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| **Objectives 2024/2025** | | | |
| **Objective** | **Purpose** | **SMART** | **Lead/Date** |
| **Customers** | | | |
| Understand the diverse needs of customers. | To assess whether all customers have fair access to, and equitable outcomes of, housing and landlord services. | Improve the data held on the key characteristics of customers. Analyse and use data to assess equality of access, outcomes, improve services and communication. Evidence the impact | EDC  March 2025 |
| Ensure that the voice of customers influences decisions | To strengthen decision making. | Review the impact of the existing models of Community Investment/Tenant Involvement  Develop a model/framework that enables customers to influence how North Star operates, is regulatory compliant and strengthens decision making | EDC  Jan 2025 |
| Review communication with and information for customers | To ensure it is clear, accessible, relevant, timely and appropriate to the diverse needs of tenants. | Review and redesign Website  Develop and implement a communication policy and framework | EDC  Dec 2024 |

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| **Growth, Assets and Green** | | | |
| **Objective** | **Purpose** | **SMART** | **Lead/Date** |
| Utilising ethnography, engage with customers to inform the designs standards of new build homes. | To ensure that new properties meet the needs of customers. | A refined design standard for new build homes | EDAG  August 2024 |
| To grow North Star by delivering 75 new units | To deliver North Stars growth aspirations and meet housing need. | Deliver at least 75 homes | EDAG  March 2025 |
| Using research, develop proposals for the provision of new supported housing | To grow supported housing in North Star | Develop a model with one Local Authority for the provision supported housing in 2025/26 | EDAG  March 2025 |
| To improve the energy performance of our properties | To increase the energy efficiency of homes and to support the delivery of Government's energy targets for social housing | 100 properties upgraded to meet EPC (Energy Performance Certificate) C | EDAG  March 2025 |
| To develop our Planned Investment offer to customers | To ensure North Star provides a tenant focus planned investment service | To produce an updated standard and service offer for planned investment work | EDAG  March 2025 |
| Develop a green procurement strategy | To support North Star delivering its environmental objectives to minimise the impact on the environment | A production of a framework to select contractors not only on cost/ quality, but on their environmental credentials | EDAG/ EDFBS  March 25 |

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| **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, | Design and deliver a programme to develop aspiring Managers.  Further develop the staff skills for change programme.  Support staff to access Higher Level Apprenticeships and professional qualifications.  Employ and develop three apprentices | EDPC  March 2025 |
| To increase levels of diversity in the staff team | Diversity enhances productivity, innovation, collaboration, and success. This strengthens decision making and opportunity | Working with a consortium, develop a pilot programme to recruit, train, and develop people under-represented groups.  Deliver workforce targets to increase levels of staff who are ethnically diverse to 8%.  Deliver training and development | EDPC  March 2025 |
| Develop an approach for the formulation of North Stars next strategic vision. | To ensure we have a Board approved roadmap | Board has developed and approved an approach | EDPC  March 2025 |
| Complete the review of the Technical Services function | To ensure the staffing structure is future proofed and appropriate to deliver North Stars objectives | Complete a review of Technical Services function generating efficiencies (of at least 0.5FTE post.) | EDAG  Sept 2024 |

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| **GOVERNANCE** | | | |
| **Objective** | **Purpose** | **SMART** | **Lead/ Date** |
| Successfully appoint a new CEO | To keep North Star strong | New CEO appointed and induction plan in place | Board  August 2024 |
| Develop effective relationships with Board and SMT | To ensure relationships remain at the heart of the North Star culture | Board and SMT residential to be held in the Autumn of 2024 | CEO  Nov 2024 |
| RECC to further develop succession planning | To sustain a strong Board and approach to governance | Vacancies are appointed in advance of Board member retirements    New Chair of RAC appointed    New Board members are appointed to replace three retiring Board members. | CEO  March 2025    Dec 2024    March 2025 |
| Retain G1/V1 rating | To provide a robust organisational validation | Confirmation from the RSH in November 2024 | EDFBS  Dec 2024 |
| Create more time for generative discussions\* | To keep North Star strong | Board and SMT residential to be held in the Autumn of 2024 | EDFBS  Nov 2024 |
| Continue to develop the approach to EDI at Board\* | To further enhance the approach to EDI which enhances productivity, innovation, collaboration and success. This will strengthen decision making and opportunity. | EDI is a considered as part of the succession planning by RECC  Continuation of the NHF Chair’s Challenge started in 2023/24 | CEO  March 2025  March 2025 |

\*Objectives from the Governance Improvement Plan

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| **TECHNOLOGY AND DATA** | | | |
| **Objective** | **Purpose** | **SMART** | **Lead/ Date** |
| To complete the transition to new Housing Management System (HMS) | To improve the efficiency and effectiveness of North Star | HMS Endeavour modules are all live and we are able to serve notice on Capita Open Housing | EDFBS  Sep 2024 |
| To improve data in the business | To create a detailed schedule of primary data used to improve analysis and our overall effectiveness | Schedule of primary data in place to ensure high quality data and analysis for relevant staff that provides confidence and assurance and assists with improved decision making. | EDFBS  March 2025 |
| Review and re-procurement of IT infrastructure | To ensure our infrastructure is fit for purpose, secure and future proof and delivers Value for Money | Review completed with recommendations used to inform a new procurement process with transition planned for 2025/26 | EDFBS  March 2025 |
| To continue to develop our approach to innovation | To ensure North Star is progress and leading edge | Run at least two sprint projects to trial new ideas and concepts | EDFBS  March 2025 |

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| **VFM** | | | |
| **Objective** | **Purpose** | **SMART** | **Lead/ Date** |
| Retain credit rating with S&P | To keep North Star financially strong    To ensure we can deliver our strategic objectives | Credit rating of A is retained with Standard & Poors | EDFBS  August 2024 |
| Develop a medium term funding strategy | To ensure there is funding in place to deliver the strategic objectives | Funding strategy to be agreed at November 2024 RAC meeting | EDFBS  Dec 2024 |
| Establish a property options appraisal process to assess the sustainability of our assets and can be used for invest/divest decisions | To understand the performance of assets and inform decisions in investment or divestment | New software is in use and headline data is shared with Board to inform decisions on assets    Information shared as part of VFM update for Board on Asset performance | EDAG  Dec 2024 |
| Carry out an in-depth review of maintenance costs to ensure the delivery of VFM | To ensure costs deliver Value for Money for North Star and our customers | Reviews of each area of maintenance (repairs, voids, compliance and investment) carried out to assess VFM and key controls and assurances on maintenance spend | EDFBS & EDAG  March 2025 |