

INVESTORS IN PEOPLE®

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North Star Housing Group Report

Project number: NOR-23-00952

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Your results by theme

(That's the 27 different markers of our framework)

LEADING AND INSPIRING PEOPLE

DID NOT MEET DEVELOPED ESTABLISHED ADVANCED HIGH PERFORMING



LIVING THE ORGANISATION'S VALUES AND BEHAVIOURS



EMPOWERING AND INVOLVING PEOPLE



MANAGING PERFORMANCE



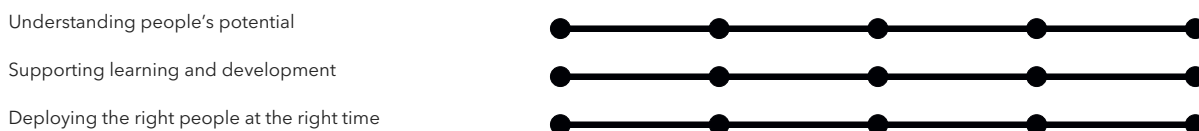
RECOGNISING AND REWARDING PERFORMANCE



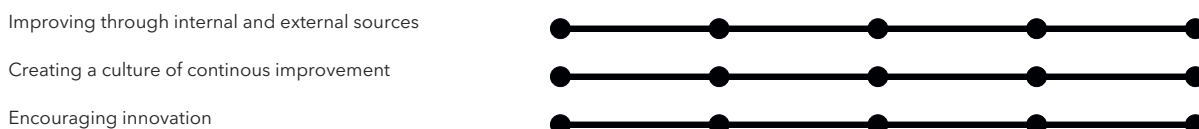
STRUCTURING WORK



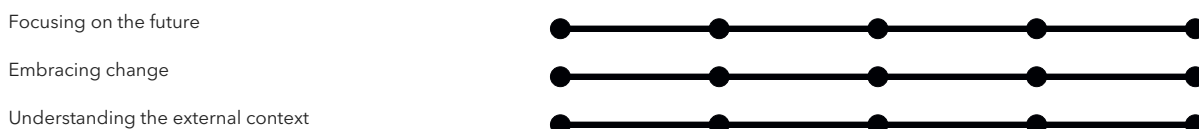
BUILDING CAPABILITY



DELIVERING CONTINUOUS IMPROVEMENT



CREATING SUSTAINABLE SUCCESS



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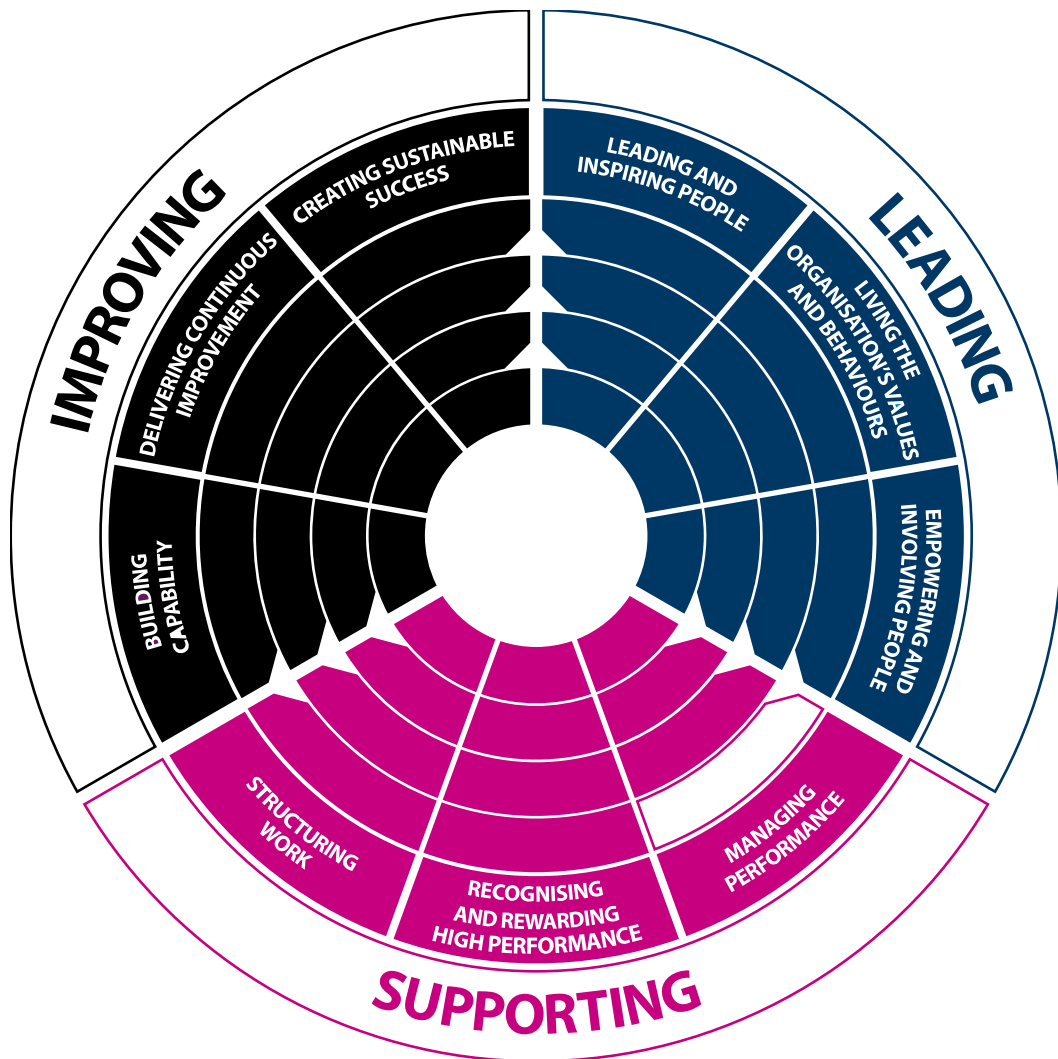
INVESTORS IN PEOPLE® We invest in people Platinum

You've achieved the platinum level of our We invest in people accreditation.

Let your people know how you did. Recognise them for their hard work and include them in the journey you're on. We'll send you through some great resources for you to use to celebrate and publicise your success, including logos and PR ideas.

Key Dates

Accreditation Date	12 Month Review	24 Month Review	Accreditation Expiry
28/09/2023	02/05/2024	02/05/2025	02/05/2026



At a glance

The assessment used multiple forms of evidence; from qualitative interviews with your people to quantitative survey data and your own metrics. All evidence points to the same conclusion: North Star Housing is a high-performing organisation, supported by a culture and processes that have people at their heart.

This has required a high level of understanding of what connects people to an organisation and each other. This has led to several key strategies and approaches that are highlighted in the assessment. For example, your active involvement of all your people in defining key strategies and plans for North Star Housing or your belief in people's ability to improve (even when they sometimes don't believe it themselves).

Culturally there are very high levels of trust, strong relationships and a common cause that also brings people together. You have invested significantly in managers, leaders and board members to sustain and safeguard that culture. But everyone is connected to the culture and the cornerstone values.

North Star Housing also understands its role in the wider community and society and demonstrates its responsibilities to stakeholders. You've involved tenants in your innovative projects and designed IT training for tenants. You've worked with Universities, local authorities and other housing associations to increase your impact on communities. You've taken innovative and highly pragmatic approaches to tackling issues such as board diversity and supporting staff through the cost of living increases.

As a Platinum organisation, you have also shown an active approach to continuous improvement - challenging yourself to be better at an organisational, team, and individual level. The collaborative approach for business and project planning encourages challenge and diverse ideas without slowing down North Star's ability to respond rapidly to change.

With a survey benchmark score of 827, excellent feedback from your interviews, and strong people/business metrics you have provided clear evidence of high performance and meeting the requirements to retain your Platinum Award.

Some positives

- Inspiring leaders who have high levels of trust in staff and from them.
- Values that shape decision-making and behaviors which have helped build strong relationships with North Star, your tenants, and the wider community.
- Effective investment in people development and a strong focus on leadership and management development
- Your continuous conversations are delivering effective coaching and building

confidence in your people

- Collaboration and empowerment are key features of the culture and include all your people involved in strategy development
- North Star actively seeks continuous improvement - challenging itself and learning from feedback

Scope to improve

- Strengthening objective setting for some in continuous conversations
- Discussions on values in continuous conversations to be more consistent
- Continue to build networks and sharing in the wider IIP community
- Reinforce the link between staff awards and values
- Succession planning (Platinum Panel recommendation)

Our recommendations

- **Continuous conversations**
 Everyone who was involved in the assessment spoke positively about the continuous conversation they had with their manager. The approach facilitated open and honest conversations about performance, managers used coaching techniques to facilitate the conversation and people felt empowered and involved in their development.
 On the whole, this process also helped identify clear objectives that provided areas of focus that were monitored throughout the year.
 For a small number, however, they stated that they did not receive objectives or they could not remember them. These individuals tended to be in support roles. Outside of the process they clearly did have standards and objectives to meet as part of their role but they didn't associate them with the continuous conversation.
 As objectives are an articulation of key areas of performance, it is vital to review this and identify any changes that can be made.
 There was also a small number who could not recall discussing the values within their continuous conversations. The performance in most organisations is a product of both delivering strategy/objectives and culture/values. This may also be an area you wish to further reflect on.
- **Staff Awards and Values**
 There was a degree of inconsistency when people asked about whether the annual Staff Awards were linked to your values. Some said there were no real criteria it was just identifying those that had "gone above and beyond". Whereas others described how the values were part of the nomination process. Either way, it would seem that this is an area to clarify and communicate to your people.
- **Continue to share your IIP practice**
 It is noted that you have made contact with other organisations outside of your market, to share your practice and learning regarding IIP. This includes a firm of solicitors, a building society, and a paint manufacturing business.
 The recommendation is to continue this practice and potentially develop it further. There is a growing pattern of Platinum organisations sharing their approach with others to help stimulate ideas and practice. This has the potential to influence an impact on other organisations and importantly the people who work within them.
- **Succession planning**
 During the presentation to the Platinum Panel, the assessor stressed the exceptional quality of leadership at North Star, including the Chief Executive. The panel agreed but also, while recognising you had succession plans, felt

this should be a key focus of your people development. The panel also suggested as well as cultural fit, succession plans should also ensure financial capabilities should also not be underestimated (in that part of North Star's success has been on delivering financial plans that support sustainability).

The assessment found that you have continually improved through your own being evaluated practices in general ambition to explore ways of working better. It is inevitable that you will continue to develop your practices and it is hoped that the recommendations above may contribute to that or at least stimulate your thinking in those areas.

These recommendations will be talked through at your feedback meeting, where we can identify any further areas that you feel you would like to further improve.

Assessment results

Your results by indicator

The table below shows your assessment outcome compared to your previous assessment in 2020, the average score for Investors in People organisations, and the average for Investors in People organisations in your sector.

There is evidence of improvement as your values have become more embedded over the previous 3 years and the outcomes of your investment in people development have become more strongly evidenced.

You are above the IIP averages (overall and sector) by a considerable margin.

With 8 Indicators at High Performing and 1 at Advanced, you met the requirements for the Platinum Award.

INDICATOR	CURRENT PERFORMANCE	PREVIOUS PERFORMANCE 2020	WE INVEST IN PEOPLE AVERAGE	INDUSTRY AVERAGE
LEADING AND INSPIRING PEOPLE	High Performing	High Performing	Established	Advanced
LIVING THE ORGANISATION'S VALUES AND BEHAVIOURS	High Performing	Advanced	Established	Advanced
EMPOWERING AND INVOLVING PEOPLE	High Performing	High Performing	Established	Advanced
MANAGING PERFORMANCE	Advanced	High Performing	Established	Established
RECOGNISING AND REWARDING HIGH PERFORMANCE	High Performing	High Performing	Established	Established
STRUCTURING WORK	High Performing	High Performing	Established	Advanced
BUILDING CAPABILITY	High Performing	Advanced	Established	Established
DELIVERING CONTINUOUS IMPROVEMENT	High Performing	High Performing	Established	Advanced
CREATING SUSTAINABLE SUCCESS	High Performing	High Performing	Established	Advanced

Since your last assessment

The housing sector is unique to the degree it is shaped by political, social, environmental, economic and legislative factors. Over the previous three years, all these influences have been amplified. Changes for the sector have included: unprecedented changes in political leadership; critical issues arising from Grenfell and the tragic death of Awaab Ishak; the increasing impact of climate change; the cost of living crisis; and a new Social Housing Act.

And, of course, emerging from a global pandemic.

North Star has had to respond to all of these (and other) challenges and they have shaped its business and people strategies, including:

- You have collaborated with all of your staff to develop the Learning and Growing Strategy 2026
- You've awarded staff a cost of living payment to support them (senior managers excluded themselves)
- You are undertaking a major investment in your housing management system - involving a cross-functional team and getting feedback from tenants.
- You have conducted an IIP online survey every year that has shown evidence of sustained high performance
- You have modified teams and roles to respond to external changes and internal ambitions.
- You've introduced a Board Apprentice to create greater diversity

Survey highlights

Your highest themes

	STRONGLY AGREE	AGREE	SOMEWHAT AGREE	NEITHER AGREE OR DISAGREE	SOMEWHAT DISAGREE	DISAGREE	STRONGLY DISAGREE	AVERAGE SCORE	DIFFERENCE FROM IIP AVERAGE
Focusing on the future	75.5%	23.9%	0.5%	0.0%	0.0%	0.0%	0.0%	6.8	+0.9
Understanding the external context	78.3%	16.3%	4.3%	1.1%	0.0%	0.0%	0.0%	6.7	+0.9
Adopting the values	73.4%	22.8%	2.7%	1.1%	0.0%	0.0%	0.0%	6.7	+0.6
Embracing change	69.6%	23.9%	6.5%	0.0%	0.0%	0.0%	0.0%	6.6	+1.0
Enabling collaborative working	69.6%	23.9%	4.3%	2.2%	0.0%	0.0%	0.0%	6.6	+0.6

Your lowest themes

	STRONGLY AGREE	AGREE	SOMEWHAT AGREE	NEITHER AGREE OR DISAGREE	SOMEWHAT DISAGREE	DISAGREE	STRONGLY DISAGREE	AVERAGE SCORE	DIFFERENCE FROM IIP AVERAGE
Developing leadership capability	43.5%	37.0%	13.0%	6.5%	0.0%	0.0%	0.0%	6.2	+0.9
Deploying the right people at the right time	39.1%	45.7%	8.7%	4.3%	2.2%	0.0%	0.0%	6.2	+0.8
Participating and collaborating	47.8%	28.3%	15.2%	3.3%	5.4%	0.0%	0.0%	6.1	+0.6
Recognising and rewarding people	40.8%	34.2%	13.0%	7.1%	4.9%	0.0%	0.0%	6.0	+0.9
Designing an approach to recognition and reward	35.9%	42.4%	8.7%	9.8%	2.2%	1.1%	0.0%	6.0	+1.0

Sitting beneath each of the nine Indicators is 3 Themes. There are twenty-seven Themes in total and the above table shows your highest and lowest scoring Themes. The highest-scoring Themes come from across all three areas of the Standard (Leading, Supporting, and Improving). The highest score for a Theme (or Indicator is 7.0), so your highest score of 6.8 is exceptional.

All of your lowest-scoring Themes are above the IIP average and it shows that your lowest scoring Theme (Designing and approach to recognition and reward) is actually, relevant to the IIP average, one of your strongest Themes.

Survey results

Your results by indicator

In comparison to the IIP average and the results from your sector (Housing Association Real Estate), you are above these benchmarks by a considerable margin.

If we compare your results to the IIP average then your strongest Indicator is Creating Sustainable Success.

Compared to your peers within the sector, you are particularly strong in Leading and Inspiring and Reward and Recognition.

Industry Sector: Housing Association Real Estate

INDICATOR	YOUR AVERAGE	WE INVEST IN PEOPLE AVERAGE	INDUSTRY AVERAGE
LEADING AND INSPIRING PEOPLE	6.5	5.6	5.5
LIVING THE ORGANISATION'S VALUES AND BEHAVIOURS	6.5	5.9	5.9
EMPOWERING AND INVOLVING PEOPLE	6.4	5.8	5.7
MANAGING PERFORMANCE	6.5	5.8	5.8
RECOGNISING AND REWARDING HIGH PERFORMANCE	6.1	5.2	5.1
STRUCTURING WORK	6.5	5.9	5.9
BUILDING CAPABILITY	6.4	5.6	5.5
DELIVERING CONTINUOUS IMPROVEMENT	6.4	5.7	5.6
CREATING SUSTAINABLE SUCCESS	6.7	5.8	5.9

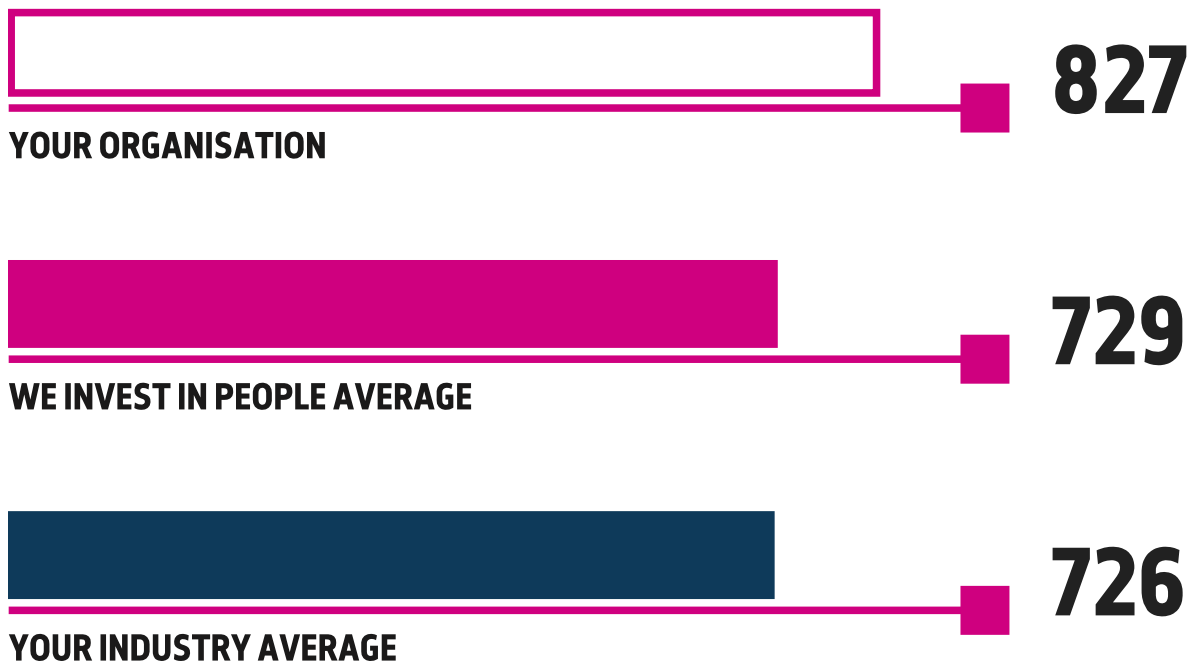
Your survey benchmark

The table below shows your overall survey score and benchmarks.

The maximum score is 900, which would require everyone who answered the survey to score you as 'Strongly Agree' for every single question. So a score of 827 is exceptional. It is the second-highest score for similar-sized social housing providers on the IIP survey database.

You are over 100 points higher than the average for your sector and just under 100 points higher than the IIP average.

The benchmark averages are from organisations that have achieved IIP and so it is a high benchmark - data shows that IIP organisations have much higher engagement than other organisations.



**The scores display are all out of 900*

What your people have told us

Leading

LEADING AND INSPIRING PEOPLE

	STRONGLY AGREE	AGREE	SOMEWHAT AGREE	NEITHER AGREE OR DISAGREE	SOMEWHAT DISAGREE	DISAGREE	STRONGLY DISAGREE
Indicator Average	57.1%	33.4%	6.8%	2.4%	0.3%	0.0%	0.0%
I trust the leaders of my organisation	62.0%	31.5%	6.5%	0.0%	0.0%	0.0%	0.0%
Management communicates the organisation's ambition	59.8%	37.0%	1.1%	1.1%	1.1%	0.0%	0.0%
My manager motivates me to achieve my best	63.0%	28.3%	6.5%	2.2%	0.0%	0.0%	0.0%
My organisation develops great leaders	43.5%	37.0%	13.0%	6.5%	0.0%	0.0%	0.0%

“To build trust you have to start at the top.”

Your survey score for Indicator 1 was 6.4 (all scores are out of a maximum of 7.0). This was 0.8 above the IIP average, with over 97% of respondents agreeing with statements to varying degrees.

During the assessment, we discussed the idea of trust and its importance within leadership.

You described how it was important to be open and honest with your people and this was an important contribution to building trusting relationships. This was reflected in your approach to business planning. People described how opportunities and challenges, as well as successes and failures, were openly outlined at the beginning of the business planning process. This process took a further step towards building trust by making the process collaborative.

You have, for many years, used an Open Space approach that involves all of your people in identifying priorities and key actions that influence and shape your Learning and Growing 2026 strategy and corporate plan.

Your people described how they not only felt involved in business planning but also felt ownership. They said they not only felt trusted by the organisation's leaders but also trusted them. Leaders talked about this also as a key feature of trust building – but by putting trust in staff, it helped build a two-way trust and relationship.

Interviews with your people would support this view.

For example, one person described how the coronavirus pandemic had strengthened trust and relationships, whereas in another organisation the opposite may have been true. Involvement and consultation were seen as key features of the management approach and had built strong relationships.

Seeing trust as a two-way relationship, also emphasised the impact of leaders demonstrating all role modelling, and key cultural behaviours. One of North Star's leaders described this as "To build trust you have to start at the top".

Building trust and ownership was also described by your people as an area of motivation.

Within the IIP survey, 100% of people agreed with the statement "I trust the leaders of my organisation".

As well as contributing to organisational planning, people described how they were involved in team and department planning. This helped to shape their own objectives, which were set as part of the Continuous Conversation process.

Managers were described, by everyone involved in the assessment, as supportive and enabling. One person said, when describing their manager, "You couldn't fault her. You can approach her about anything, and she goes out of her way to help you solve problems by encouraging us to make decisions."

Empowering people appears to have been an important factor in building commitment and motivation. People would exceed expectations of their role, especially in supporting tenants. It enables them to think creatively and pragmatically, as to how they solve problems. For example, some described how they stopped a complaint about noise (due to the TV at high volume) by purchasing a set of headphones for a tenant, which meant the TV did not disturb his neighbours. There were many examples of your people stepping outside the boundary of a job description. However, at the same time, they understood the parameters and limitations - "we are aware that we can't solve everything. We're not going to stop poverty on our own."

Over 97% agreed with the statement "My manager motivates me to achieve my best" within the IIP online survey.

Your leaders described the importance of managers in both the delivery of strategy and supporting your culture.

You have communicated key behaviours and skills you require from managers. These were reflected in some key management development tools that you used on a regular and continuous basis. This included a Tools for Change programme and a Facilitated Leadership Our Way (FLOW) programme.

This helped to develop skills such as encouraging challenge, coaching and understanding the different psychological preferences of team members.

All of those interviewed described how they had strong and supportive relationships with their manager. Examples included, people developing beyond their own expectations or being given opportunities and responsibilities for areas that they felt passionate about (such as ED & I).

There were also examples that showed you looked to the future when designing your management development programmes. One of the most obvious examples of this was a process to identify aspiring managers within North Star and provide

this group with mentors and development specifically tailored to them. This was also seen in your Board Apprenticeships, which identified and developed apprentices into Board members.

Additionally, leaders talked about focusing on digital skills, well-being and environmental awareness skills that were not just developed for the present but also for the future. There was also support for the new managers who were provided with trained mentors to help them adapt to the management culture.

93% of those participating in the IIP survey agreed with the statement "My organisation develops great leaders".

Continuous Improvement

You have used the IIP online survey to measure staff engagement on an annual basis. Evidence from the survey shows either improvement or maintenance at a very high level.

Your survey results for this element of the Standard have improved since your last survey in 2022 and remain at the very high level set at your last assessment.

You can also demonstrate the impact of your approach to Leadership through healthy financial metrics. You have increased revenues in 2023. Your net margin and operating surplus have declined but remain healthy. You have managed to make the investments required to assess damp and mould in all properties and weathered significant increases in insurance premiums. You have received the highest grade for financial performance from the Regulator for Social Housing.

LIVING THE ORGANISATION'S VALUES AND BEHAVIOURS

	STRONGLY AGREE	AGREE	SOMEWHAT AGREE	NEITHER AGREE OR DISAGREE	SOMEWHAT DISAGREE	DISAGREE	STRONGLY DISAGREE
Indicator Average	65.2%	27.2%	4.8%	2.2%	0.7%	0.0%	0.0%
The values at my organisation guide the way we work	64.1%	28.3%	5.4%	1.1%	1.1%	0.0%	0.0%
I share my organisation's values	72.8%	22.8%	3.3%	1.1%	0.0%	0.0%	0.0%
My organisation has clear values	73.9%	22.8%	2.2%	1.1%	0.0%	0.0%	0.0%
My behaviour reflects the organisation's values	78.3%	20.7%	1.1%	0.0%	0.0%	0.0%	0.0%
I challenge behaviours which don't match the organisation's values	37.0%	41.3%	12.0%	7.6%	2.2%	0.0%	0.0%

"The point is that the challenge doesn't need to be right to be useful - it creates a healthy dynamic that ultimately safeguards values"

"We are at our best when we're facing the most challenging circumstances"

With an overall score of 6.5, this was one of your higher scoring Indicators. It is above the IIP average and sector average by a considerable margin.

The assessment found that your values were strongly embedded. At your previous assessment, these values were relatively new, but it was evident from the assessment that there were now high levels of awareness and understanding. This was also backed up by the IIP survey that showed that over 98% agreed that, "My organisation has clear values".

The values were at the heart of your management culture and training. For example, one of your values is "creative" and this was reflected in many of your processes such as the Open Space approach to planning partnerships with Teesside University to build innovation into your services.

Your value of "connected" was probably most frequently demonstrated with many processes that develop strong internal and external connections. Cross-functional teams such as HMS Endeavour and involvement of tenants in your strategy development, are just some of the ways in which you demonstrated this particular value.

The third value “courageous” was also evident in the plans or actions you took. For example, the description of this value is “we did to be different” and we can see this in the approach to the board apprenticeships and sustainable activities such as the carbon-zero home you have built.

Beneath each of your values is a description of what they mean and it was encouraging that people were able to give so many examples of the values in action. This suggests both awareness and, more importantly, understanding and influence.

In your IIP survey, we see that over 97% of your people agreed with the statement “The values at my organisation guide the way we work”.

We talked about the connectivity between all the values and how, for example, one action could be both creative and courageous or apply to all three of the values. It was evident from the meetings that people felt most engaged and satisfied with the values you expressed in relation to the services provided to tenants. Whatever role they were undertaking, people believed in the authenticity of North Star and how their work had real value to tenants. One comment from the assessment that illustrated this was “Give them a front door and a kitchen and you’re putting a family together”.

Your values also played a role in your people processes. They were included in the continuous conversation framework, job adverts and fed into the interview process. They were also displayed throughout the organisation, particularly on your digital platforms.

There was a degree of vagueness among some about the values being evident in some processes. Some were less sure whether they were included in continuous conversations but new staff always recalled them playing a part in their interview. The IIP meetings also found many examples, of how people had made decisions based on values. These may not have been the easiest options but they were described as the “right thing to do”. The strongest examples came from solving problems for tenants. For example, housing officers buying tenants garden equipment, helping to resolve neighbour disputes or bringing families together. At an organisational level, this also included investing in welfare rights services and supporting tenants with financial support relating to fuel poverty and cost of living. We also discussed the parameters of the values i.e. there is a limitation as to what North Star Housing and its people, can do for tenants. Your people seem to be aware of this and strategy their best within this scope.

There were several discussions held about the importance of people challenging behaviours that they believed didn’t align with the organisational values. One person described how they would often challenge actions and plans that they felt didn’t meet the organisation’s values but, at the same time, accept that these challenges wouldn’t always be justified, “The point is that the challenge doesn’t need to be right to be useful – it creates a healthy dynamic that ultimately safeguards values”.

The IIP survey shows that 90% of your people agreed with the statement “I challenge behaviours which don’t match the organisation’s values”. Only 2.2% disagreed with 7.6% neither agreeing nor disagreeing.

During another meeting, one of your leaders said, "Delivering the values is easiest when things are going well but the real test is when you're facing challenging circumstances." The context of this quote was in describing the challenges faced in recent years, including the pandemic, implementing the recommendations of Grenfell Tower Enquiry, the RSH report on damp and mould and navigating the political turmoil of recent years.

There was a further comment that is linked to this quote and also provides evidence of the impact of your values. A different individual said, "We are at our best when we're facing the most challenging circumstances." This statement is supported by the data from your online survey during the pandemic, which saw engagement remain resilient and in some areas improved. It is also evident from how North Star has navigated through very challenging periods over many years - rent caps, Grenfell, the cost of living crisis and the growing demand for affordable housing. Many smaller housing associations have been unable to survive these challenges, whereas North Star appears to have thrived.

Continuous Improvement

Over the last six years that you have undertaken the IIP survey, you have demonstrated improvement in this Indicator to an exceptionally high level. The challenge is to maintain this level which you have done successfully.

Within the report, we have talked about the impact of the values on tenants as a primary source of focus and, for staff, motivation. Your metrics on the number of homes benefitting from your work have demonstrated an increase over the previous 3 years - from 695 to 976. This is despite the considerable challenges faced over this period.

EMPOWERING AND INVOLVING PEOPLE

	STRONGLY AGREE	AGREE	SOMEWHAT AGREE	NEITHER AGREE OR DISAGREE	SOMEWHAT DISAGREE	DISAGREE	STRONGLY DISAGREE
Indicator Average	56.5%	29.9%	10.1%	1.9%	1.6%	0.0%	0.0%
I am encouraged to use initiative in my role	66.3%	28.3%	5.4%	0.0%	0.0%	0.0%	0.0%
I have all the information I need to do my job well	48.9%	37.0%	10.9%	2.2%	1.1%	0.0%	0.0%
I have a say in decisions that affect my role	47.8%	28.3%	15.2%	3.3%	5.4%	0.0%	0.0%
I am trusted to make decisions in my role	63.0%	26.1%	8.7%	2.2%	0.0%	0.0%	0.0%

"It's a two-way street. If you want to make decisions, you also have to own the consequences of that decision"

"The management approach is about letting go of control. Our people respond to that in a way that makes them feel good about their job and helps us achieve more"

Your overall score for Indicator 3 is 6.4. This is above the IIP and sector average and has been achieved with very low levels of disagreement with any of the statements within the survey.

Empowering and involving people in decision-making, is the strongest feature of your management culture. Whether this relates to the development of a strategy or the coaching approach in continuous conversations; there is a belief that an empowering or collaborative approach to problem-solving is the best way to achieve and accelerate success.

There is plenty of evidence that would support this belief. In the past this approach has helped you overcome a threatening deficit position; currently, it is helping to develop innovative practices; build excellent relationships with tenants; and produce high levels of engagement within your people.

Over 97% of your people stated that they felt trusted to make decisions.

We discussed the challenges and bravery of "letting go" but as a senior leader put it, "trusting staff is at the core of our leadership approach".

In Indicator 1, there was a description of your approach to strategy development that involved everyone within the organisation. The process canvassed ideas, identified ownership, and facilitated planning. But this was only one of the innovative practices that are based around empowering your people.

You held open staff meetings that had no agenda. People were asked to identify 10 questions and ideas on a flipchart, and this essentially set the focus for the meeting. It was optional for staff to participate in the meeting, but they were always well attended. During and after the pandemic you invited all of your people to contribute to designing new ways of working. You have several project groups such as HMS Endeavour and the Time to Act Group, that involve people from across the business and from every level, in tackling key strategic areas for North Star.

At an individual level, people described how they had real autonomy (and budget) to make appropriate decisions. This led to pragmatic solutions even if they went against normal practice. For example, a vulnerable tenant has been able to keep a pet dog, despite this not being strictly part of the tenancy

One of the key benefits of such an approach is it builds a sense of community within North Star, which means the “external community” needs are prioritised. In the past this has helped meet financial challenges, for example, staff volunteering to work part-time. More recently, it helped overcome a challenge in tenant repairs, with people across North Star volunteering to help.

Within this Indicator, we again return to the issue of “trust”. During the meetings held in the assessment, people frequently spoke of being trusted.

In the IIP survey, 100% of respondents agreed with the statement “I am encouraged to use initiative in my role”.

An important extension of this was the coaching practice of managers. Developing managers to adopt a coaching approach to managing people was a key part of your management programmes.

It also shaped your key people processes, and, in particular, continuous conversations. Managers facilitated conversations that empowered individuals to review their performance, and development as well as set objectives.

People recognise that being empowered and trusted, also means that they need to demonstrate ownership and responsibility. As one person stated, “It’s a two-way street. If you want to make decisions, you also have to own the consequences of that decision”.

It is also true that the very process of empowerment also encourages challenge.

This was evidenced in the approach to Open Space and staff meetings. Individuals said that they were comfortable to challenge and put their viewpoint in everything from whole staff meetings to team meetings and directly to their line manager.

Further evidence of the approach was in the staff groups such as HMS Endeavour, Stronger Together, and the Time to Act Group.

The view of leaders and managers within North Star was the approach was the most effective in meeting challenges and development opportunities. It was described as being fundamental to helping to make rapid progress such as the development of a net zero house, responding quickly to the challenges of the pandemic, and introducing innovation into tenant services.

One manager summarised the approach by saying, “The management approach is about letting go of control. Our people respond to that in a way that makes them feel good about their job and helps us achieve more”.

Continuous Improvement

You have conducted an IIP survey, every year since 2017. At that base point, you scored 6.0 out of 7.0, which in any other context would be a great score. You have improved year after year and although you have reached a plateau in the last two years, it still represents high performance based on embedded practice and culture.

You also provided your own metrics to support continuous improvement. You have shown your staff turnover (compared to national averages) to have improved over the last 3 years. In 2021 you were 2.4% below the national average but in 2023 this is 4% below the national average.

Supporting

MANAGING PERFORMANCE

	STRONGLY AGREE	AGREE	SOMEWHAT AGREE	NEITHER AGREE OR DISAGREE	SOMEWHAT DISAGREE	DISAGREE	STRONGLY DISAGREE
Indicator Average	63.9%	29.1%	4.1%	2.2%	0.8%	0.0%	0.0%
I have agreed my objectives with my line manager within the last 12 months	58.7%	34.8%	3.3%	2.2%	1.1%	0.0%	0.0%
I feel encouraged to perform to the best of my abilities	66.3%	27.2%	4.3%	1.1%	1.1%	0.0%	0.0%
My manager helps me improve my performance	60.9%	29.3%	6.5%	2.2%	1.1%	0.0%	0.0%
I have discussed my performance with my manager in the last 6 months	69.6%	25.0%	2.2%	3.3%	0.0%	0.0%	0.0%

“We expect to be challenged as well as being able to challenge managers. They used to call it adult-to-adult conversations and I still think that’s the right description”

Indicator 4 is one of your higher-scoring Indicators with a score of 6.5, compared to an IIP average of 5.7.

The principle of empowerment is also seen in your approach to performance management.

Central to your approach are “continuous conversations”. In this process managers described using coaching techniques to enable individuals to review their own performance and identify, with management support) areas of improvement. As the name suggests the conversations were ongoing and happened at least every four weeks for most people.

The process includes an annual objective setting which is designed to link individuals' performance to the overall objectives of their team and the organisation. During the meetings held with your people, they described targets, KPIs, and scoreboards that help them identify clear measures of their performance and retain focus.

Your survey shows that 97% of your people indicated they agreed with the statement “I have agreed my objectives with my line manager within the last 12 months”.

However, there was a suggestion from some that objectives weren't set within the continuous conversations and a degree of vagueness over what their job objectives were. However, even amongst these individuals, they were able to describe the activities that have to be delivered within a particular timeframe - so there remained performance measures.

As mentioned previously the organisation's values were included in the framework of the continuous conversation but there were a small number of people who were uncertain if this had happened in their conversation. However, you were able to measure more general behaviours such as staff engagement (by participation in staff meetings for example).

People described how they had been supported to improve their performance and encouraged to develop. One interesting feature was during the continuous conversation people described an expectation exercise - when individuals expressed what they expected from the manager and what their manager expected from them. This was another way of ensuring that people were aware of what high performance meant within their role.

The IIP survey shows that over 98% agreed with the statement "I feel encouraged to perform to the best of my abilities."

There were many examples provided of how people felt their performance had been improved through the intervention of their manager. This included new staff growing in confidence and others being encouraged to stretch themselves through development opportunities such as secondments.

Empowering people through coaching did not seem to diminish managers' ability to tackle underperformance, according to those being interviewed, "We expect to be challenged as well as being able to challenge managers. They used to call it adult-to-adult conversations and I still think that's the right description."

As well as monthly continuous conversations, your people also referred to informal 'catch-ups' and how performance was also discussed at a team level. High levels of trust meant people felt confident in having open and honest conversations, where they felt comfortable talking about areas they were struggling with.

At a team/directorate level, people described how performance was reviewed more formally, once a quarter (often off-site). This was also used as an opportunity to celebrate success and team building.

Over 96% agreed with the statement "I have discussed my performance with my manager in the last 6 months" in your IIP survey.

Continuous Improvement

This has always been a strong Indicator for you. In 2017, the score for this Indicator was 6.3 and for the last two years, you have achieved your highest score of 6.5. You have provided evidence that the management of staff performance has impacted on your business performance. You have highlighted two key business metrics - tenancy turnover rates and % of rent lost ie to void properties. Both

measures show an improved performance each year over the previous 3 years.

RECOGNISING AND REWARDING HIGH PERFORMANCE

	STRONGLY AGREE	AGREE	SOMEWHAT AGREE	NEITHER AGREE OR DISAGREE	SOMEWHAT DISAGREE	DISAGREE	STRONGLY DISAGREE
Indicator Average	42.1%	36.1%	10.9%	7.6%	3.0%	0.3%	0.0%
I am rewarded in ways that match my motivations	35.9%	42.4%	8.7%	9.8%	2.2%	1.1%	0.0%
I feel appreciated for the work I do	51.1%	33.7%	8.7%	6.5%	0.0%	0.0%	0.0%
I am consistently recognised when I exceed expectations	42.4%	31.5%	13.0%	8.7%	4.3%	0.0%	0.0%
I get appropriate recognition for the work I do	39.1%	37.0%	13.0%	5.4%	5.4%	0.0%	0.0%

“I absolutely feel appreciated 100% by my manager”

Although this was your lowest scoring Indicator within the IIP survey, relative to the IIP average it was, at 6.1, the highest score.

Reward and recognition are often associated with motivating people to perform at their best. In reality, motivation is a product of a much wider range of influences and this was very evident from your assessment.

Your people are motivated by feeling trusted, that managers have confidence in them, developing skills and expertise, and being provided with focus and a sense of purpose. Your reward and recognition strategy worked alongside these influences. At the core of the strategy appeared to be an understanding that managers played a pivotal role in developing a culture of recognition. This was included in your management training and people strategy - with a focus on positive reinforcement. Your approach was reviewed regularly as part of your people strategy development.

The meetings with your people suggested that the management approach to reward and recognition was working effectively. One interviewee stated, “I absolutely feel appreciated 100% by my manager.”

Your IIP survey showed that over 93% of your people agreed with the statement “I feel appreciated for the work I do” and there were no disagreements (6.5% neither agreed nor disagreed).

Managers described how they used processes such as continuous conversations and team meetings as opportunities to recognise the contribution that their team members made - “there is always an opportunity to highlight good work”.

People also spoke about not just words but behaviours, which they took as indications that their managers valued them. The examples given were when managers had supported individuals through difficult personal times or asked for

their input into an important decision. These interactions were building confidence and commitment.

At an organisational level, you have annual Staff Awards where individuals are nominated by their peers and there is a link to the values (although some were vague about this link). The awards appear to be a broader celebration of success across the whole of North Star as well as placing a spotlight on high-performing individuals and teams.

This is also reflected in your IIP survey with 87% of your people agreeing with the statement "I am consistently recognised when I exceed expectations".

You also used financial rewards that were also seen as recognition that the work that your people did was valued. For example, you provide staff with two cost of living rises in addition to an annual pay rise.

Your people also referred to non-financial rewards such as the Christmas party and hampers being sent to all staff during the coronavirus pandemic. Managers also used gestures of appreciation/small gifts to demonstrate their appreciation of their team.

Continuous Improvement

Your survey results for this Indicator have seen a steady improvement over a six-year period. In 2017 your score for this indicator was 5.7, in 2022 this had improved to 6.0 and in this last survey, and has continued to improve to 6.1.

You also provided evidence that the actions associated with this Indicator have an impact on your business metrics and highlighted a key area of the reduction in rent arrears over the previous three years. This has reduced from £128K in 2017 to £110K in YE 2023. This has had a positive consequential impact on rental income growth.

STRUCTURING WORK

	STRONGLY AGREE	AGREE	SOMEWHAT AGREE	NEITHER AGREE OR DISAGREE	SOMEWHAT DISAGREE	DISAGREE	STRONGLY DISAGREE
Indicator Average	59.8%	29.6%	9.0%	1.4%	0.3%	0.0%	0.0%
My work is interesting	57.6%	32.6%	9.8%	0.0%	0.0%	0.0%	0.0%
I am able to develop the skills I need to progress	58.7%	26.1%	13.0%	1.1%	1.1%	0.0%	0.0%
I have the right level of responsibility to do my job effectively	53.3%	35.9%	8.7%	2.2%	0.0%	0.0%	0.0%
My role enables me to work well with others	69.6%	23.9%	4.3%	2.2%	0.0%	0.0%	0.0%

“Rather than jump straight in to replace the role we see it as an opportunity to reflect and work out what the best option is going forward”

The IIP score for this Indicator was 6.5 which was 0.6 above the IIP average benchmark and above the sector benchmark by the same margin.

The assessment was left with the impression that there was a fluidity and dynamism to role design and team structures. In designing roles you considered the needs of the organisation (which themselves are often shaped by external factors) and of individuals.

There were several examples of teams changing roles and modifying structures in response to a vacancy arising within that team. One person summarises this, “Rather than jump straight in to replace the role we see it as an opportunity to reflect and work out what the best option is going forward”. In line with the organisational culture, this reflection was undertaken collectively with the views of individuals considered and encouraged.

This approach to role design included senior roles within the organisation.

This may be part of the explanation as to why 100% of those responding in the survey agreed with the statement “My work is interesting”.

Your people also talked about how the Leading and Growing 2026 strategy day also involved reviewing and designing roles that would meet future needs. This led, for example, to identify the need for a role that focused on data and more broadly for the IT function to consider the broader spectrum of digital engagement and data management.

Elsewhere in this report, we talked about the feedback from your people around autonomy. This evidence would suggest that policies and procedures have been designed not to restrict autonomy or slow decision-making down. There was

evidence of you reviewing and modifying your policies and practices, most obviously during and after the coronavirus pandemic.

Over 97% of your people agreed with the statement “I have the right level of responsibility to do my job effectively”. There were no disagreements with the statement, with only 2.2% neither agreeing nor disagreeing.

A good example of an effective policy that both involves people but does not slow down decision-making, is the Open Space approach to developing your Learning and Growing strategy. Everyone had the opportunity to put forward ideas and suggestions but there was also a review and evaluation process to ensure that you were able to identify actions that were going to have the biggest impact, were aligned with your vision and mission, and could be resourced effectively. This was not an onerous long-winded process and delivered your strategy on time and with the engagement of your people already secured.

This Indicator also looks at how roles and practices support collaborative working. We have already discussed in Indicator 3, how collaboration and involvement in decision making is at the core of your culture. We see this in your organisational planning process and in the establishment of key project groups that have representation from across the organisation. These include the sustainability group Time for Action and a specific group to manage the implementation of a new housing management system, HMS Endeavour.

There is also evidence of informal networks being established that also facilitated collaboration and relationship building across teams. Your people commented that this has probably grown since the pandemic - one person commented “The WhatsApp group started during Covid, but its still there. It’s a mixture of work and personal stuff. It’s just another way to connect people”.

Collaboration was also a strong scoring area within the IIP survey. There was 97% of your people agreed with the statement “My role enables me to work well with others”. There were no disagreements but 2.2% of people neither agreed nor disagreed with that statement.

There were also external networks, such as the National Housing Federation, that extended the reach of collaboration within North Star.

Continuous Improvement

This has been a strong area for you since you began using the IIP survey in 2017. At that point, your score for this Indicator was 6.0 but this has continually increased to 6.5, which was the score for 2022 and 2023.

You believe that building both autonomy and collaboration has had a positive impact on your people's wellness and we can see improving sickness levels, relevant to the national average over a 3-year period since 2021.

Improving

BUILDING CAPABILITY

	STRONGLY AGREE	AGREE	SOMEWHAT AGREE	NEITHER AGREE OR DISAGREE	SOMEWHAT DISAGREE	DISAGREE	STRONGLY DISAGREE
Indicator Average	54.3%	32.6%	8.9%	3.3%	0.4%	0.2%	0.2%
I make use of my organisation's learning and development opportunities	54.3%	30.4%	9.8%	4.3%	0.0%	1.1%	0.0%
I have opportunities to learn at work	58.7%	28.3%	12.0%	1.1%	0.0%	0.0%	0.0%
I know how my organisation invests in learning and development	62.0%	29.3%	6.5%	1.1%	0.0%	0.0%	1.1%
My manager thinks it is important that I develop my skills	57.6%	29.3%	7.6%	5.4%	0.0%	0.0%	0.0%
People are selected for roles based on their skills and abilities	39.1%	45.7%	8.7%	4.3%	2.2%	0.0%	0.0%

"We don't want to spoon-feed people opportunities - fundamentally it's your development and we want to empower people to take ownership"

You also scored an exceptionally high score for this Indicator with 6.4, which is 0.8 above the IIP average.

In order to build organisational capabilities, then there is a need to understand the capabilities you have already and the potential for people to develop new ones. Consequently, within the Standard, the initial Theme is understanding people's potential.

You've designed your continuous conversations to help explore potential amongst your people on an ongoing basis. These discussions are frequent and are often supplemented by informal discussions with line managers.

Leaders also described how the focus on internal recruitment has helped to discover skills and talents that were previously unknown. This has led to a plan to capture the full capabilities of staff to aid development and succession planning. You also developed learning and development opportunities in your 'North Stars' document, which lists a wide range of development opportunities such as apprenticeships, and secondments as well as more conventional training

opportunities.

The focus of the continuous conversation process was to empower and involve people in identifying and managing their own development. One manager said, "We don't want to spoon-feed people opportunities - fundamentally it's your development and we want to empower people to take ownership".

This did not mean managers took a passive role in developing their people but rather used coaching techniques to facilitate their discussions about short and long-term development opportunities.

There was strong positive feedback from your people regarding development. They mentioned not only skills but also how they had grown in confidence. One person who commented about how they had lacked confidence said, "They saw something in me that I didn't see myself" and described how they had "grown as a person". Over 98% of your people agreed with the statement in the IIP survey that "I have opportunities to learn at work".

There was a process that ensured that development needs identified in continuous conversations were aligned with the business objectives but Prince from your leaders would suggest that on the whole, these were aligned. One of your leaders stated, "People are completely engaged in what we want to do and what we need, and in some ways it's not surprising that this helps shape their discussions together with the coaching techniques of their manager to help identify meaningful and realistic development actions".

Development opportunities were identified by individuals but also by the organisation itself. These were fed through into continuous conversations but also shaped some organisational development such as staff development sessions, neurodiversity training, and well-being programs.

There were many examples of people who had developed beyond their own expectations of who had changed careers whilst at North Star. Development associated with this included professional qualifications up to degree level. People described also how they learned from their manager and team meetings. This led one person to say "We are learning all the time".

You also looked beyond the organisation to the wider community to assess the development needs of your tenants. This led to, for example, the HENNE program that equipped tenants with digital skills.

Another innovative approach to development with the creation of Board Apprenticeships that look to identify and develop new board members that would prove the diversity of Housing Associations boards, with all the benefits that this brings.

New staff commented favourably on the recruitment process and described a positive induction and initial training. They also believe that they had sufficient early-stage feedback to help reassure and build confidence. New staff were also appointed mentors (a trained mentor) to support them through the early stages of their employment.

You also provided evidence that you were evaluating your investment people development. Your processes included initial feedback and a three-month impact measurement. You also refer to other metrics such as staff engagement and survey

feedback, that enabled you to assess the impact of key development strategies. In Indicator 6 we highlighted how new roles were evaluated in terms of role design and team structure and this approach is also helpful in terms of resource planning. This was also a feature of your Learning and Growing 2026 strategy, where you looked at future resource requirements and how these we met. There was also a succession plan and structure that was based at a senior level. Managers had a responsibility to manage succession within their team and described regular reviews but considered current and future capability needs. You described how you were developing skills for the future; highlighting data, welfare rights, and sustainability skills that reflected the changing needs of social housing in the future.

Continuous Improvement

A review of your previous 6 IIP surveys shows you have improved in this Indicator over that period. You have improved from 6.0 in 2017 to 6.3 in 2020 and now 6.4. You have also shown other metrics that demonstrated an increasing investment in developing staff - both overall and expressed per head. From £717 per head in 2021 to £1110 in 2023.

DELIVERING CONTINUOUS IMPROVEMENT

	STRONGLY AGREE	AGREE	SOMEWHAT AGREE	NEITHER AGREE OR DISAGREE	SOMEWHAT DISAGREE	DISAGREE	STRONGLY DISAGREE
Indicator Average	52.2%	38.6%	6.3%	3.0%	0.0%	0.0%	0.0%
I look for improvement ideas from my colleagues	51.1%	40.2%	6.5%	2.2%	0.0%	0.0%	0.0%
I am encouraged to improve the way I do things	56.5%	37.0%	3.3%	3.3%	0.0%	0.0%	0.0%
I am responsible for improving the way we do things	47.8%	39.1%	8.7%	4.3%	0.0%	0.0%	0.0%
I am trusted to try new approaches in the way I work	53.3%	38.0%	6.5%	2.2%	0.0%	0.0%	0.0%

“We are looking to drive curiosity throughout the business.”

Your score for this Indicator was 6.4. It was notable that none of those completing the survey disagreed with any of the statements relevant to Indicator 8 within the survey.

During some of the meetings with your leaders, we talked about how continuous improvement required an organisation to be sufficiently confident to question and challenge its own practices. Even those that they were very proud of. Consequently, continuous improvement can (and perhaps should be) uncomfortable.

The assessment found clear evidence that you had explored ways of doing things better, across all areas. One person said, “We have an inquisitive mind”.

We see this approach in your evaluation of people development. Your people completed feedback forms on how they viewed the development activities for your valuation and beyond this. You considered the impact of development activities at a three-month stage and you also invited “critical friends” in your review processes. During the meetings, managers were able to point to data that also form part of the evaluation and could lead to further improvements. For example, when discussing the training but focused on disability awareness, you were able to point to the increase in disability representation within the business as part of the evidence that would suggest the development activity was successful.

There was a particular strength in how you sought inspiration and ideas from outside of the organisation. You are linking with external universities to look at sponsorship opportunities that will bring expertise and more diverse thinking into North Star. You had visited other organisations, including Amazon and Microsoft to learn about new approaches and trends in digital and data (including Artificial Intelligence).

On the digital side, you are also working with an external provider to explore innovative practices (including using a robot) to support communities.

Your HR team had also held reciprocal visits with another IIP Platinum organisation which is a completely different market sector.

One manager stirred "We embrace ideas from wherever they come - they can literally come from anywhere."

Within the survey over 97% of your people agreed with the statement "I look for improvement ideas from my colleagues"

This is also seen in the engagement of all of your staff in ideas and innovation.

people described how they had put forward improvement ideas through a Team's messaging group. Others described how team and directorate meetings were also forums to express and discuss new ideas and approaches.

There were many people who described how they had put forward ideas and suggestions - from a charity football event to introducing sensors that detect dampness and mold within tenant properties.

There was reference from some that indicated that this was part of your organisational culture. One manager stated, "We are looking to drive curiosity throughout the business." This was also reflected in the IIP survey where we see over 97% of people agreed with the statement "I'm trusted to try new approaches in the way I work".

You also demonstrated that ideas led to improvements. See this in your IIP survey results for the previous seven years and also the success of individual initiatives for example improvements in diversity and inclusion metrics and improvements in tenant and other stakeholder satisfaction.

During the assessment, the assessor was also able to observe an HMS Endeavour project meeting that created opportunities for cross-team contribution to this important project.

Continuous Improvement

In 2017, your score for this Indicator was 5.9. You have improved year on year since that date, with the score in 2022 being 6.3 and in this current survey 6.4.

You were also able to show continuous improvement in the impact on the business of the areas covered in this Indicator. This included continuous improvement in tenancy turnover rates and increased diversity in the workforce.

CREATING SUSTAINABLE SUCCESS

	STRONGLY AGREE	AGREE	SOMEWHAT AGREE	NEITHER AGREE OR DISAGREE	SOMEWHAT DISAGREE	DISAGREE	STRONGLY DISAGREE
Indicator Average	74.7%	22.0%	3.0%	0.3%	0.0%	0.0%	0.0%
My organisation has a plan for the future	78.3%	21.7%	0.0%	0.0%	0.0%	0.0%	0.0%
My organisation is a great place to work	72.8%	26.1%	1.1%	0.0%	0.0%	0.0%	0.0%
My organisation embraces change	69.6%	23.9%	6.5%	0.0%	0.0%	0.0%	0.0%
My organisation has a positive impact on society	78.3%	16.3%	4.3%	1.1%	0.0%	0.0%	0.0%

“Even on the most challenging days I still leave work happy that I've made a difference”

This was your highest-scoring survey Indicator, with a score of 6.7. This was 0.9 above the IIP average and there were no disagreements in any of the statements included in this Indicator.

Sustainable organisations don't just consider the here and now, they also look to the future.

The assessment looked at how North Star considered the future in the development of its plans and practices. In addition to taking a long-term perspective of planning (i.e. up to 2026), there was an abundance of evidence that showed that the leaders within the organisation were considering the longer term. Senior managers, for example, talked about changing demographics, legislation, and social trends. You were exploring the impact of technical areas such as data management and artificial intelligence, on areas of delivery.

There was evidence of you designing roles and capabilities to meet future changes. This included development in digital technology and welfare rights, to accommodate emerging trends.

The Standard also looks for sustainable organisations to create a great working environment. Both the interviews and your survey results - where 100% of your people responded in the survey that they agreed with the statement “My organisation is a great place to work”.

This sentiment was reflected in the meetings held with our people. Comments like “It's the best place I've worked” were common. An important part of this was people feeling the work they did was doing good - “Even on the most challenging days I still leave work happy that I've made a difference”.

The Standard refers to sustainable organisations being resilient. This is achieved by

being responsive to change and for high-performing organisations, actually embracing change.

Over the years that you have been working with Investors in People, the housing sector has been subject to a huge variety of changes. From rent caps and austerity to the tragedies of Grenfell and Awaab Ishak. So, perhaps, more than any other sector there is a need to respond to change actively.

The assessment looked at how you had managed change and there were some strong features of your approach. You instinctively bring people together to work on change projects - whether this is HMS Endeavour or the Leading and Growing 2026 strategy. You also place an emphasis on engaging staff in change and not just communicating it to them - evidenced in a number of your groups that have a remit for change (such as the Inclusion Group).

The assessment also found that change projects had clear leadership who had the ambition and drive to implement change effectively. Leaders develop trust by communicating openly and honestly which helps change to be implemented effectively. You showed in areas such as technology, financial, and operational delivery, you had implemented changes to put you ahead of the market. This was part of your reputation within the social housing sector.

Your survey results show that 100% of your people agreed with the statement "My organisation embraces change".

A good example of how you had effectively and sensitively introduced change was the approach taken to increase diversity at the board level. Working with some of your peer organisations, you develop a programme of Board apprenticeships that encourage those from underrepresented groups to take up positions in social housing boards.

This approach is also an example of how you reach out to stakeholders within your community to help shape your future direction. There were many examples of this connection with your community. These included:

- Tenant consultation on Learning and Growing 2026
 - Supporting your Charity of the Year - Young Minds
 - Your digital team is involved in the Good Things Foundation and running drop-in sessions for tenants.
 - Supporting homeless clients to achieve an iTech qualification in wellbeing
- Additionally, you are able to measure your impact on the communities you serve, through your social value measurements.

Continuous Improvement

Considering your survey results over the previous seven years, your survey scores have improved from 6.4 to 6.7. The remainder of this very high score for the previous three years, which suggests this is an embedded feature of North Star.

You are also able to show improving business metrics, through your measurement of

social value and year-on-year improvements over the previous three years.

Your teams and how they compare

One of the most significant improvements that has been observed in your survey data, has been a greater degree of consistency between your groups and their survey scores.

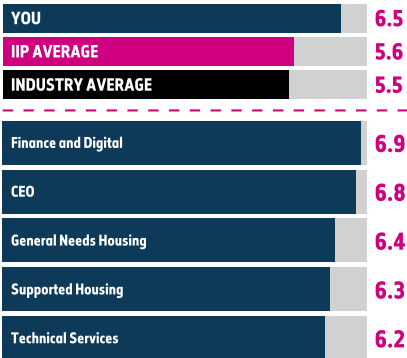
In previous assessments, for example, there has been a team that has been consistently and significantly lower than the other groups. This is not the case in this current survey.

Technical Services are the lowest scoring group in most of the Indicators but in all but one they score above 6.0 - which in any organisation is a very strong score.

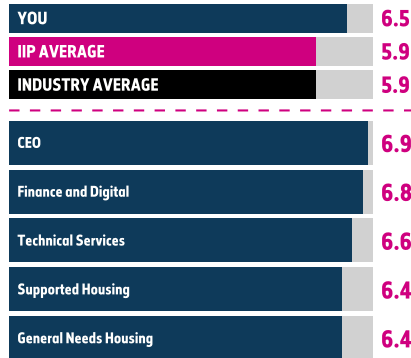
Finance and Digital have gone from one of the lower-scoring teams in previous surveys to one of the highest-scoring teams.

In every single Indicator, all of your teams are above the IIP average by a considerable margin.

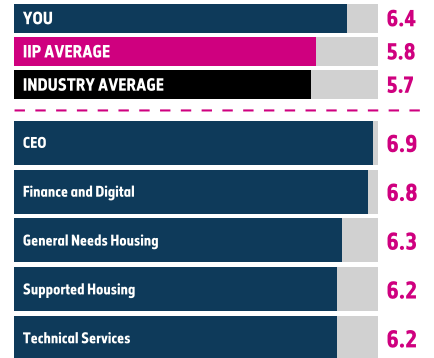
LEADING AND INSPIRING PEOPLE



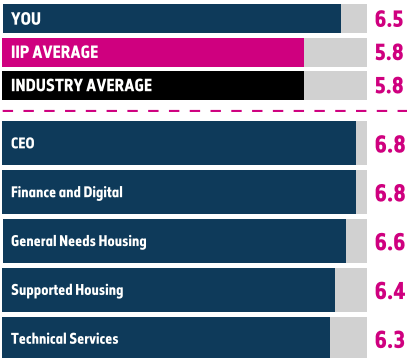
LIVING THE ORGANISATION'S VALUES AND BEHAVIOURS



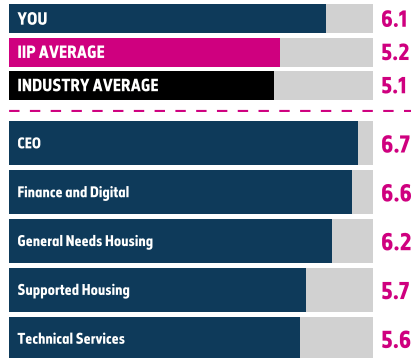
EMPOWERING AND INVOLVING PEOPLE



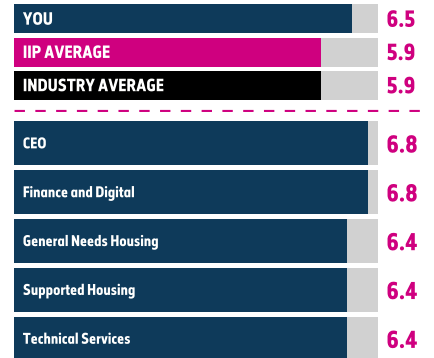
MANAGING PERFORMANCE



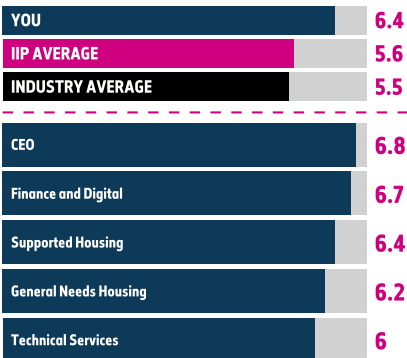
RECOGNISING AND REWARDING HIGH PERFORMANCE



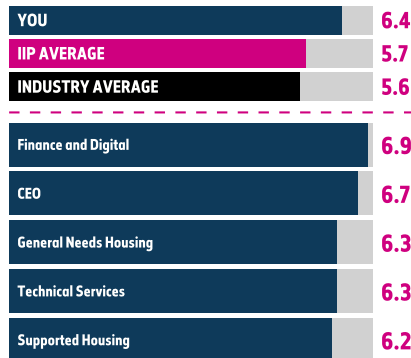
STRUCTURING WORK



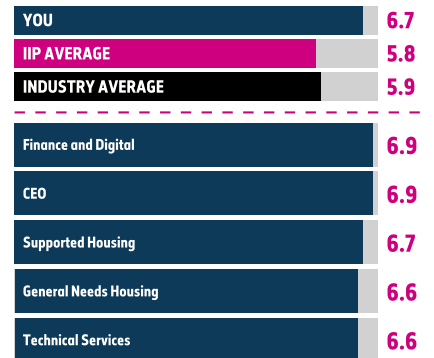
BUILDING CAPABILITY



DELIVERING CONTINUOUS IMPROVEMENT



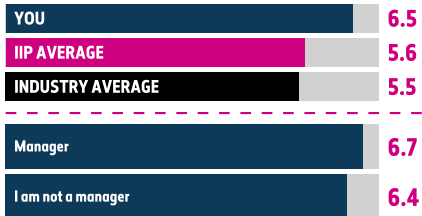
CREATING SUSTAINABLE SUCCESS



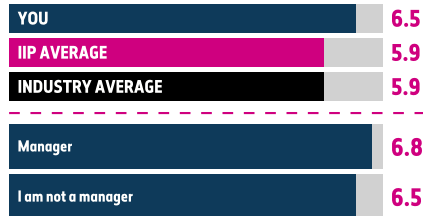
Your demographics

Managerial Level

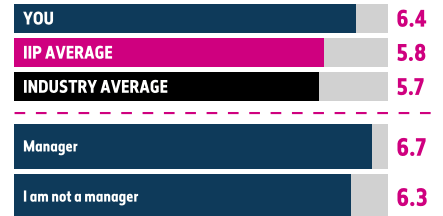
LEADING AND INSPIRING PEOPLE



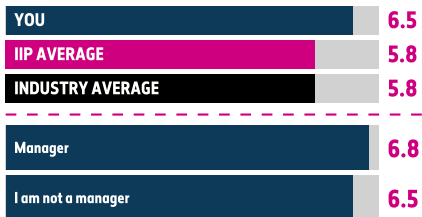
LIVING THE ORGANISATION'S VALUES AND BEHAVIOURS



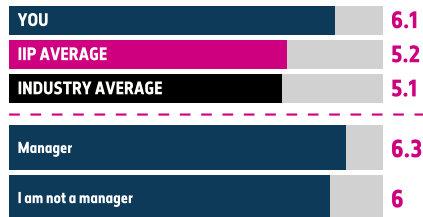
EMPOWERING AND INVOLVING PEOPLE



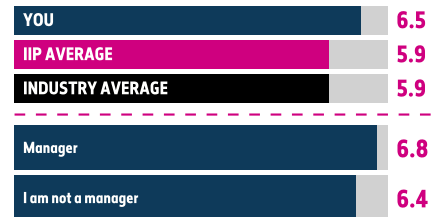
MANAGING PERFORMANCE



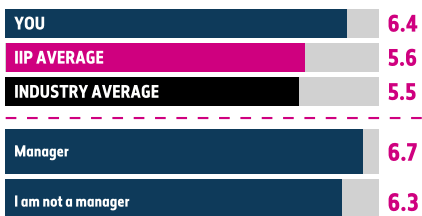
RECOGNISING AND REWARDING HIGH PERFORMANCE



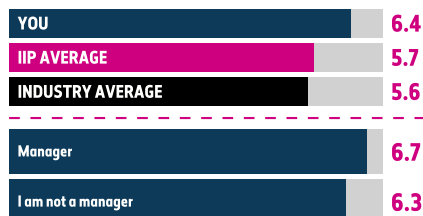
STRUCTURING WORK



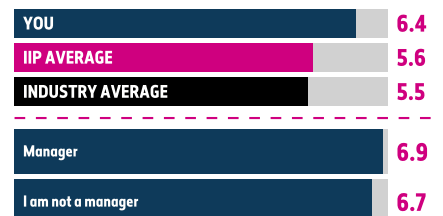
BUILDING CAPABILITY



DELIVERING CONTINUOUS IMPROVEMENT



CREATING SUSTAINABLE SUCCESS



Who took the survey?

How many people took part?

SAMPLE **TOTAL**

97 **92/ 97**

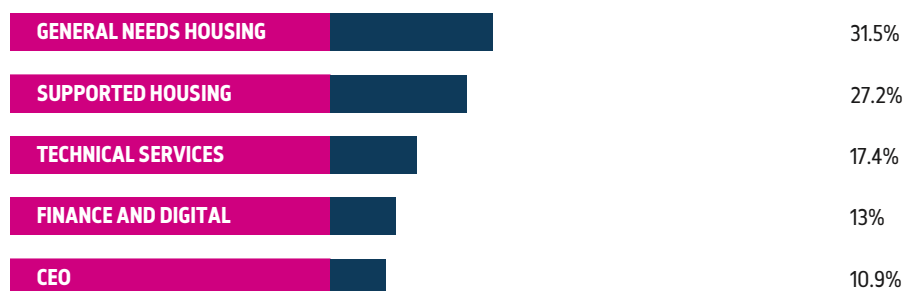
Minimum number of responses is 49

OVERALL RESPONSE RATE

95%



BY TEAM





Get in touch?

support@investorsinpeople.com