

INVESTORS IN PEOPLE®

We invest in people



12 months on...

North Star Housing Group

Project number: NOR-23-01217

Practitioner: Graeme Mills

Date: 20/12/2024



Investors in People

167-169 Great Portland Street, 5th Floor, London, W1W 5PF

+44 (0) 300 303 3033

The Investors in People brand, trademarks, methodology, products and logo are owned by Investors in People and are protected by copyright and trademark law.

The Investors in People identity is strong, simple, powerful and instantly recognisable. It is therefore important that only organisations that are accredited as Investors in People can use our mark.

©2023 The contents of this document should be considered commercial in confidence.

It's been a while!

It's been a year since we finished our assessment and awarded you the Platinum Award.

We checked in with you recently to see how you've got on in the last 12 months and find out what you're planning for the year ahead.

The review consisted of several interventions:

- A stand alone survey (see Annex1) which ran from 01/10/24 to 21/10/2024
- A session with James Walder (CX), Carol Richardson (Executive Director of Customers) and Katherine McGough (Director of People) on 24/10/2024
- A 'mop up' session with Katherine on 20/12/2024

Last year, we found out...

- **You had inspiring leaders who have high levels of trust in staff and from them.**
Leadership was strong and based on mutual trust throughout the management structure. Role modelling behaviours was an important element of this.
- **Your values that shape decision-making and behaviours which have helped build strong relationships with North Star, your tenants, and the wider community.**
The values were at the centre of what you did and this was reflected in both the survey and interviews with staff. They were shaping behaviours and actions at every level.
- **There was effective investment in people development and a strong focus on leadership and management development**
Your development of people was aligned to your strategic and cultural ambitions.
- **Your continuous conversations are delivering effective coaching and building confidence in your people**
There was a strong coaching focus which was motivating people and providing focus of their development. There were some examples where the focus on objectives could have been improved.
- **Collaboration and empowerment were key features of the culture and included all your people involved in strategy development**
Collaboration was evident within and across teams.
- **North Star actively seeks continuous improvement - challenging itself and learning from feedback**
This requires confidence to openly challenge yourself and is also a product of effective leadership.

And we suggested some things to work on...

- **Continuous conversations**

Objective setting and review was included in the Continuous Conversations but for a small number they either couldn't recall objectives or believed they had not been set. . 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.

- **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.

- **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).

What's changed since then?

Your commitment to continuous improvement ensures that change remains an ongoing process. However, it is equally true that the external environment is constantly evolving. The housing market, in particular, has been notably dynamic, influenced by economic, social, and political forces requiring prompt responses. Some of the changes we discussed include:

- **The appointment of a new Chief Executive**

Angela has now retired, and James has been appointed as Chief Executive. Angela played a pivotal role in building North Star as a thriving business with an exceptional workforce culture. James, a key member of the previous leadership team, brings fresh ideas and approaches aimed at further developing North Star while remaining aligned with the cultural values that have served the organisation so well.

- **Platinum employer of the year for second time**

You were once again recognised at the Investors in People Awards, achieving Platinum Employer of the Year. This rare (or possibly unique) recognition highlights the strength and impact of your people strategies.

- **Investment in technology**

North Star continues to prioritise technological advancement, earning accolades for your innovative development and application of technology. This includes the successful implementation of a new housing management system.

- **Four Pillars defined**

In order to strengthen the organisational culture further, the Board and Executive identified four key pillars to sustain North Star's culture and guide decision making. The four pillars are:

- Trust
- Relationship
- Collaboration
- Influence & Inclusion (leadership)

- **Tenant engagement**

You have continued to develop your approach to tenant engagement and have made some important changes to tenant voice panel. For example, tenant members now receive a payment and play an important role in staff recruitment.

What've you achieved so far?

- **Continuous conversations**

Your management development programmes emphasises objective setting and values. Your latest survey shows an improvement in this area, which suggests progress has been made.

- **Staff Awards and Values**

You have also reinforced the link between the staff awards and values and it will be an area that the Stronger Together group will consider.

- **Continue to share your IIP practice**

There have been examples where this has been done - not just sharing practice with existing IIP organisations but also those that are considering it such as Darlington Building Society.

- **Succession planning**

This has been a major focus not only for the CX position but also other leadership positions and the structure of the leadership team.

What's your focus for the next 12 months?

We discussed several areas of focus for the next 12 months, which included:

- **Leadership**

New leadership and leadership culture will feel different and bring some changes. You will continue to act and communicate change in the context of your values and the four pillars. Change can be difficult for some people and may lead to a slight dip in engagement as people process change - this is common and some see it as necessary in the change process.

- **Four pillars**

Having defined these pillars you will seek to embed them by communication and integration in appropriate processes.

- **HR Database**

You have selected an appropriate system and implementing the database will be a major are of work over the next 12 months.

- **Professionalisation Agenda for Social Housing**

The (previous) government's professionalisation review may set new requirements which you will need to respond to. But this is unclear at the moment, so you are adopting a 'watching brief'. Given your focus on people development, you are confident of your ability to meet any requirements.

- **Introduction to T Manners and Sons**

We discussed Graeme, introducing Kath to T Manners who are an IIP business that is looking to develop a coaching approach to their performance management.

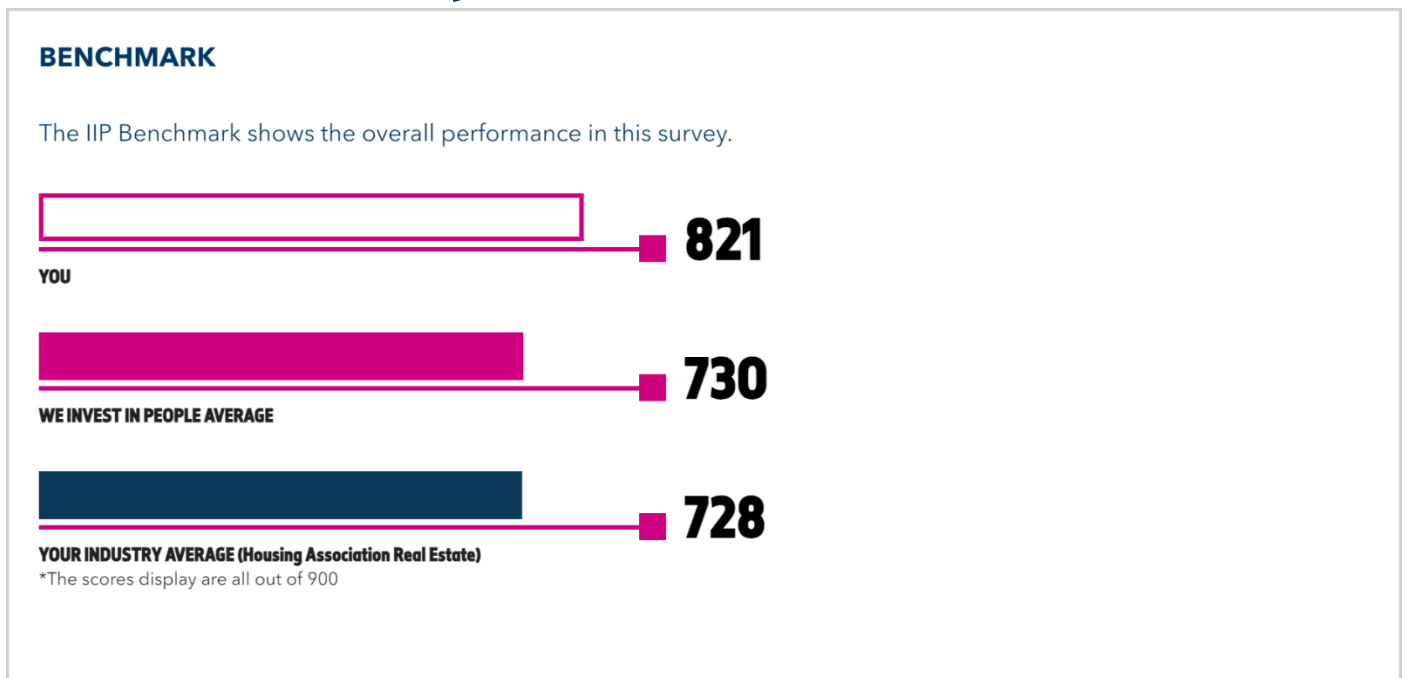
There's almost two years left of your accreditation, and development in the areas above will help towards your next We invest in people assessment on 03/05/2026.

Annex 1 Online Survey Results

Survey highlights

Your overall survey score was 821 out of a maximum of 900. This is considerably above both the IIP average and that for your sector (Housing associations and real estate). Platinum organisations are expected to achieve a score of 800.

Your overall survey score



Who took the survey?

There was a response rate of 95% which is exceptionally high. All of the groups you selected achieved the minimum requirement in order for them to be included in the analysis.

SAMPLE & RESPONSE RATE

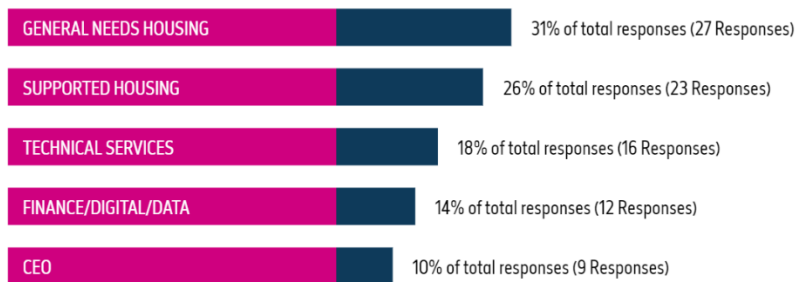
Sample	Minimum Number of Responses	Total Responses	Response Rate
92	46	87/92	95%

OVERALL RESPONSE RATE

95%



BY TEAM



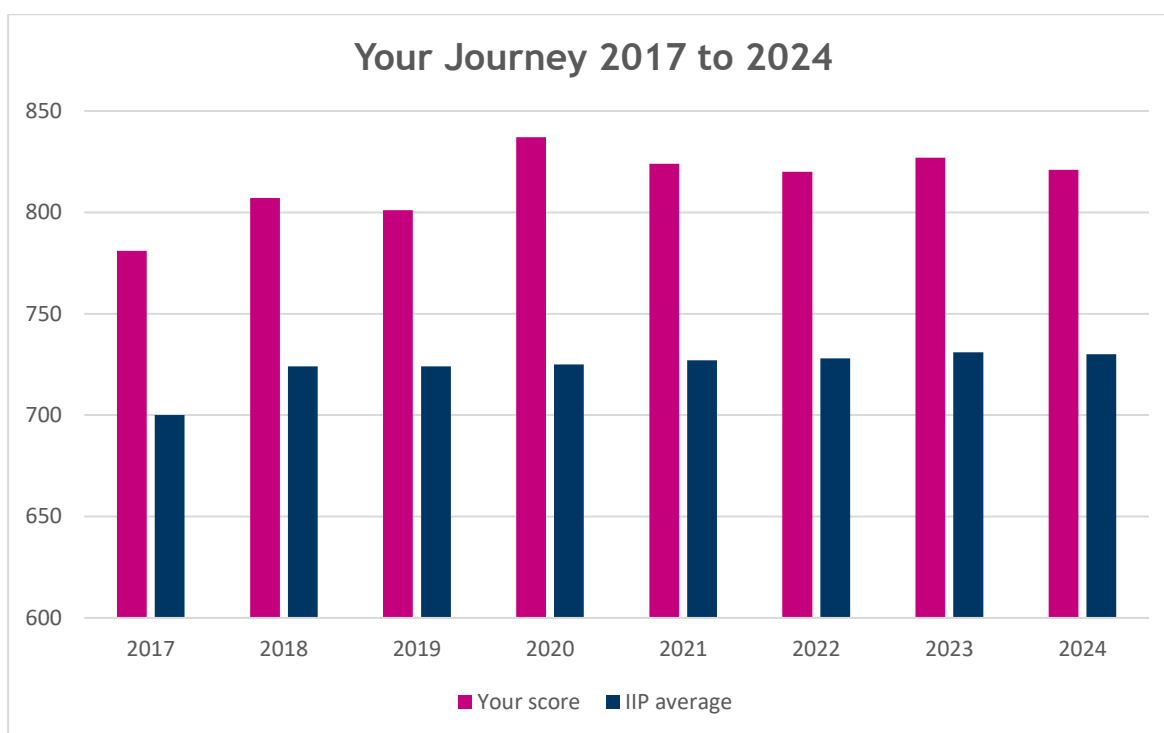
Your Journey

Seven-year trend

You have undertaken the IIP survey for the previous seven years, allowing us to plot your overall scores during this period. You have exceeded the IIP average every year by a considerable margin. Since 2018, your survey results have been 800 (out of 900) or above.

Your highest-ever survey score was in 2020, which was during the coronavirus pandemic. This was also a full IIP assessment year, during which results tend to be slightly higher than in intervening years.

This year's survey is slightly below the 2023 results, although that year was also an IIP assessment year.



Achieving these results over an extended period, during which there have been considerable challenges in the sector, as well as a global pandemic and economic difficulties, suggests that your approach to people leadership, management, and development is robust and culturally embedded.

Your survey results by indicator

Results v IIP Benchmark

The table below shows your average score and compares this to the average for IIP organisations. For example, **+0.8** means you are not 0.8 above the IIP average.

The table below shows that you are considerably above the IIP average for all of the nine Indicators.

Indicator summary

	STRONGLY AGREE	AGREE	SOMEWHAT AGREE	NEITHER AGREE NOR DISAGREE	SOMEWHAT DISAGREE	DISAGREE	STRONGLY DISAGREE	AVERAGE SCORE	DIFFERENCE FROM IIP AVERAGE
Indicator 1 Leading and inspiring people	58.9%	27.3%	7.8%	5.7%	0.3%	0%	0%	6.4	+0.8
Indicator 2 Living the organisation's values and behaviours	62.5%	27.1%	7.4%	2.5%	0.2%	0.2%	0%	6.5	+0.6
Indicator 3 Empowering and involving people	54.9%	35.1%	4.6%	3.4%	1.7%	0%	0.3%	6.4	+0.6
Indicator 4 Managing performance	67%	26.4%	1.7%	4%	0.6%	0.3%	0%	6.5	+0.8
Indicator 5 Recognising and rewarding high performance	39.4%	35.6%	12.9%	9.5%	1.7%	0.6%	0.3%	6	+0.8
Indicator 6 Structuring work	60.3%	33%	4%	2%	0.6%	0%	0%	6.5	+0.6
Indicator 7 Building capability	56.6%	27.8%	9.7%	4.8%	0.7%	0.5%	0%	6.3	+0.8
Indicator 8 Delivering continuous improvement	48.3%	39.4%	6.6%	5.5%	0.3%	0%	0%	6.3	+0.6
Indicator 9 Creating sustainable success	68.1%	23.9%	4.9%	2.9%	0.3%	0%	0%	6.6	+0.8

Results v Industry Benchmark

This table shows your score compared to the average for your sector (Housing associations and real estate). This shows that you are even further above this particular benchmark, with Indicators 1 and 5 being your strongest relative to the benchmark.

Indicator summary

	STRONGLY AGREE	AGREE	SOMEWHAT AGREE	NEITHER AGREE NOR DISAGREE	SOMEWHAT DISAGREE	DISAGREE	STRONGLY DISAGREE	AVERAGE SCORE	HOUSING ASSOCIATION REAL ESTATE
Indicator 1 Leading and inspiring people	58.9%	27.3%	7.8%	5.7%	0.3%	0%	0%	6.4	+0.9
Indicator 2 Living the organisation's values and behaviours	62.5%	27.1%	7.4%	2.5%	0.2%	0.2%	0%	6.5	+0.5
Indicator 3 Empowering and involving people	54.9%	35.1%	4.6%	3.4%	1.7%	0%	0.3%	6.4	+0.6
Indicator 4 Managing performance	67%	26.4%	1.7%	4%	0.6%	0.3%	0%	6.5	+0.7
Indicator 5 Recognising and rewarding high performance	39.4%	35.6%	12.9%	9.5%	1.7%	0.6%	0.3%	6	+0.9
Indicator 6 Structuring work	60.3%	33%	4%	2%	0.6%	0%	0%	6.5	+0.6
Indicator 7 Building capability	56.6%	27.8%	9.7%	4.8%	0.7%	0.5%	0%	6.3	+0.8
Indicator 8 Delivering continuous improvement	48.3%	39.4%	6.6%	5.5%	0.3%	0%	0%	6.3	+0.6
Indicator 9 Creating sustainable success	68.1%	23.9%	4.9%	2.9%	0.3%	0%	0%	6.6	+0.7

Results v Previous survey (2023)

This Indicator table compares your results to your previous survey in 2023. There has been a marginal decline in five of the Indicators with four Indicators remaining unchanged. As mentioned previously, your 2023 survey was connected with the overall assessment where scores tend to be higher for you.

Indicator summary

	STRONGLY AGREE	AGREE	SOMEWHAT AGREE	NEITHER AGREE NOR DISAGREE	SOMEWHAT DISAGREE	DISAGREE	STRONGLY DISAGREE	AVERAGE SCORE	NOR-23-00952 - 22/09/2023
Indicator 1 Leading and inspiring people	58.9%	27.3%	7.8%	5.7%	0.3%	0%	0%	6.4	-0.1
Indicator 2 Living the organisation's values and behaviours	62.5%	27.1%	7.4%	2.5%	0.2%	0.2%	0%	6.5	-0.1
Indicator 3 Empowering and involving people	54.9%	35.1%	4.6%	3.4%	1.7%	0%	0.3%	6.4	0.0
Indicator 4 Managing performance	67%	26.4%	1.7%	4%	0.6%	0.3%	0%	6.5	0.0
Indicator 5 Recognising and rewarding high performance	39.4%	35.6%	12.9%	9.5%	1.7%	0.6%	0.3%	6	-0.1
Indicator 6 Structuring work	60.3%	33%	4%	2%	0.6%	0%	0%	6.5	0.0
Indicator 7 Building capability	56.6%	27.8%	9.7%	4.8%	0.7%	0.5%	0%	6.3	0.0
Indicator 8 Delivering continuous improvement	48.3%	39.4%	6.6%	5.5%	0.3%	0%	0%	6.3	-0.1
Indicator 9 Creating sustainable success	68.1%	23.9%	4.9%	2.9%	0.3%	0%	0%	6.6	-0.1

Your survey results by theme

There are three themes that sit beneath each indicator; consequently, there are 27 themes within the standard. The table below shows your top five and lowest five themes in the survey.

Your highest-scoring themes include those relevant to management performance, understanding the organisation's social impact (external context), values, and collaborative working.

Your lowest-scoring themes are still high relative to the IIP average.

Themes (Highs and Lows)

	STRONGLY AGREE	AGREE	SOMEWHAT AGREE	NEITHER AGREE NOR DISAGREE	SOMEWHAT DISAGREE	DISAGREE	STRONGLY DISAGREE	AVERAGE SCORE ↓	DIFFERENCE FROM IIP AVERAGE
Your highest themes									
Understanding the external context INDICATOR 9: Creating sustainable success	77%	18.4%	2.3%	2.3%	0%	0%	0%	6.7	+0.8
Adopting the values INDICATOR 2: Living the organisation's values and behaviours	69.5%	23.6%	4.6%	2.3%	0%	0%	0%	6.6	+0.6
Measuring and assessing performance INDICATOR 4: Managing performance	70.1%	23%	3.4%	3.4%	0%	0%	0%	6.6	+0.9
Enabling collaborative working INDICATOR 6: Structuring work	66.7%	28.7%	2.3%	2.3%	0%	0%	0%	6.6	+0.6
Setting objectives INDICATOR 4: Managing performance	67.8%	26.4%	0%	4.6%	1.1%	0%	0%	6.6	+0.8
Your lowest themes									
Adopting a culture of recognition INDICATOR 5: Recognising and rewarding high performance	42.5%	39.1%	11.5%	4.6%	2.3%	0%	0%	6.1	+0.7
Participating and collaborating INDICATOR 3: Empowering and involving people	47.1%	31%	11.5%	8%	2.3%	0%	0%	6.1	+0.6
Recognising and rewarding people INDICATOR 5: Recognising and rewarding high performance	40.2%	34.5%	13.8%	9.2%	1.7%	0.6%	0%	6	+0.9
Deploying the right people at the right time INDICATOR 7: Building capability	39.1%	33.3%	13.8%	10.3%	3.4%	0%	0%	5.9	+0.6
Designing an approach to recognition and reward INDICATOR 5: Recognising and rewarding high performance	34.5%	34.5%	12.6%	14.9%	1.1%	1.1%	1.1%	5.8	+0.8

What your survey told us

Leading

LEADING AND INSPIRING PEOPLE

Indicator 1: Leading and inspiring people							
BASE QUESTIONS	STRONGLY AGREE	AGREE	SOMEWHAT AGREE	NEITHER AGREE NOR DISAGREE	SOMEWHAT DISAGREE	DISAGREE	STRONGLY DISAGREE
Indicator Average	58.9%	27.3%	7.8%	5.7%	0.3%	0%	0%
I trust the leaders of my organisation	55.2%	32.2%	6.9%	5.7%	0%	0%	0%
Management communicates the organisation's ambition	63.2%	26.4%	4.6%	5.7%	0%	0%	0%
My manager motivates me to achieve my best	65.5%	21.8%	9.2%	3.4%	0%	0%	0%
My organisation develops great leaders	51.7%	28.7%	10.3%	8%	1.1%	0%	0%

Compared to the IIP average, this indicator was one of the highest scoring. Indicators 1, 4, 5, 7, and 9 are all 0.8 above the IIP average.

It is marginally below the score for your previous year's survey (down 0.1), and over the years, responses have varied by this margin. Accounting for different perspectives, errors in completing the survey, and statistical rounding, this variation is not significant.

The two highest scoring statements were:

- Management communicates the organisations ambitions
- My manager motivates me to achieve my best

There was only one question where there was disagreement with the statement, which was: "My organisation develops great leaders." However, compared to the average response for this question, this was actually the highest scoring relative to the IIP average.

LIVING THE ORGANISATION'S VALUES AND BEHAVIOURS

Indicator 2: Living the organisation's values and behaviours							
BASE QUESTIONS	STRONGLY AGREE	AGREE	SOMEWHAT AGREE	NEITHER AGREE NOR DISAGREE	SOMEWHAT DISAGREE	DISAGREE	STRONGLY DISAGREE
Indicator Average	62.5%	27.1%	7.4%	2.5%	0.2%	0.2%	0%
The values at my organisation guide the way we work	57.5%	29.9%	10.3%	2.3%	0%	0%	0%
I share my organisation's values	71.3%	25.3%	2.3%	1.1%	0%	0%	0%
My organisation has clear values	67.8%	21.8%	6.9%	3.4%	0%	0%	0%
My behaviour reflects the organisation's values	78.2%	19.5%	1.1%	1.1%	0%	0%	0%
I challenge behaviours which don't match the organisation's values	37.9%	39.1%	16.1%	4.6%	1.1%	1.1%	0%

The above results indicate that your values are embedded and shared with your people, suggesting that they influence decision-making at every level.

Your results are 0.6 above the IIP average, with a marginal decline (0.1) since your survey in 2023.

Your highest scoring statements were:

- I share my organisation's values
- My behaviour reflects the organisation's values

Every statement was considerably higher than the IIP and industry average.

There were only two disagreements in the survey, both in response to the question, "I challenge behaviours that don't match the organisation's values." Your score was the same as your 2023 response to this statement, which sometimes reflects the view that people feel they don't need to challenge behaviours that don't align with the values because they have never encountered those circumstances.

EMPOWERING AND INVOLVING PEOPLE

Indicator 3: Empowering and involving people							
BASE QUESTIONS	STRONGLY AGREE	AGREE	SOMEWHAT AGREE	NEITHER AGREE NOR DISAGREE	SOMEWHAT DISAGREE	DISAGREE	STRONGLY DISAGREE
Indicator Average	54.9%	35.1%	4.6%	3.4%	1.7%	0%	0.3%
I am encouraged to use initiative in my role	71.3%	24.1%	1.1%	2.3%	1.1%	0%	0%
I have all the information I need to do my job well	41.4%	48.3%	4.6%	2.3%	2.3%	0%	1.1%
I have a say in decisions that affect my role	47.1%	31%	11.5%	8%	2.3%	0%	0%
I am trusted to make decisions in my role	59.8%	36.8%	1.1%	1.1%	1.1%	0%	0%

The results above show that at least 90% of people feel that they can participate and influence decision-making at an appropriate level.

Your score for this indicator has remained unchanged since your 2023 survey.

There are slightly higher numbers of disagreements with the statements, with either one or two people disagreeing with each statement.

The highest score is for the statement, “I am encouraged to use initiative in my role,” while your lowest score is for “I have a say in decisions that affect my role.” However, to put this in perspective, even for your lowest score, this equates to just 2 out of 95 responses disagreeing with the statement.

Supporting

MANAGING PERFORMANCE

Indicator 4: Managing performance							
BASE QUESTIONS	STRONGLY AGREE	AGREE	SOMEWHAT AGREE	NEITHER AGREE NOR DISAGREE	SOMEWHAT DISAGREE	DISAGREE	STRONGLY DISAGREE
Indicator Average	67%	26.4%	1.7%	4%	0.6%	0.3%	0%
I have agreed my objectives with my line manager within the last 12 months	67.8%	26.4%	0%	4.6%	1.1%	0%	0%
I feel encouraged to perform to the best of my abilities	66.7%	28.7%	1.1%	2.3%	1.1%	0%	0%
My manager helps me improve my performance	63.2%	27.6%	2.3%	5.7%	0%	1.1%	0%
I have discussed my performance with my manager in the last 6 months	70.1%	23%	3.4%	3.4%	0%	0%	0%

The high levels of “strongly agree” are distinctive in these results. When combined with the “agree” responses, over 90% of people either agree or strongly agree with each of the statements. There are low levels of disagreement or neutral responses (neither agree nor disagree).

The overall score for this indicator has remained the same as in the previous survey in 2023, but there has been a marginal improvement in responses to the statement, “I have agreed my objectives with my line manager within the last 12 months.”

This suggests that your performance conversations are being managed effectively.

RECOGNISING AND REWARDING HIGH PERFORMANCE

Indicator 5: Recognising and rewarding high performance							
BASE QUESTIONS	STRONGLY AGREE	AGREE	SOMEWHAT AGREE	NEITHER AGREE NOR DISAGREE	SOMEWHAT DISAGREE	DISAGREE	STRONGLY DISAGREE
Indicator Average	39.4%	35.6%	12.9%	9.5%	1.7%	0.6%	0.3%
I am rewarded in ways that match my motivations	34.5%	34.5%	12.6%	14.9%	1.1%	1.1%	1.1%
I feel appreciated for the work I do	42.5%	39.1%	11.5%	4.6%	2.3%	0%	0%
I am consistently recognised when I exceed expectations	37.9%	34.5%	14.9%	10.3%	2.3%	0%	0%
I get appropriate recognition for the work I do	42.5%	34.5%	12.6%	8%	1.1%	1.1%	0%

Indicator 5 has the lowest scoring benchmark in the survey, and for North Star, this is also your lowest scoring indicator. However, when compared to the IIP average, it is one of your highest scoring indicators.

This suggests that your recognition processes are working effectively and that managers are delivering them in a way that has a positive impact.

The statement with the most positive score is, “I get appropriate recognition for the work I do,” which is 0.1 above your 2023 survey.

The least positive score relates to the statement, “I am rewarded in ways that match my motivations,” which has also declined since the 2023 survey by 0.2. To put this in context, however, responses to this statement are still 0.8 above the IIP average.

STRUCTURING WORK

Indicator 6: Structuring work	BASE QUESTIONS	STRONGLY AGREE	AGREE	SOMEWHAT AGREE	NEITHER AGREE NOR DISAGREE	SOMEWHAT DISAGREE	DISAGREE	STRONGLY DISAGREE
Indicator Average		60.3%	33%	4%	2%	0.6%	0%	0%
	My work is interesting	58.6%	36.8%	2.3%	1.1%	1.1%	0%	0%
	I am able to develop the skills I need to progress	60.9%	28.7%	6.9%	2.3%	1.1%	0%	0%
	I have the right level of responsibility to do my job effectively	55.2%	37.9%	4.6%	2.3%	0%	0%	0%
	My role enables me to work well with others	66.7%	28.7%	2.3%	2.3%	0%	0%	0%

This indicator looks at how roles and organisational structures are designed to enable people to perform at their best by providing clarity and opportunities to collaborate.

There are low levels of disagreement for statements relevant to this indicator.

Compared to the IIP average, the most positive responses were to the statement, “I am able to develop the skills I need to progress,” but the statement that achieves the overall highest score is, “My role enables me to work well with others.”

There are no statements that have declined since your previous survey; however, there have been marginal improvements in two statements:

- I’m able to develop the skills I need to progress
- I have the right level of responsibility do my job effectively

At least 97% of responses agree with statements in this area of the survey.

Improving

BUILDING CAPABILITY

Indicator 7: Building capability							
BASE QUESTIONS	STRONGLY AGREE	AGREE	SOMEWHAT AGREE	NEITHER AGREE NOR DISAGREE	SOMEWHAT DISAGREE	DISAGREE	STRONGLY DISAGREE
Indicator Average	56.6%	27.8%	9.7%	4.8%	0.7%	0.5%	0%
I make use of my organisation’s learning and development opportunities	54%	27.6%	12.6%	4.6%	0%	1.1%	0%
I have opportunities to learn at work	64.4%	26.4%	8%	1.1%	0%	0%	0%
I know how my organisation invests in learning and development	67.8%	19.5%	9.2%	3.4%	0%	0%	0%
My manager thinks it is important that I develop my skills	57.5%	32.2%	4.6%	4.6%	0%	1.1%	0%
People are selected for roles based on their skills and abilities	39.1%	33.3%	13.8%	10.3%	3.4%	0%	0%

Your results demonstrate a strong belief that people development is at the heart of the organisation. For example, over 98% of people agree with the statement, “I have opportunities to learn at work,” and over 94% agree that “My manager thinks it is important that I develop my skills.”

Responses to the statement “People are selected for roles based on their skills and abilities” are lower by 0.2 compared to your 2023 survey. However, it remains considerably higher than the IIP average (0.6 above), with three people indicating that they “somewhat disagree” with that statement. Additionally, around 10% neither agree nor disagree—this can sometimes indicate responses from new staff.

Overall, responses to the statements relevant to Indicator 7 are some of your highest relative to the IIP average, with responses being 0.8 above that benchmark.

DELIVERING CONTINUOUS IMPROVEMENT

Indicator 8: Delivering continuous improvement							
BASE QUESTIONS	STRONGLY AGREE	AGREE	SOMEWHAT AGREE	NEITHER AGREE NOR DISAGREE	SOMEWHAT DISAGREE	DISAGREE	STRONGLY DISAGREE
Indicator Average	48.3%	39.4%	6.6%	5.5%	0.3%	0%	0%
I look for improvement ideas from my colleagues	48.3%	42.5%	3.4%	5.7%	0%	0%	0%
I am encouraged to improve the way I do things	51.7%	37.9%	4.6%	5.7%	0%	0%	0%
I am responsible for improving the way we do things	42.5%	37.9%	11.5%	6.9%	1.1%	0%	0%
I am trusted to try new approaches in the way I work	50.6%	39.1%	6.9%	3.4%	0%	0%	0%

Although there is only a single disagreement for the four statements in this part of the survey, your overall score, while exceptionally high compared to the IIP average, is one of your lowest at 6.3. The reason for this is not the disagreement with the statements, but rather that respondents are less emphatic in their agreements.

It is also the case that there has been a marginal decline for every statement in comparison to your 2023 survey. While this remains marginal, it might be something to monitor in future surveys.

Overall, your best scores for the statements:

- I am encouraged to improve the way I do things
- I am trusted to try new approaches in the way I work - this is also your highest score compared to the IIP average.

CREATING SUSTAINABLE SUCCESS

Indicator 9: Creating sustainable success							
BASE QUESTIONS	STRONGLY AGREE	AGREE	SOMEWHAT AGREE	NEITHER AGREE NOR DISAGREE	SOMEWHAT DISAGREE	DISAGREE	STRONGLY DISAGREE
Indicator Average	68.1%	23.9%	4.9%	2.9%	0.3%	0%	0%
My organisation has a plan for the future	71.3%	23%	2.3%	3.4%	0%	0%	0%
My organisation is a great place to work	62.1%	26.4%	6.9%	3.4%	1.1%	0%	0%
My organisation embraces change	62.1%	27.6%	8%	2.3%	0%	0%	0%
My organisation has a positive impact on society	77%	18.4%	2.3%	2.3%	0%	0%	0%

One of the key questions within the survey is, “My organisation is a great place to work,” and your survey shows that over 95% of respondents agreed with that statement. There is one disagreement and three neutral responses.

It is not your highest-scoring statement; that distinction goes to “My organisation has a positive impact on society,” which received no disagreements and over 97% of respondents agreeing with it to varying extents.

The survey also shows high scores for embracing change and confidence in North Star's future plans.

With an overall score of 6.6 (out of a maximum of 7.0), this indicator remains one of your strongest.

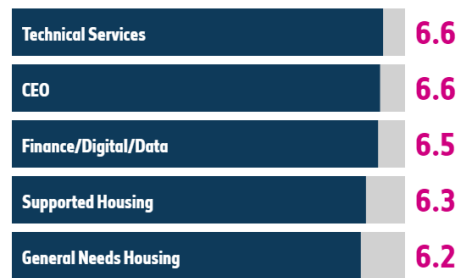
Your teams

How each team scored each indicator

LIVING THE ORGANISATION'S VALUES AND BEHAVIOURS



LEADING AND INSPIRING PEOPLE



EMPOWERING AND INVOLVING PEOPLE

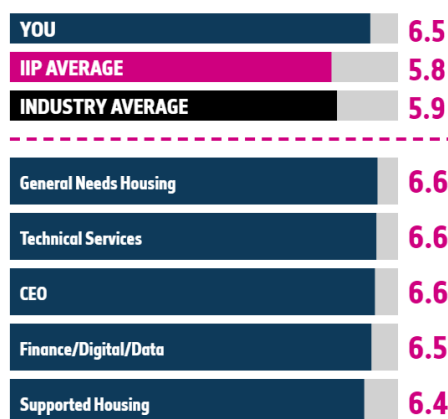


The above three indicators are concerned with leadership. The graphics show that you are considerably above both the IIP and industry averages for all three indicators. What is also distinctive is that there is not a significant differential (in relative terms) between the five groups.

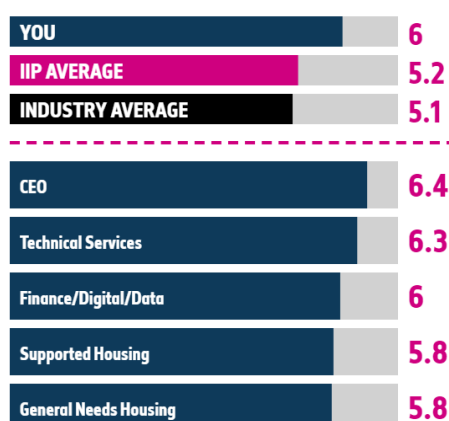
The most positive group, as we would probably expect, is the CEO group; however, the largest differential (for Indicator 2) is only 0.4. For most organisations, the differential is much more significant.

General Needs Housing is the lower scoring of the three indicators but is still considerably above the industry and IIP benchmarks. However, as indicated previously, the differential is relatively low. This is particularly the case for Indicator 3, Empowering and Involving People, where the difference between the highest and lowest score is only 0.2.

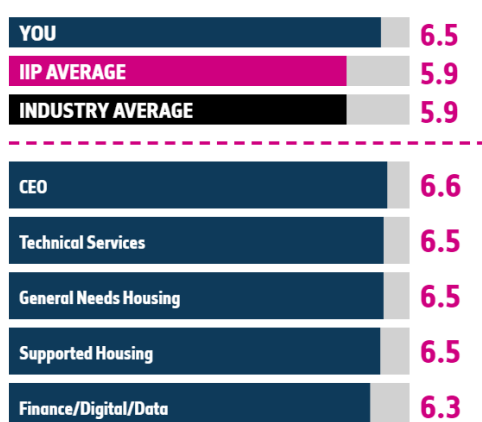
MANAGING PERFORMANCE



RECOGNISING AND REWARDING HIGH PERFORMANCE



STRUCTURING WORK



These indicators are concerned with supporting people to perform at their best.

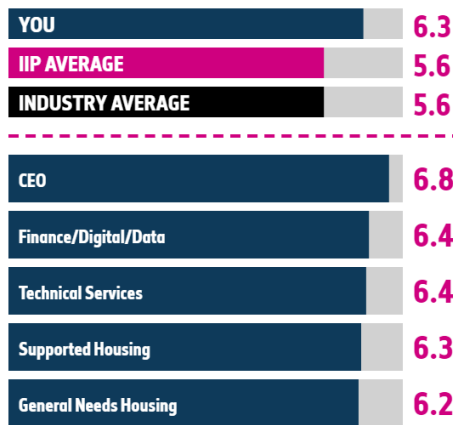
As with the previous indicators, all of the teams scored significantly higher than the IIP and industry average figures. For Managing Performance and Structuring Work, there are particularly low differentials between the highest and lowest scoring teams.

It is worth noting the progress made in the Finance/Digital/Data team, which was the lowest scoring team in all of the indicators in 2022. In 2022, Finance and ICT scored 5.24 for the indicator Recognising and Rewarding High Performance. In the latest survey, for the same indicator, the score was 6.0.

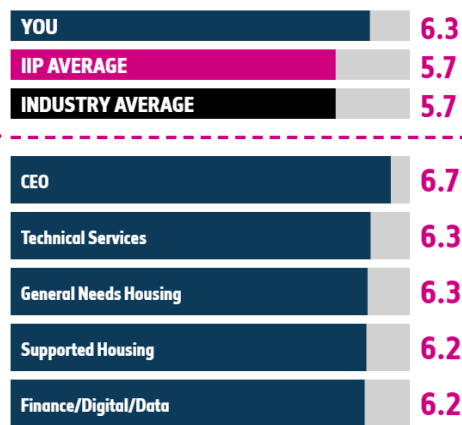
The largest differential between the teams is in Recognising and Rewarding High Performance, where the difference between the lowest and highest score is 0.6. However, to put this in context, in 2022 the differential was 1.4, and in 2023 the difference between the highest and lowest scores was 1.1.

This highlights an important feature of the survey: teams have a much more equitable outlook in response to the survey.

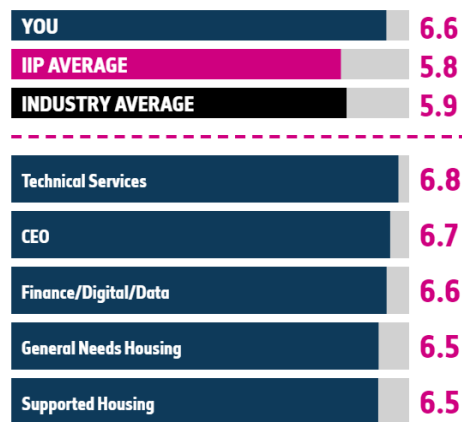
BUILDING CAPABILITY



DELIVERING CONTINUOUS IMPROVEMENT



CREATING SUSTAINABLE SUCCESS



The final three indicators are concerned with improving. Building Capability focuses on developing individuals, Continuous Improvement is about enhancing performance through innovation and ideas, and Sustainable Success centres on improvement driven by long-term ambitions and an understanding of the organisation's impact on communities.

The results are consistent with those of other teams, with all scores being considerably above the IIP and industry averages.

Although some teams are more frequently the lower scorers, there are no "outliers" that consistently score lower.

The area with the biggest differential between the highest and lowest scores is Building Capability, where the difference is 0.6. However, as we've seen elsewhere, this is still a lower differential than in previous surveys.

The indicator with the most consistent figures is Creating Sustainable Success, which is also one of your highest-scoring indicators relative to the IIP benchmark.

Your demographics

Our key insights

Your survey included a split of the data based on managerial level. The results are shown below. What is particularly distinctive about the results is that the highest scores do not always come from senior managers. In fact, those categorised as managers score the highest more frequently than senior managers.

The "Prefer not to answer" group provides an occasion when a split of the data falls below the IIP benchmark. However, there were only four individuals in this group, and the lower result is due to one individual "somewhat disagreeing" with one of the statements relevant to this indicator. With such low numbers, results are statistically difficult to validate and can be misleading.

COMPARING MANAGERIAL LEVEL

Managerial level ▼

		ORGANISATION AVERAGE	Senior manager (6)	Manager (16)	I am not a manager (66)	Prefer not to answer (4)
Indicator 1 Leading and inspiring people	▼	6.4	6.6	6.7	6.4	6
Indicator 2 Living the organisation's values and behaviours	▼	6.5	6.7	6.8	6.5	6.2
Indicator 3 Empowering and involving people	▼	6.4	6.8	6.7	6.3	5.3
Indicator 4 Managing performance	▼	6.5	6.7	6.8	6.5	5.9
Indicator 5 Recognising and rewarding high performance	▼	6.1	6.5	6.3	6	4.9
Indicator 6 Structuring work	▼	6.5	6.7	6.8	6.4	6
Indicator 7 Building capability	▼	6.4	6.7	6.7	6.3	6
Indicator 8 Delivering continuous improvement	▼	6.4	6.7	6.7	6.3	6.1
Indicator 9 Creating sustainable success	▼	6.7	6.8	6.9	6.7	6.6



Want to get in touch?

info@investorsinpeople.com