



Corporate Plan

2019/20 – 2021/22

We serve local authorities and housing associations to make the North an even greater place to live.

OUR MISSION & VISION

OUR MISSION

**A member services organisation for
Northern Housing Providers.**

OUR VISION

**To use our collective voice to have unrivalled
influence in achieving housing policy that
works for the North and provide outstanding
services that support our members to create
great places to live.**

OUR VALUES

We are Member Focused

(our members are at the heart of everything we say and do)

- We build positive relationships both internal and external to the NHC
- We go 'above and beyond' to ensure value for money to our members and within our own organisation on behalf of our members
- We identify priorities based on understanding member and organisation needs
- We are tenacious in support of our members.

- We actively support and contribute to the work of our colleagues
- We help to create a diverse and trusting work environment where everyone can be themselves
- We are approachable, warm and friendly
- We openly share learning and skills across the organisation and our membership.

We are Collaborative

(we work together as a team)

We are Innovative

(we are creative and flexible)

- We react to new challenges quickly and positively
- We demonstrate creativity and innovation in our work
- We regularly review and improve our products, systems and processes
- We are flexible and willing but also realistic.

- We empower our people to make decisions and treat each other with consideration and respect
- We encourage the development of our staff
- We recognise and celebrate the success of the organisation, our teams and individuals
- We take responsibility and we deliver.

We are Supportive

(we help each other to be stronger and more confident)

OUR OBJECTIVES

1

CONNECTED TO MEMBERS AT ALL LEVELS

2

UNRIVALLED ABILITY TO SHAPE & DELIVER SERVICES THAT ADD VALUE FOR MEMBERS

3

CRAFT MESSAGES & BUILD AN EVIDENCE BASE ON THE ISSUES THAT MATTER TO MEMBERS

4

ENSURE OUR MESSAGES REACH & CONNECT WITH DECISION MAKERS & POLICY SHAPERS

5

SOLID FINANCIAL FOOTING



OBJECTIVE 1

CONNECTED TO MEMBERS AT ALL LEVELS

We will:

- Strengthen our mechanisms for capturing business intelligence in our CRM to ensure we know 'who's who' in our membership, what they do, and what they want from us.
- Make it easier & cheaper for members to interact with us and each other by offering more digital engagement opportunities.
- Continually review our communication & engagement methods to ensure we're reaching as many contacts within our membership as possible.
- Ensure our membership offer is broad enough to engage right across executive management teams and at different levels within their organisations.

A background image showing a group of people, primarily women, in a professional setting. One woman in the foreground is looking down at a document or laptop, holding a pen. The image is partially obscured by a large magenta overlay containing text.

OBJECTIVE 2

UNRIVALLED ABILITY TO SHAPE & DELIVER SERVICES THAT ADD VALUE FOR MEMBERS

We will:

- Enable our members to fully benefit from the individual expertise and ability of our people by prioritising and utilising all available resources to support their development and wellbeing.
- Combine our distinguished sector knowledge, functional skills & digital innovation to create sector-leading solutions that members want.
- Explore and evaluate opportunities to add further value to members by selectively developing and building upon our existing solutions & services.
- Fully utilise our breadth of knowledge by collaborating across functional areas to ensure a deep and rich understanding of the membership.

A background image showing a group of people at a conference or meeting. In the foreground, a man with glasses is looking towards the right. Behind him, another man is partially visible. To the right, a woman is also looking towards the right. The background is slightly blurred, focusing attention on the people in the foreground.

OBJECTIVE 3

**CRAFT MESSAGES & BUILD AN EVIDENCE BASE
ON THE ISSUES THAT MATTER TO MEMBERS**

We will:

- Make housing policy work for the North through a sustained focus on our core policy objectives.
- Ensure our collective voice is heard, by involving members in the creation and pursuit of our core policy objectives.
- Conduct timely and influential research to make the case for housing policy that works for the North.
- Help members make the most of the opportunities offered by devolution, whilst ensuring we continue to represent the interests of members operating in areas not currently benefiting from devolved arrangements.
- Leverage leading-edge digital data monitoring & mining technology to deepen our knowledge of members' key priorities & areas of focus.



OBJECTIVE 4

**ENSURE OUR MESSAGES REACH & CONNECT
WITH DECISION MAKERS & POLICY SHAPERS**

We will:

- Secure unrivalled influence through a deep understanding of those who shape the policy context for our members.
- Strengthen our connections with the decision makers who shape housing policy for the North.
- Use a variety of methods to ensure the people who count understand and respond to our core policy objectives.
- Build on our collaboration with other organisations who share our members' interest.

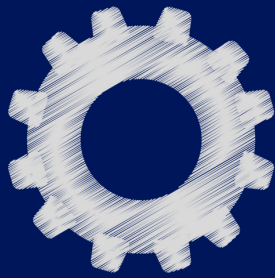


OBJECTIVE 5

SOLID FINANCIAL FOOTING

We will:

- Maximise the investment return on our reserves for members and protect our sustainability by developing our pension management and investment plans.
- Maximise the value and income return for members by strengthening and refining our internal procedures and tools.
- Use our commercial strength and expertise to drive vertical expansion into new sectors and geographies, driving surplus back into member support activity.
- Build the financial knowledge & capacity of our people and enhance our financial reporting so that they can have greater ownership and accountability of their areas.



OUR BUSINESS MODEL



NHC KEY STATS

93%

penetration in the North
among local authorities,
ALMOs and registered
providers

94%

of all full members
interacted with us last
year

146

Local Authority, ALMO and
Housing Association
members in the North

Full and affiliate members saved over

£8million

collectively using our procurement solutions
through Consortium Procurement



Serving members for over 45 years, we are a not-for-profit membership organisation encompassing 93% of local authorities, ALMOs and registered providers of social housing across the North of England. By using our support and procurement services, housing organisations are investing in making the North an even greater place to live.