

Objectives 2025/2026			
Objective	Purpose	SMART	Lead/Date
CUSTOMERS			
Ensure that the voice of customers influences decisions	To strengthen decision making	Develop the interface and relationship between Board and Customers	EDC Throughout 2025/26
		Customer Insight, themes, learning, involvement activity, and impact to be reported to Board quarterly	EDC Quarterly
		Customer Recommendation tracker to be reported to Board quarterly via the Customer Voice paper and to be visible for all customers on the North Star website	EDC Quarterly and by July 2025
		Develop the skills and knowledge of involved customers	EDC Throughout 2025/26
Review communication with and information for customers	To ensure it is clear, accessible, relevant and timely	Develop an app for and with customers to access services. Launch effectively to maximise take up	EDC December 2025
		Customer evaluation of new website	EDC January 2026
		Implement and evaluate the Customer Communication Framework	EDC April 2025 & January 2026
Use insight to drive improvement	To ensure that the delivery of excellent services is consistent	Increase levels of customer satisfaction with the maintenance service to 89% (Transactional and Perception) *	EDC March 2026
		Increase levels of customer satisfaction with complaints handling from to 70% (Transactional and Perception) *	EDC March 2026

		Deliver training, leadership, clear communication, and accountability, to empower staff to build trust and foster lasting relationships with customer	EDC Throughout 2025/26
Review the approach to Community Investment	To ensure the approach remains relevant and effective	Assess community sustainability and identify priority	EDC December 2025
		Evaluate the impact of the grant programme	EDC December 2025
		Refresh the strategy	EDC March 2026
Develop a North Star approach to Anti-racism	To make active decisions that seek to combat injustice and promote racial equity	Work with the customers affected by the 2024 riots to assess levels of wellbeing and feelings of safety. Shape our services accordingly	EDC December 2025
		To develop partnerships to combat racism and promote inclusion	EDC Throughout 2025/26
*The target will be reviewed when further analysis is completed			

GROWTH, ASSETS AND GREEN

Objective	Purpose	SMART	Lead/Date
To develop our Planned Investment offer to customers	To ensure North Star provides a tenant-focussed planned investment service	Utilising insight from customers develop and implement a new service standard for planned maintenance.	EDAG September 2025
		Using customer insight to assess performance against the new service standard	EDAG March 2026

To grow North Star's housing portfolio	To help meet housing need and add income to North Star	Grow by 75 new units during 2025/26. This will include: <ul style="list-style-type: none"> • Five units of supportive housing • Developing a zero-carbon scheme in Darlington 	EDAG March 2026
To ensure North Star's housing stock meets the Government target of EPC C by 2030	To improve the energy performance and reduce carbon emissions from our properties	To invest in properties so that at least 100 existing properties are improved to reach EPC level C	EDAG March 2026
		Secure £500k of grant funding through the Government Warm Homes Plan	EDAG March 2026
Develop and implement North Star's Asset Management Strategy	To ensure North Star is efficiently managing and investing in properties and to comply with Regulations	Write a new Asset Management Strategy approved by Board	EDAG July 2025
		Develop and implement processes to adhere with Awaab's Law, with a 100% target of meeting the stipulated response times	EDAG Sept 2025
		Review the investment approach for the decarbonisation of North Star's properties.	EDAG March 2026
Enhance North Star's repairs offer for customers	To ensure we are delivering a customer focussed and effective repairs service	Ensure 85% repairs are completed on the first visit	EDAG March 2026
		Working with contractors and customers to implement a new follow up repairs process.	EDAG August 2025
		Develop an app for and with customers to access the repairs services.	EDAG December 2025

PEOPLE AND CULTURE			
Objective	Purpose	SMART	Lead/ Date
Develop staff from across the organisation	To plan for succession, ensuring the stability and future success of the organisation	Delivery and evaluation of management development programme	CEO March 2026
		Succession Planning for key roles and talent management	CEO On going
Evolution of the NS employment offer	To ensure North Star remains an employer of choice	Creation of new induction process and develop an approach to intergenerational learning	CEO March 2026
Create a process for the next North Star vision	To ensure North Star has a vision post 2026	Process approved by Board and the approval of the new vision which is co-created with customers, staff and Board members	CEO March 2026
To increase levels of diversity in the staff team	Diversity enhances productivity, innovation, collaboration, and success. This strengthens decision making and opportunity.	The delivery apprenticeship programme	CEO March 2026
		Developing our approach to neuro-diversity and other forms diversity	CEO March 2026

GOVERNANCE			
Objective	Purpose	SMART	Lead/ Date
Retain G1/V1 rating from Regulator of Social Housing	To provide a robust validation of North Star's governance & viability	Confirmation from the RSH in December 2025	EDFBS Dec 2025
Deliver a new Board trainee programme	To improve the diversity of North Star Board	Board trainee programme established	CEO September 2025
Ensure that the voice of customers influences decisions	To strengthen decision-making	Develop the interface and relationship between Board and Customers Board member attendance at TVT and other customer engagement meetings	CEO On going
Complete a readiness assessment for future RSH inspection	To provide assurance to Board on readiness for RSH inspection in 2026	Report to Board on outcomes from review with focus on consumer standards	CEO January 2026
Successful transition to new Chair	To strengthen Board and deliver the succession plan	Appointment of new Chair and successful transition process	CEO March 2026

TECHNOLOGY AND DATA			
Objective	Purpose	SMART	Lead/ Date
Review and re-procurement of ICT infrastructure	To ensure our infrastructure is fit for purpose, secure and future- proof and continues to deliver VFM	Review of current infrastructure completed with recommendations	EDFBS December 2025
		Procurement of new infrastructure with transition planned during 2026	EDFBS March 2026
To continue to develop our approach to innovation	To ensure North Star is both progressive and leading edge	Run at least two innovation sprints using AI	EDFBS March 2026
Develop a Digital Strategy and deliver Year 1	To ensure our use of technologies and other digital tools are aligned to meet the needs of our customers	Develop a 3-year Digital Strategy.	EDFBS March 2026
		End use of Citrix virtual desktop	EDFBS March 2026
		Develop options appraisal for migration of Finance System	EDFBS March 2026
Develop a Data Strategy and deliver Year 1	To set out our approach to collecting, storing and utilising data to improve efficiency and effectiveness	Develop a 3-year Data strategy <ul style="list-style-type: none"> • Understand resource and training requirements • Assurance to Board on data quality in key areas of the business 	EDFBS March 2026

VALUE FOR MONEY (VFM)			
Objective	Purpose	SMART	Lead/ Date
Execute a medium-term funding strategy	To ensure there is funding in place to deliver the strategic objectives	Funding strategy to be executed at June 2025 Board	EDFBS June 2025
Embed January 2025 VFM Strategy across the business.	Maximise the use of our available resource to better meet the needs of customers and keep North Star strong.	Engage TVT and customer feedback/suggestions on VFM	EDFBS December 2025
		Provide opportunities for staff engagement, devising mechanisms for both suggestion and influence in the business.	EDFBS March 2026
Delivery of consistent Financial Performance	To keep North Star financially strong, ensuring we can continue to deliver our strategic objectives	Achieve the 2025/26 budgeted expectations for: <ul style="list-style-type: none"> Operating Margin at 25% EBITDA MRI (Interest Cover) at 121% 	EDFBS March 2026
Develop Environmental, Social & Governance (ESG) report	To evidence and communicate our approach to sustainability practices, social	Publish an ESG report for 2024/25 based on the Autumn 2023 Sustainability Reporting Standard Criteria.	EDBFS September 2025

	responsibility and governance to key stakeholders.		
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