



Annual Report 2023 - 2024



Shropshire Towns
and Rural Housing



@star_housing

www.starhousing.org.uk



Dear Customers and Stakeholders

We're pleased to share STAR Housing's Annual Report for 2023-2024. This year has brought both achievements and challenges, and we've continued our work to ensure everyone has access to a quality home. Our efforts have led to improvements in both our homes and the services we provide, with an 82% customer satisfaction rate reflecting these positive changes. While we're proud of what we've accomplished, we know there's still a lot of work to be done. In this report, you'll see how we've enhanced our homes, invested in our communities, and committed to making further progress in the year ahead. Thank you for your continued support as we keep moving forward.



Harpreet Rayet
Managing Director

Hello Everyone,

As Chair of the Board, I'm pleased to share the progress STAR Housing has made over the past year. Our focus remains on providing safe, comfortable homes and supporting our communities. This year, despite demanding economic and housing sector conditions, we've added more homes to our portfolio, and made significant improvements to the homes we already manage on behalf of Shropshire Council. We recognise the challenges our customers, the Council and our wider communities face, and we are committed to working alongside them to ensure that together we continue to improve housing provision in Shropshire and provide an excellent service to our customers. A big thank you to our team, our customers, and our partners for contributing to this year's successes. We look forward to building on these efforts as we move forward.



Tony Deakin
Chair of the Board



Overall satisfaction from customers of STAR Housing **82%**



Homes

At STAR Housing our primary goal is to ensure that every customer has a safe, comfortable, and affordable home. In the last year we have made significant strides in enhancing the quality of our existing housing stock, and have expanded our portfolio to meet the growing demand for affordable housing.

Maintaining Quality Homes

This year our main focus has been on reducing the repairs backlog as we know this is a main priority to our customers. It is also an important step toward ensuring the homes we manage meet the highest standards. We've worked hard to quickly address outstanding issues while also improving energy efficiency. By collaborating with our contractors and suppliers, we've been able to complete repairs and renovations on time, within budget, and with minimal disruption to our customers lives.



82%
satisfaction with recent repairs service



79%
satisfaction with recent planned maintenance service

72%
satisfaction with the time taken to complete the most recent repair

82%
satisfaction that the home is well maintained

88%
satisfaction that your home is safe

73%
satisfaction that we listen and act

0.65%
of dwellings failing to meet the Decent Homes Standard

73%
satisfaction communal areas are kept clean and well maintained

Planned Maintenance



986 ▼
houses
painted



45 ▲
roof
replacements



188 ▼
homes
rewired



160 ▲
bathrooms
replaced



102 ▲
kitchens
replaced



449 ▲
electrical
remedial works
completed



12 ▼
alternative
heating sources
installed



138 ▼
gas/oil
systems
installed



54 ▲
homes fitted
with new
windows



▲ more than last year

▼ less than last year



We spent **£7.3m** on repairs



Empty Homes

This year we've worked hard to reduce the number of empty homes STAR Housing manages, bringing the total down from 154 to 41. Some of these homes had been empty for a long time, and required major works and investment, but we've been able to get many of them ready for families who need an affordable home. We're committed to continuing this work to help more people find safe and comfortable homes.



Average time to relet empty properties

74 days compared to 88 days last year

Building New Homes

We know there's a big need for more affordable homes, especially ones that fit different needs.

That's why we're building new homes that are eco-friendly and have modern features that people will enjoy for many years. These homes are also perfect for those looking for a new family home or for those downsizing to a more manageable space.

One great example is an older couple who recently downsized into one of our new supported living bungalows. They moved from their larger family home into a space that's easier to care for and perfect for aging comfortably. As the couple shared, *"We love our new home - it's just what we needed."* This move not only gave them a home better suited to their needs but also freed up their former house for a local family. It's a win-win situation that helps us meet the needs of different people in our community.

If you're thinking about downsizing to a more suitable home, we'd love to help. Please contact us at lettings@starhousing.org.uk to explore your options.



91 New Homes

Delivered

| | | |
|--------|------------|-----------|
| 46 | 24 | 21 |
| houses | apartments | bungalows |

Planning for the Future

We are improving the sustainability of both our new and existing homes. By 2027 we aim to build 225 new affordable homes and 75 specialist homes. We're also investing £30 million to improve around 2,800 existing homes. To make our homes more energy efficient, we're adding air source heat pumps and solar panels to our new homes, while also upgrading our current homes.



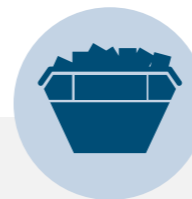
Communities

At STAR Housing we believe that strong communities make life better for everyone. That's why we work hard to support the neighbourhoods where our customers live.

Getting Involved and Helping Out

This year we've added more programmes to help residents connect with each other and with STAR Housing. We've launched activities for young people, held well being events, and gathered feedback through focus groups to improve our services, including the corporate plan and neighbourhood policies.

Our aim is to create lively, supportive communities where everyone can thrive. We were also pleased to welcome new tenant board members this year and launch our scrutiny panel, bringing fresh ideas and energy to our work. Our goal is to build lively, supportive communities where everyone can succeed.



Held **18**
Community
Skip Events



£10,000
invested
into local
community
projects



3,500+
people are
connecting
with us on
social media



£5,851
invested
into the
community
chest

Working Together

Building strong communities takes teamwork. We work with the Council, local services, charities, food banks, and other organisations to support our customers, especially those who need it most.

This year our slow cooker workshops made a big difference. We held six sessions where people learned to cook healthy, low-cost meals. Over 40 families took home a slow cooker to keep making affordable meals at home. One person said, *"I saw the sessions advertised on Facebook and hoped it would come to Bridgnorth. I was really happy to see this session near me, and I really enjoyed it. It was great to get out."*

In addition to the workshops, we've worked closely with local food banks, donating to support customers who need extra help. Events like our free Christmas "Crafts and Baps" day, which we hosted with support from Oswestry food bank and OsNosh, brought families together to enjoy food and create crafts in a fun, welcoming space.

These activities helped people learn, make friends, and find new opportunities, making our community stronger.



Keeping Our Communities Safe

At STAR Housing we want everyone to feel safe and happy in their homes. We take anti-social behaviour (ASB) very seriously because we know it can make life difficult for you and your neighbours.

In cases where customers have been involved in anti-social behaviour and have not worked with us to make improvements, we have taken strong action. Working with local police and community agencies, which has led to successful solutions. This shows our commitment to ensuring that our

communities remain safe and welcoming for everyone.

If you're having problems with anti-social behavior in your community, please contact us. Your housing officer is here to help.

Call us at **0333 321 2200** or email **neighbourhoods@starhousing.org.uk**. We're here to support you.



| | | | |
|--|--|---------------------------------|--------------------------------|
| 78% | 61.54% | 52 of 62 | 73% (TSM) |
| Satisfaction we make a positive contribution to the neighborhood | Customers satisfied with the handling of the ASB cases | ASB cases resolved successfully | Satisfaction with ASB handling |



A New Era in Housing Support

This year our housing support service has seen important changes to better help those in need. STAR Housing successfully took over the Sustain Contract, allowing us to support more people across a wider area. We welcomed 18 new staff members who previously worked with other providers, ensuring that we have enough hands to assist those most at risk of homelessness.

To make things easier for customers, we set up drop-in sessions at local libraries, churches, and community centres, so people can access advice and support closer to home. We also worked closely with the the Council to improve the referral process, ensuring those in need get help quickly.

We continue to provide vital housing advice and support, helping people stay in their homes and avoid homelessness, while embracing new opportunities for growth and outreach.

For more information, contact the Housing Options team at **housingoptions@shropshire.gov.uk** or **0345 678 9005**





Customers

At STAR Housing our customers are extremely important to us. This year we’ve made big changes to make sure we’re meeting customers needs and making improvements.

89%
of customers agree that we treat them fairly and with respect

Making It Easier for You

We’ve worked hard to make our repair and maintenance services more reliable, using feedback to make changes to our teams so they can respond more quickly and handle problems better. We’ve also made it easier for you to report issues and get them resolved.

You Said, We Did

- After receiving feedback from a customer who was concerned about early morning disruptions, we adjusted our working hours. As a result, no work now begins before 8am, ensuring a quieter start to your day.
- Following a complaint from a customer regarding communication during maintenance, we’ve instructed our contractors to provide clear guidelines on what can and cannot be used during specific works, such as boilers during asbestos removal. This change ensures customers are well informed and feel secure in their homes during maintenance.

We’re always listening to what you say so we can make things better for you. When you tell us something needs to change, we do our best to fix it. Thank you for sharing your thoughts with us—it helps us make STAR Housing a better place to live.

Hearing from You

Your feedback helps us improve. This year, we’ve made it easier for you to share your thoughts through surveys and focus groups. We’re listening closely and using your feedback to make our services even better. We know we need to get better at how we handle complaints, and we are doing everything we can to improve this.

We also reached out to ask how you’d like to be more involved in shaping the services we provide. Thanks to those who completed our survey, we’ve taken action to include your voices more directly in our decisions. For example, when we were choosing a new contractor for our kitchen and bathroom projects, we invited customers to help select the products and discuss how contractors should interact with customers. Your input has been crucial in making sure we meet your needs and expectations.

We truly appreciate your involvement and look forward to continuing to work together to make STAR Housing the best it can be.



| You Said | We Did |
|--|---|
| Some customers mentioned in their complaints that they couldn’t get into their meter cupboards because we stopped giving out meter box keys. This was a big problem for people who needed to check their meters. | We listened to your concerns and decided to start giving out STAR meter keys again. Now, everyone can easily access their meter cupboards. We always want to make things better for you and will keep listening to your feedback. |



| | | |
|---------------------------------------|---|---|
| 78% | 102 | 32 |
| Satisfaction with complaints handling | Number of Stage 1 complaints 80.39% responded to on time | Number of Stage 2 complaints 80.65% responded to on time |

| 2023-24 | No of Complaints Responded to | No of Complaints responded to within code timescales | %age of Complaints responded to within code timescales |
|---------|-------------------------------|--|--|
| Stage 1 | 102 | 82 | 80.39% |
| Stage 2 | 31 | 25 | 80.65% |
| Total | 133 | 107 | 80.45% |

Finance

Housing Revenue Account was

£20.2m
(turnover)

£20.7m
(expenditure)

Housing Revenue Account deficit

£0.5m



Rents

Total rental income collected 23/24

£20,176,748



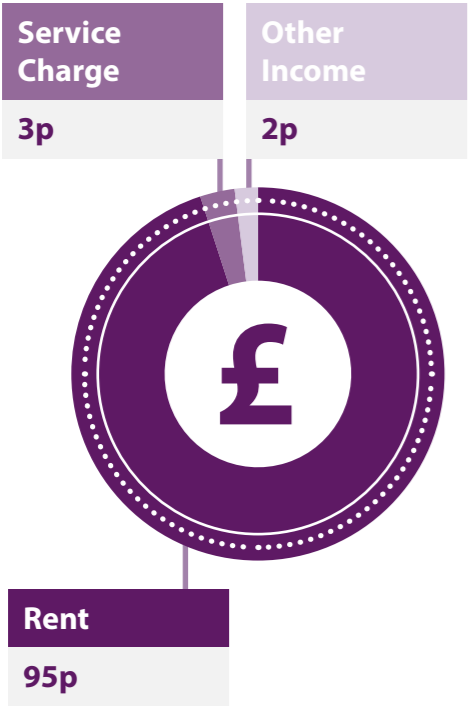
50.97%
of customers paying
by Direct Debit



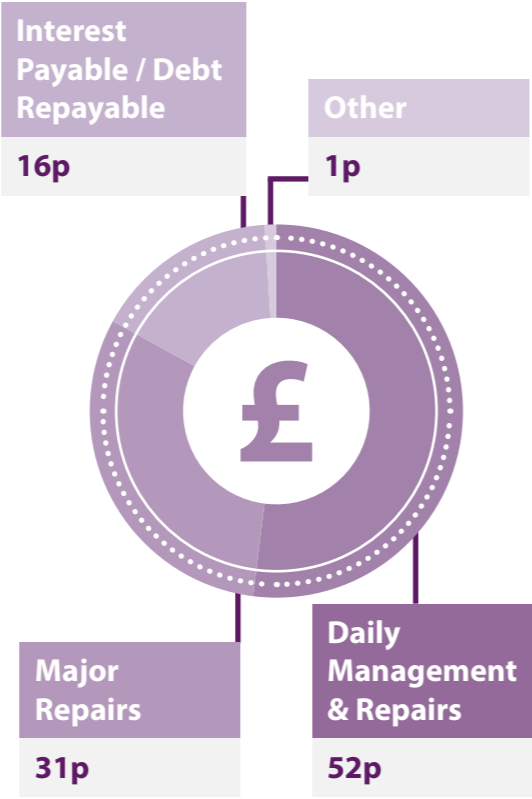
8
customers evicted
because of rent arrears
during the year



Where each pound comes from

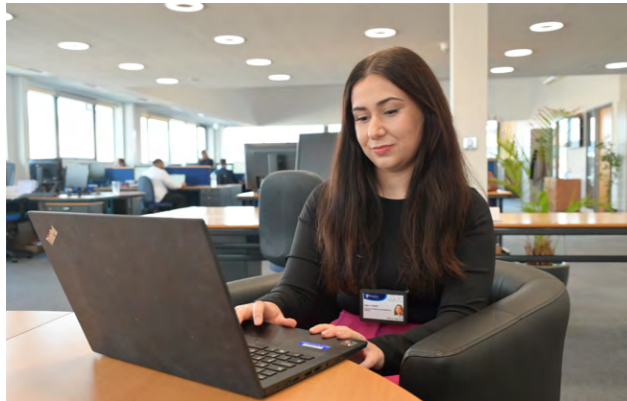


Where each pound is spent



Future

Looking ahead, STAR Housing is excited to keep improving and growing. We want to make sure we provide great services and build more homes that people need.



Using New Technology

We're investing in new technologies to make our work more efficient. This means updating our housing management systems and using new tools to make it easier for everyone to get help and stay informed.



Our staff

Our dedicated staff are essential to delivering high-quality services. With nearly 200 employees across various roles we are committed to supporting their growth and development. In the future we plan to introduce apprenticeships and training opportunities to attract and nurture new talent. By investing in our staff's development we aim to inspire the next generation to build rewarding careers in housing. This ensures our team remains empowered and equipped to continue making a positive impact on the communities we serve.



Better Repairs and Tracking

We're improving how we handle repairs and make sure things are fixed quickly and properly. We're introducing a new system so you can see the status of your repair requests in real-time, which will make everything more transparent.



Building New Homes and Improving Older Ones

We're committed to building more affordable homes and improving older ones. With £800,000 from the Social Housing Decarbonisation Fund, we'll make older homes more energy efficient. Our goal is to ensure all homes reach EPC C by 2030, helping customers save energy and protect the environment.

Our customers

At STAR Housing we're always looking for new ways for our customers to get involved and have a say in how we manage our services. One of our newest initiatives is the STAR Scrutiny Panel. This panel is a dedicated group of customers and leaseholders who work together to help us improve the services we provide. Members of the panel receive special training from HQN, which not only helps them contribute effectively but also builds their confidence and employment skills.

Whether you're retired and want to share your experience to help others, or you're a customer looking to make a difference in your community and develop personally, the STAR Scrutiny Panel could be a great fit for you.

If you're interested in joining or learning more, please email us at **involvement@starhousing.org.uk** or call us on **0333 32 12 200**.



What's next?

Having achieved positive progress in the 2023/24 financial year, we remain committed to being a strong performing local affordable housing company. Working in partnership with Shropshire Council and our customers, we want to improve our services, remain customer focused, improve our existing homes, and invest in new homes in Shropshire. We have exciting aspirations to ensure that we continue to deliver this mission through our new Corporate Plan. During 2024/25 we will roll out new strategies themed across eight different business areas, and increase and improve our engagement with our customers.



Your opinions have a significant and positive impact, enabling us to develop and improve our services to better meet your needs. To find out more about how you could get involved please email

involvement@starhousing.org.uk

or call 0333 321 2200.

0333 32 12 200

enquiries@starhousing.org.uk

www.starhousing.org.uk

Shropshire Towns and Rural Housing,
Mount McKinley Building , Shrewsbury Business Park,
Shrewsbury SY2 6FG

