

CORPORATE PLAN
2022/23
2024/25



MISSION

We bring together housing in the North to develop insight, influence and solutions for our members.

VISION

Our collaborative Northern voice helps members create and regenerate sustainable homes and build resilient, thriving communities.



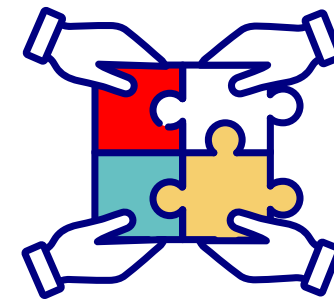
OUR VALUES

Our values were written by our staff to reflect who we are and how we work.



WE ARE MEMBER FOCUSED

Our members are at the heart of everything we say and do



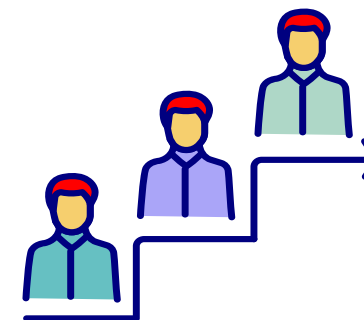
WE ARE COLLABORATIVE

We work together as a team and share learning



WE ARE INNOVATIVE

We are creative, flexible and realistic



WE MAKE A DIFFERENCE

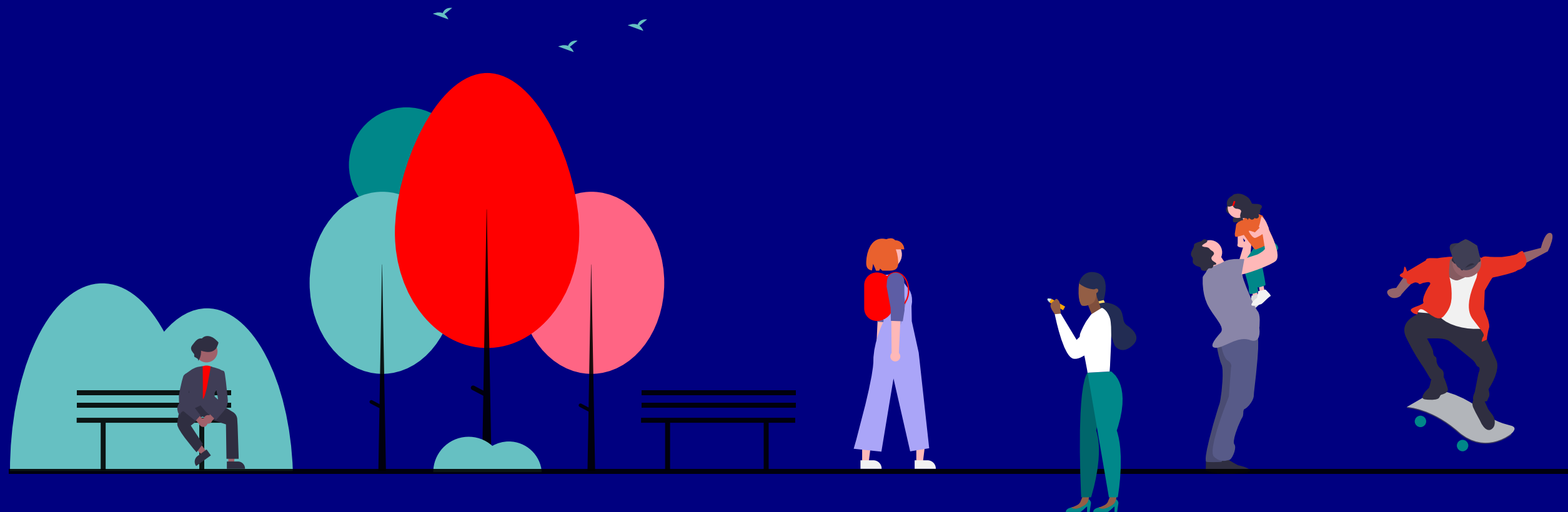
We consider the best interests of our members, the environment and society as a whole

CROSS-CUTTING THEMES

All of our work is underpinned by our aim to empower & encourage our people and inspire our members to embrace inclusive opportunities for all, recognising the importance & value of equality and diversity, and ensuring wellbeing and sustainability are at the heart of all our activities. You'll see these themes running through everything we do over the next 3 years.

SUSTAINABILITY

WELLBEING



EQUALITY, DIVERSITY & INCLUSION

CROSS-CUTTING THEMES

Here's what we're aiming to do on each of these themes.

SUSTAINABILITY

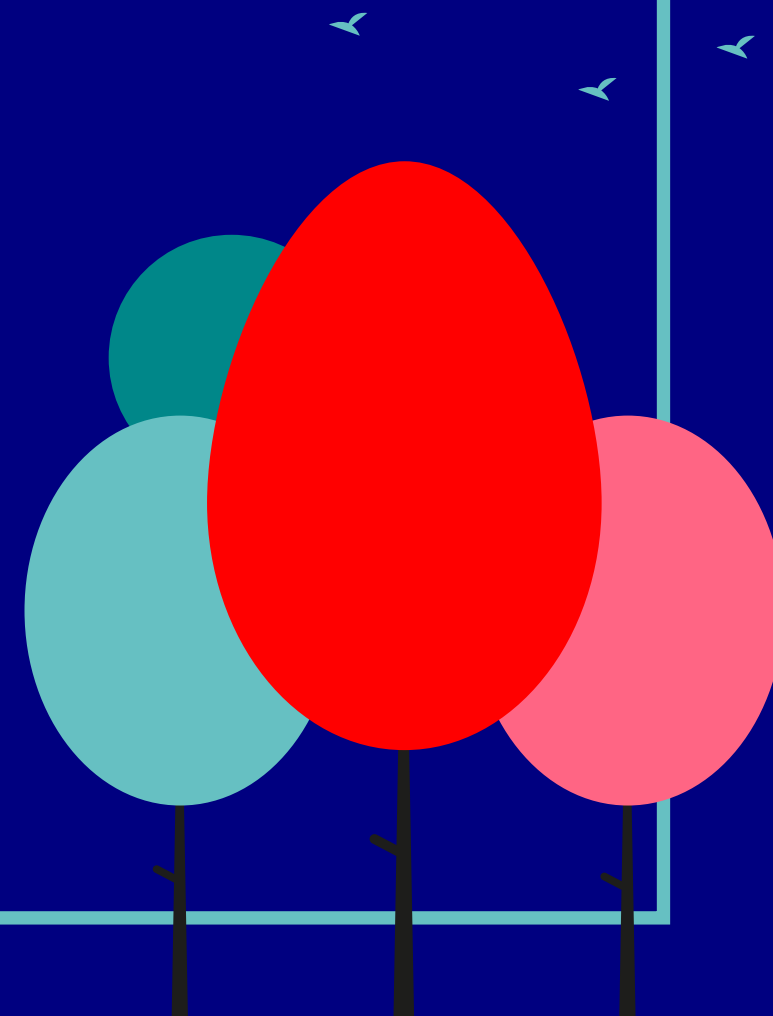
Minimise our own environmental impact across the organisation and embed sustainability as a core principle. Act on sustainability in its widest sense, both internally in the way we work as an organisation and externally by supporting members to meet the net-zero challenge and create thriving, low carbon communities.

WELLBEING

Be at the forefront of championing wellbeing at work, raising awareness of important topics, sharing best practice with members, and providing a supportive framework to enable our staff to thrive, both physically and mentally.

EQUALITY, DIVERSITY & INCLUSION

Ensure the creation of a safe space for all staff to discuss EDI issues without fear of judgement and maintain a supportive and inclusive working environment which has EDI firmly on the agenda. We will ensure those who need support specifically around EDI have a platform, and project the importance of EDI across the membership and the sector, sharing best practice and key learnings.



STRATEGIC OBJECTIVES: OUR PRIORITIES FOR THE NEXT 3 YEARS

SUSTAINABILITY

1 AN UNRIVALLED MEMBER EXPERIENCE

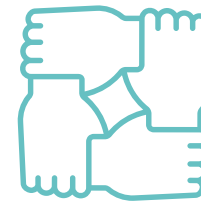
We'll ensure our member and sector knowledge and insight informs the design, delivery and use of innovative solutions that help create great places and deliver mutual value.



1

2 EFFECTIVE PARTNERSHIPS

We'll work with those who share our members' interests to maximise reach and impact (recognising the integral link between housing, health and other sectors), whilst ensuring best use of our own resources. We aim to complement rather than duplicate.



2

3 LEVER OUR COLLECTIVE INFLUENCE AT A LOCAL, REGIONAL AND NATIONAL LEVEL; ENGAGE WITH MEMBERS ON A DIVERSE RANGE OF TOPICS

Our engagement activity reflects the diverse and nuanced issues our members face. We'll influence on the priorities that are shared by our Northern members, securing change using a robust evidence base and effective connections with decision makers and policy shapers.



3

4 MEET THE NET ZERO CHALLENGE

We'll work with our members to build the knowledge, confidence and resources to meet the net zero challenge and in doing so, deliver transformational change in their communities by creating skills, capacity, a strong supply chain and good, green jobs.



4

5 HOUSING AT THE HEART OF A REBALANCED COUNTRY

We'll work with NHC members to ensure that housing's vital contribution is recognised and valued; and to secure the policy and resources necessary to make rebalancing a reality for people and places across the North.



5

6 ORGANISATION WE ARE ALL PROUD TO BE PART OF

We may be a small team but we make a difference. We will continue to offer a rewarding, supportive place to work where we invest in people and they can be themselves and fulfil their potential.



6

7 A STRONG, WELL-RUN BUSINESS

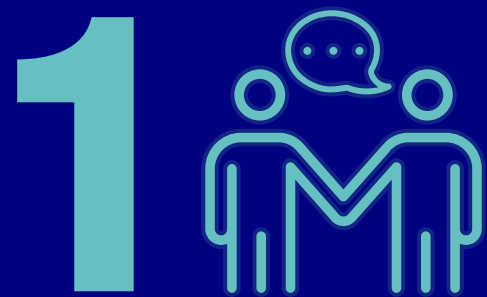
We'll ensure we're sustainable for the long term, growing our surpluses to reinvest in fulfilling our vision, with sound governance that reflects the diversity of our membership, and an innovative, agile and cost-effective approach to supporting our members.



7

WELLBEING

EQUALITY, DIVERSITY & INCLUSION



AN UNRIVALLED MEMBER EXPERIENCE

We'll ensure our member and sector knowledge and insight informs the design, delivery and use of innovative solutions that help create great places and deliver mutual value.



WE WILL:

- Build strong and deep relationships with all members across our diverse membership.
- Provide further opportunities to strengthen relationships between members, making the most of our unique LA, HA and ALMO membership base to enable partnership working at all levels.
- Build and deliver solutions which fit members' evolving needs, supporting local supply chains, recognising and driving social value and maintaining compliance with emerging regulations.
- Ensure our overarching procurement membership subscription offer is fit for purpose, value for money, clearly communicated, and enables access to a broad range of solutions that fit member requirements.
- Raise awareness of Consortium Procurement's solutions and create a community of support, networking and industry insight across our membership and beyond.
- Take a sector-leading approach to sharing data, business intelligence and expertise across our teams to ensure excellence in service development and delivery.

2



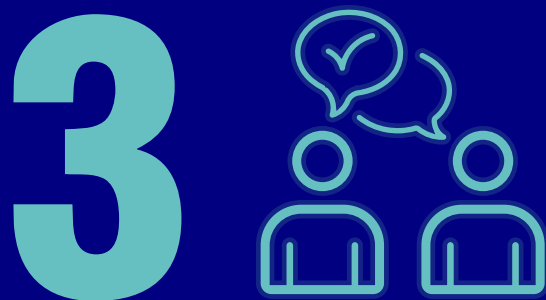
EFFECTIVE PARTNERSHIPS

We'll work with those who share our members' interests to maximise reach and impact (recognising the integral link between housing, health and other sectors), whilst ensuring best use of our own resources. We aim to complement rather than duplicate.



WE WILL:

- Use collaboration opportunities to expand our range of solutions and access others' expertise, driving better choice and value for members and driving income for reinvestment in the NHC and Consortium Procurement.
- Work with other consortia strategically to use our collective power to aggregate demand, stimulate local supply chains, build skills and expertise and offer regional solutions.
- Strengthen relationships with our key supply partners, utilising their expertise in the support of our members' needs.
- Grow and develop partnerships in other sectors (health, education, blue light) and other geographies, with like-minded procurement consortia, to share expertise and offer our collective memberships' shared access to a wider range of solutions.

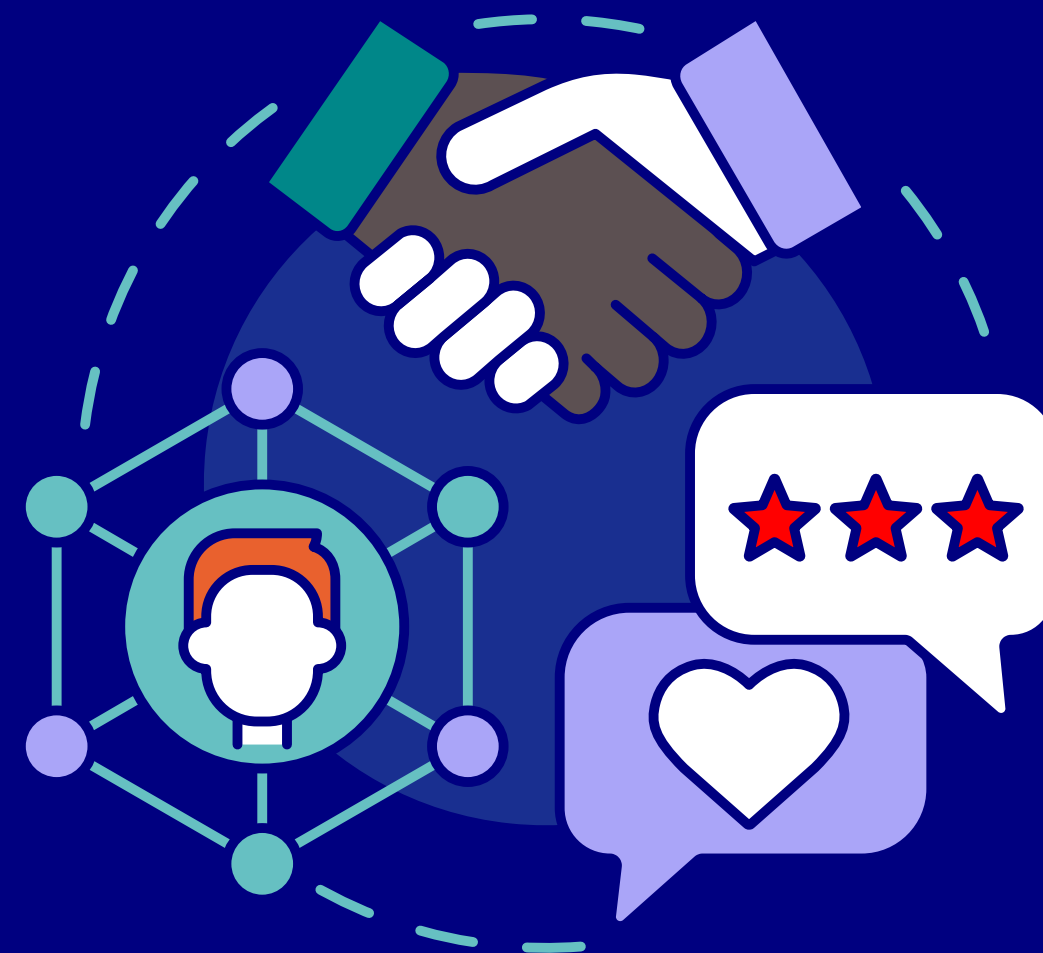


LEVER OUR COLLECTIVE INFLUENCE AT A LOCAL, REGIONAL AND NATIONAL LEVEL; ENGAGE WITH MEMBERS ON A DIVERSE RANGE OF TOPICS

Our engagement activity reflects the diverse and nuanced issues our members face. We'll influence on the priorities that are shared by our Northern members, securing change using a robust evidence base and effective connections with decision makers and policy shapers.


WE WILL:

- Build an evidence base on the issues that matter to members.
- Strengthen our relationships with decision-makers and policy-shapers locally, regionally and nationally.
- Use a variety of methods to ensure the people who count understand and respond to our core policy objectives.
- Through engagement with members, demonstrate our focus on members' key agenda items outside of influencing priorities.
- Help members make the most of devolution by supporting Combined Authorities and sub-regional partnerships.




This model demonstrates how we bring together housing in the North to deliver on our mission by: gathering insight through our diverse engagement; using our collective voice to build focused influence, and working in partnership to build solutions. All of this activity helps our members create better homes and places.



**All this helps
our members create
BETTER HOMES & PLACES**



**We use our
collective voice to
build focused
INFLUENCE on
Net Zero and
Rebalancing**



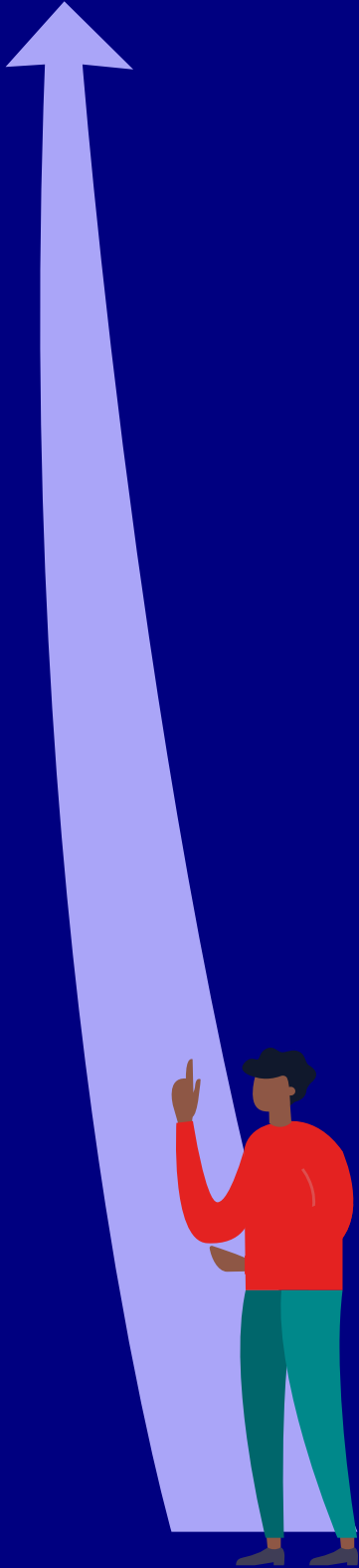
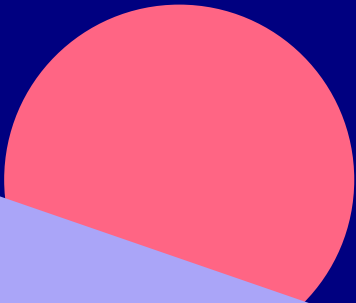
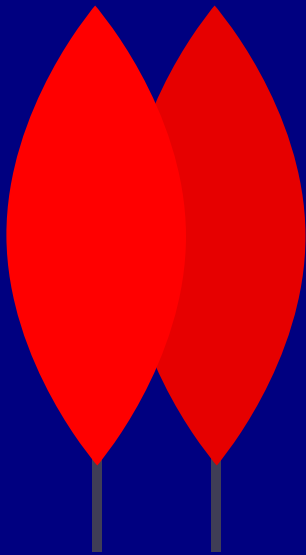
**We work in partnership
with our members &
others to build
SOLUTIONS**



**Through engagement on a wide range of issues we build
INSIGHT**

- Housing
Associations**
- Councils**
- ALMOs**
- Combined
Authorities**

We bring TOGETHER housing in the North





MEET THE NET ZERO CHALLENGE

We'll work with our members to build the knowledge, confidence and resources to meet the net zero challenge and in doing so, deliver transformational change in their communities by creating skills, capacity, a strong supply chain and good, green jobs.



WE WILL:

- Work with our members to build the knowledge, confidence and resources to meet the net zero challenge.
- Help secure the policy and resources members need to meet the net zero challenge.
- Build awareness of solutions to support net zero objectives and encourage usage of Consortium Procurement and Consortium Procurement Construction offers.
- Build on the work of the Social Housing Tenants' Climate Jury and help members ensure a positive resident experience around the retrofit process.
- Contribute to the creation of skills, capacity, a strong supply chain and good green jobs.
- Work to ensure decarbonisation is integrated into the Government's agenda on housing quality and place.



HOUSING AT THE HEART OF A REBALANCED COUNTRY

We'll work with NHC members to ensure that housing's vital contribution is recognised and valued; and to secure the policy and resources necessary to make rebalancing a reality for people and places across the North.



WE WILL:

- Ensure that the contributions NHC members make to a range of 'levelling-up' missions, particularly to employment and health, are recognised.
- Continue to make the case that greater capacity is required in northern local authorities if we are to make rebalancing a reality.
- Contribute to the development and delivery of an updated Decent Homes Standard; improving housing quality across the North.
- Work with Government, Parliament and our members to drive up standards in the North's private rented sector.
- Secure funding for brownfield renewal across the North - evidencing the need and celebrating success.
- Raise awareness of solutions available to support members with their rebalancing objectives.



ORGANISATION WE ARE ALL PROUD TO BE PART OF

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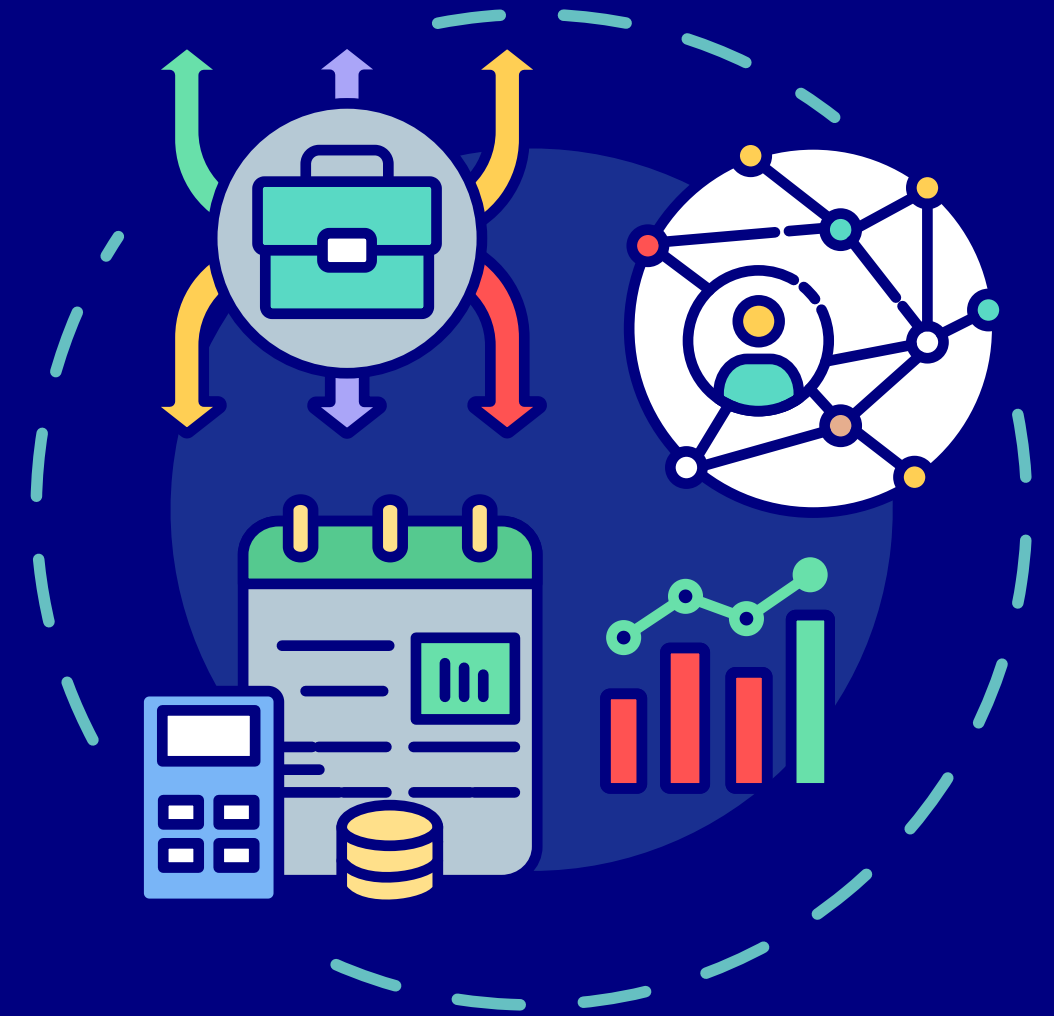
WE WILL:

- Build an organisational structure and support framework that enable our staff team to thrive, act autonomously, competently, and become subject matter experts in their field.
- Ensure that Sustainability, Equality, Diversity and Inclusion, and Wellbeing are considered at the heart of everything we do as an organisation - informing and supporting our members and the way we work internally.
- Lead from the front as a member organisation with a modern effective working environment and impactful internal communications.



A STRONG, WELL-RUN BUSINESS

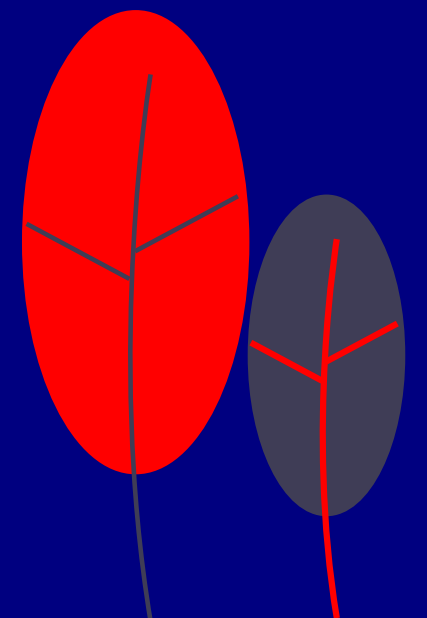
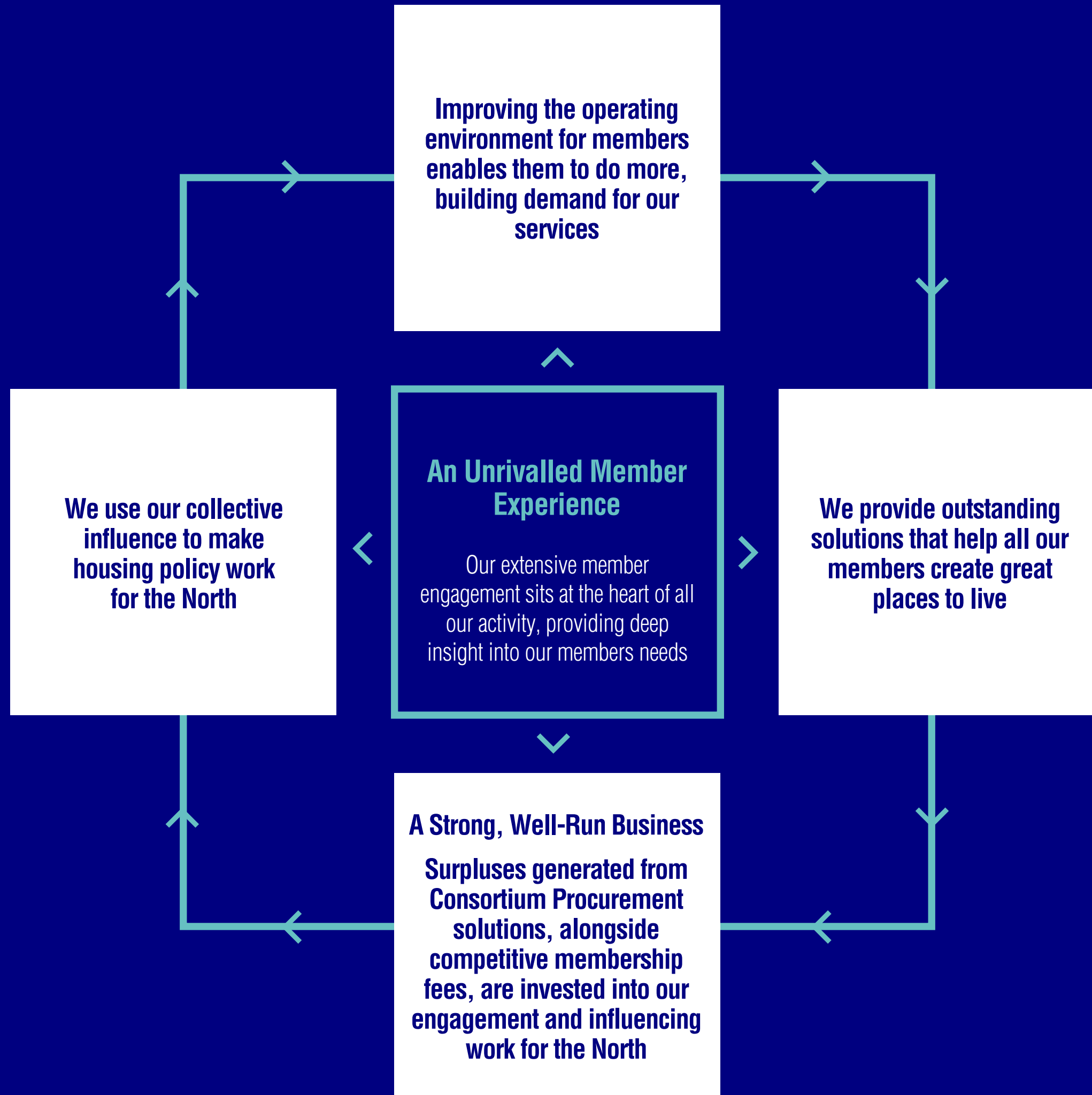
We'll ensure we're sustainable for the long term, growing our surpluses to reinvest in fulfilling our vision, with sound governance that reflects the diversity of our membership, and an innovative, agile and cost-effective approach to supporting our members.



WE WILL:

- Maximise member value by strengthening and refining our internal procedures and tools.
- Enhance reporting and build knowledge to foster greater financial ownership and accountability within staff teams.
- Ensure that servicing capacity (roles & responsibilities, systems, contracts, Finance and IT support) are fit for the future.
- Protect the value of our assets and secure the organisation's ongoing long-term sustainability.
- Continue to operate a robust control and compliance environment that staff and members alike can trust and reflect our values of responsibility.
- Drive a sustainable growth return for reinvestment into NHC activities and future Consortium Procurement solutions by increasing our reach and penetration.

OUR BUSINESS MODEL





NORTHERN HOUSING CONSORTIUM

VOICE OF THE NORTH

Serving members for almost 50 years, we are a not-for-profit membership organisation whose members own or manage 9 out of 10 socially rented homes in the North.

The NHC's events and procurement services extend beyond the North, to over 400 members nationally. By using our support and procurement services, housing organisations are investing in making the North an even greater place to live.

northern-consortium.org.uk



**Consortium
Procurement**
reduce risk, save time, save money, be compliant

