation, and North Star is developing people to be ready for full time paid employment.



## PEOPLE & CULTURE

In a competitive and fast moving recruitment market, we use all of our creativity to ensure that we have the best possible people to deliver the best possible service. We are flexible, and agile and recruit from within the organisation. The development of staff contributes to delivering this objective. Staff

invest in their own development, as well as maximising the opportunities available to them through North Star. Staff are encouraged to become professionally qualified and access academic qualifications, including those available through Higher Level Apprenticeships.

The employment offer is agile and dynamic and ensures that it:

- ◆ Differentiates North Star as an employer, and is marketed well
- ◆ Helps to recruit and retain
- ◆ Is cutting edge and future focussed
- ◆ Is flexible enough to meet the differing needs and expectations of people



## PEOPLE & CULTURE

There has been continuing investment in Leadership across North Star. This has developed Leaders as role models, collaborators, coaches, pioneers and developers of teams and individuals. North Star monitors the impact of its investment in staff. It continues to hold the highest levels of Investors in People accreditation.

This has helped to raise the profile, and is a validation of the organisational culture.

**North Star is equitable,  
diverse, and inclusive.**

It hears and learns from the lived experience of people from diverse backgrounds.

**It proactively tackles and prevents any form of discrimination, harassment, or victimisation, and embeds its approaches into its culture.**



North Star has a workforce and Board that broadly reflects the diversity of the communities it serves and takes positive action to address underrepresentation.

# VALUE FOR MONEY

**North Star is financially strong, with strong operating margins and credit ratings.**

This contributes to future financial strength and top regulatory judgements.

New funding has strengthened the treasury position whilst also supporting the delivery of strategic objectives.

Value for money helps drive effectiveness. Reviews are conducted across the business to ensure operating structures and service delivery are effective, flexible, and fit for future purpose.

The budget process is embedded and owned across the business and VFM continues to drive all activity.

The approach to VFM continues to support the delivery of North Star's strategic objectives.



# GOVERNANCE

The Board has continued its journey to be generative through relationship development facilitated by regular residential off-site.

The Board is more diverse and has **developed strong external links and connections to keep them at the forefront** of thinking and practice.

There has been a successful transition to a new Chair with clear succession plans in place for all Board members to provide continuity and reduce disruption.

Consumer services are being delivered to very high standards. North Star intends to obtain top regulatory judgements for its approach to customer service.

# Surplus for Purpose

For many reasons we make a surplus and never simply for the sake of it. As a not for profit housing association, all surpluses are invested back into the organisation. Surplus is used to deliver the purpose and to that end we invest in:



# Surplus for Purpose

## NEW HOUSING

to provide local communities with high quality and fuel efficient, affordable housing to meet a range of needs.

## EXISTING HOUSING

to ensure tenants live in safe, warm and well maintained houses.

## COMMUNITIES & NEIGHBOURHOODS

to facilitate and enable people to thrive.

## PARTNERSHIPS

so that we can work together to find solutions to challenging housing issues.

## PEOPLE

to enable everyone to have a voice, influence and involvement at all levels.



It is essential we continue to deliver successfully on our purpose as it keeps North Star strong in every aspect. Maximising surplus is a major driver for this.

In addition, it is important North Star meets Regulatory expectations, particularly in relation to Value for Money.



**For more detail  
on our journey,  
and the full vision  
to 2026**

Please visit [northstarhg.co.uk/](https://northstarhg.co.uk/)

