

Customers and Communities -Year 1 Delivery Plan

1 Deliver Excellent Customer Service

We are leaders in delivering excellent customer services

Delivered by:

- Redesign the delivery of front-line customer services to meet customer needs.
- Reduce avoidable contact.

Key Assurance: Top 10% national customer satisfaction among landlords with 4,000–6,000 homes, with year-on-year improvement across all core measures.

2 Customer Led

Services and decisions are made with our customers not for them.

Delivered by:

- “No voice – No decision” ... 100% of relevant strategies and decisions evidence customer voice, involvement and impact.

Key assurance: No Voice, No Decision – 100% of relevant strategic and service decisions demonstrate customer influence.

3 Anti Racist

Clear standards, confident reporting, consistent action and visible learning, creating a culture where racism is challenged and not tolerated.

Delivered by:

- Sign up to “Become the Bridge” the North East Anti-Racism Charter
 - Complete a whole-organisation baseline assessment.
 - Publish action plan targeting priority areas for change.

Key assurance: Signatory of, and ongoing compliance with the North East Anti Racism Coalition pledge.

4 Child Poverty

Families are more financially stable, homes are warmer and healthier, children have better access to opportunity, and customers tell us the support they receive makes a real difference.

Delivered by:

- Y2 of Heartbeat – Young Lives-Big futures.

Key assurance: Activity carried out and impact measurement.

5 Community Connections

Located where need is greatest, reach customers who are often missed, build sustained participation, and contribute to stronger, more connected communities

Delivered by:

- Pilot digital community spaces.



- Explore social innovation – community led innovation sprint.
- Use data and predictive insight to identify emerging community issues (isolation, hardship, ASB).

Key assurance: Activity carried out and impact measurement.

Homes - Year 1 Delivery Plan

1 New Homes

An increase of at least 300 homes, with ambitions for 400 homes strengthening access to housing across our communities.

Delivered by:

- Developing and acquiring over 55 new homes.

Key assurance – number of new units delivered.

2 Design Standards

A clear new home standard embedded, with new homes designed to achieve high energy efficiency levels and reflecting our future-ready ambition.

Delivered by:

- Develop a Framework setting out our required design standards for new build properties.

Key assurance - Enhanced standards, including higher EPC or Standard Assessment Procedures (SAP) levels and rating for new homes.

3 Green

We will reduce our carbon footprint, and all existing properties will meet Level EPC C or above- improving comfort, affordability and sustainability.

Delivered by:

- Develop an Environmental Strategy.
- Understand our Carbon footprint.
- Investing in at least 50 homes to increase the performance to EPC C.
- Work with customers to develop methodology and implement a pilot to understand the benefit of decarbonisation investment for customers.

Key assurance - Carbon footprint reduction, higher EPC/SAP ratings on properties, impact measured for customers and measuring impact through procurement activity.

4 Safe Homes

All homes remain fully compliant with statutory safety requirements, providing assurance that residents are safe in their homes.

Delivered by:

- **Develop proposals and processes for the new legislation (Awaab's Law).**
- Maintain 100% compliance on servicing and remedial works.

Key assurance – performance reporting and investment in homes; TP05 (satisfaction home is safe).

5 Excellent maintenance Services

North Star will have a leading-edge repairs service, reflecting the needs of our customer base and data informing investment decisions -with an aim to top quartile performance.

Delivered by:

- Research and explore options for a leading edge and future proofed repairs service.
- Improve satisfaction with the repairs service from 79% to 85%.

Key assurance - Activity carried out and measured including improvements made from customer insight and feedback.

People – Year 1 Delivery Plan

1 Employer of Choice

A competitive and compelling employment offer that evolves with life stages, supports wellbeing leading to high levels of retention and successful recruitment.

Delivered by:

- Develop future-focused working models aligned to meeting customer and staff needs.
- Continuous strengthening of our people offer ahead of Investors in People Platinum re-accreditation.

Key Assurance – Investors in People Platinum.

2 Leadership and Talent Management

Succession planning linked with talent management where we ‘grow our own’ and strong leadership behaviours are consistently role-modelled at every level.

Delivered by:

- Embed approaches to accelerate cultural alignment, capability and early contribution of new staff.
- Strengthen and sustain a values-led culture through ongoing development of all staff.
- Establishing a proactive, long-term approach to succession across governance, ensuring continuity, capability and effective Board oversight into 2027 and beyond.

Key Assurance – Internal First approach; Investors In People survey scores; Institute of Customer Service survey.

3 Personal Development

A professional, qualified, diverse staff team where development is continuous and inclusive.

Delivered by:

- Strengthening workforce diversity and sustainability through inclusive talent pathways and structured succession planning.

Key Assurance – People data (including EDI data) encompassing professionalisation standards, recruitment, retention, progression, and cross-functional project outcomes.

4 Culture

Our culture has evolved to meet the changing needs of staff and customers with AI and new ways of working fully integrated.

Delivered by:

- Use of Heartbeat project to promote inter-team collaboration and volunteering.
- Use of AI piloted in teams with training for staff on approach to AI and integration of AI with culture.

Key Assurance – Progress on Culture will be measured by the other elements of the People pillar.

Foundations – Year 1 Delivery Plan

1 Regulatory Confidence

Strong Regulatory judgements evidencing we are a well-governed, financially viable & customer focused organisation inspiring the confidence of key stakeholders.

Delivered by:

- Maintain G1, V1 and attain C1 regulatory judgements through the RSH regulatory inspection.
- Establishing a proactive, long-term approach to succession across governance, ensuring continuity, capability and effective Board oversight into 2027 and beyond.

Key assurance – C1, G1 and V1 outcome from inspection.

2 Financial Resilience

Sustained financial resilience ensuring we are able to provide safe and affordable homes in our communities, deliver value for money services to our customers and meet the investment needs of new and existing properties.

Delivered by:

- Execute Medium Term funding strategy that minimise treasury risk and maximises borrowing capacity.
- Achieve the expectations of the 2026/27 Budget
 - a. Operating Margin – 22.8%
 - b. EBITDA MRI Interest Cover – 0.79
- Involve Customers and Staff in the development of the next iteration of a VFM Strategy.

Key assurance – Financial performance in 2026/27.

3 Strong Data Governance

People, processes and technology manage data as a strategic asset within the business, ensuring data is both secure and of high quality to enhance data-driven decision making.

Delivered by:

- Establish a Data Governance Forum to coordinate efforts, align priorities, and assure Board-level oversight.

Key assurance – Data assurance provided to Board on key areas (Customer, repairs and performance).

4 Robust Cyber Resilience

We will ensure strong and effective managed defences are in place that ensure the continuity of services we provide to customers.

Delivered by:

- Strengthen cyber security posture and attain Cyber Essentials Plus Accreditation.
- Deliver cyber awareness refresher training for staff and Board.

Key assurance – Cyber Essentials Plus Accreditation (or equivalent).

5 Working in Partnership to Leverage Social Value

We will maximise social value in our communities from our procurement activity, commercial contracts and working in partnership with others.

Delivered by:

- Embed social value requirements through the procurement lifecycle, ensuring that 100% of contracts above mandatory procurement thresholds include outcome based social value measures which are delivered.

Key assurance – Annual Social value captured in ESG report.

6 Drive Digital Innovation & Inclusion

We will harness digital technology to modernise & improve services, enhance accessibility and efficiency, and ensure all customers can engage confidently with our digital services.

Delivered by:

- Host at least two outreach events to advance digital equity in our communities
- Delivery of AI pilots and training for staff on effective use of AI.

Key assurance – Feedback on pilots and case studies on use of AI across North Star.