

<b>Meeting</b>	<b>Shropshire Towns &amp; Rural Housing Limited Board Meeting</b>	
<b>Date</b>	<b>Monday 15<sup>th</sup> December 2025</b>	
<b>Time</b>	<b>13:00-17:00</b>	
<b>Location</b>	<b>Sirius, Ptarmigan House, Shrewsbury, SY2 6LG</b>	
<b>Members Present:</b>		
<b>Tony Deakin (TD)</b>	Board Member and Chair	
<b>Lynn Fonseca (LF)</b>	Tenant Board Member	
<b>Kathy Jones (KJ)</b>	Independent Board Member	
<b>James Owen (JO)</b>	Housing and Leisure Portfolio Holder	
<b>Richard Amos (RA)</b>	Tenant Board Member	
<b>Irina Wood (IW)</b>	Independent Board Member	
<b>Rebecca Royle (RP)</b>	Independent Board Member	
<b>Rebecca Willmott (RW)</b>	Tenant Board Member	
<b>Mark Owen (MO)</b>	Council Board Member	
<b>Duncan Kerr (DK)</b>	Council Board Member	
<b>Paul Hayward (PH)</b>	Independent Board Member	
<b>Non-Members Present:</b>		
<b>Harpreet Rayet (HR)</b>	Managing Director	
<b>James Wood (JW)</b>	Operations Director	
<b>Ros Jones (RJ)</b>	Corporate Director	
<b>Joanna Grivell (JG)</b>	Executive Assistant and Office Manager/Minute Taker	
<b>James McGlone (JM)</b>	Governance and Risk Manager	
<b>Jenny Daisley (JD)</b>	Client Officer (Shropshire Council)	
<b>Apologies:</b>		
<b>Laura Fisher (LaF)</b>	Housing, Resettlement and Independent Living (Shropshire Council)	
<b>Laura Tyler (LT)</b>	Assistant Director – Joint Commissioning (Shropshire Council)	

Agenda Item	Agenda Item	Who	When
1	<p><b>Welcome, Apologies and Declarations of Interest</b> Apologies were given from Laura Fisher. Laura Tyler and Duncan Kerr attended but had to leave early.</p> <p>There were the standard declarations of interest on some of the agenda topics from STAR staff were noted.</p>		
2	<p><b>Minutes from 15<sup>th</sup> September 2025</b> The minutes for 15 September were accepted as an accurate record of the meeting.</p> <p><b>Minutes of AGM (13/10/2025)</b> The minutes for the AGM on 13 October were accepted as an accurate record of the meeting.</p> <p><b>Minutes of Pay Award Meeting (23/10/2025)</b> The minutes for Pay Award on 23 October were accepted as an accurate record of the meeting.</p>		
3	<p><b>Matters Arising</b> There were no matters arising that were not covered in the main agenda items.</p>		
4	<p><b>Action Tracker Review</b> HR gave updates on the action tracker. The proposal was to close the majority of actions as they are complete. The exceptions were:</p> <ul style="list-style-type: none"> <li>• <b>Ongoing Action #39: EMT are still looking at the free text and sentiment from the TSM feedback and will bring a report back to the next meeting.</b></li> <li>• <b>Ongoing Action #46: Recruitment - The plan is to cover this in the follow up risk session planned with ARK on 23 February and bring back to the Board in March 2026.</b></li> <li>• <b>Ongoing Action #47 Pay Award – this is ongoing trying to determine what RPs did, as ALMOs and NHF went with the 3.2%.</b></li> </ul> <p>Everyone agreed to the closure of the other actions.</p>	<p>RJ</p> <p>JM</p> <p>HR</p>	<p>16 Mar 2026</p> <p>16 Mar 2026</p> <p>16 Mar 2026</p>
5	<p><b>Performance Update</b> RJ gave an overview and updates on performance:</p> <ul style="list-style-type: none"> <li>• She stated that the Board members had a deep dive on performance immediately prior to the Board meeting starting.</li> <li>• With the implementation of the new system One Housing, it was big bang approach. There is a lot of work we need to do to look at the process mapping outside of the system, how people are getting data into the system, how they approach and manage that.</li> </ul>		

	<ul style="list-style-type: none"> <li>• We have got a Business Improvement Consultant working with the teams with a view to improving our levels of data quality within system and to remove manual processes as far as possible by increasing automation.</li> <li>• In terms of team development, the IT team will undergo a consultation in the New Year with a view to increasing resources within the team, particularly around performance reporting, task reassignment and delivery. This will support greater automation and improve data control in the long term.</li> <li>• We have had an audit completed on Board and Management information. The results are back in draft form and will be shared with FAR once finalised. The audit came back as Reasonable but there were some recommendations that we will be adopting, for example strengthening the framework around KPIs. We already in place some housekeeping and mini audits of the teams on a rolling basis looking at increasing accuracy.</li> <li>• TD asked about Management Agreement and ensuring the KPIs reflect industry standards. We have had Awaab’s Law introduced. STAR will work with the Council and Housemark with a complete set of KPIs that reflect industry standards. We are looking at automating our KPIs to extract the data from the housing management system.</li> <li>• KJ stated that on KPIs and targets if it is set at 95% and we are at 85% and financially and from a customer experience perspective we are doing fine that is OK. You can be at 95% and it is costing a lot more and customers are still not satisfied with the service. It needs that triangulation as to whether the extra resources to get to the additional 95% does improve the customer experience. HR said we need to make sure the data is 100 % accurate first and we can make those sorts of decisions. Data quality is being worked on gradually and that we are comparing apples with apples.</li> <li>• TD said it's an additional complication because the Management Agreement covers General Needs. If STAR is doing work to assist the Council in homelessness and then some of the KPIs will be adversely affected by that. TD asked have we got the ability to exclude some of those figures so we are comparing apples with apples.</li> <li>• <b>Action 49: JD said the Council is working on the governance structure and then can move forward with the Management Agreement. HR said that STAR needs to work with the Council on the governance structure needs to come back to Board for consideration.</b></li> </ul>	HR/JD	16 Mar 2026
6	<p><b>Engaged Customer Report</b> RJ gave the following overview. The report taken as read:</p> <ul style="list-style-type: none"> <li>• The key points covered in the report are engagement activities that have been undertaken and the Scrutiny Panel and members attending the TPAS Scrutiny Panel Conference. The Scrutiny Chair is now independently moving forward with reviews, and they are looking at Communal areas and our new website before it launches.</li> <li>• Transactional Survey results were included in the report. Acuity have been doing the surveys since the beginning of 2025. The individual service areas are working on the feedback to ensure we are maximising the intelligence and using the insight to shape our services.</li> <li>• Complaint performance is going well. Response time has seen a measurable improvement with the introduction of our new Complaints and Disrepair</li> </ul>		

	<p>Manager. She has introduced a quick resolution phase. Complaints still get recorded as Stage 1 and Stage 2, but the quick resolution phase is a telephone call, so if a quick response is needed it is actioned there and then which makes sure that the customer is satisfied.</p> <ul style="list-style-type: none"> <li>• Work is needed around the EDI analysis. We know how we are going to approach this and we expect to see that for the next reporting period. With the customer profiling group being the driver for this piece of work feeding into the CCSS.</li> <li>• TD asked about AI and the call centre, what initiatives are we are doing to make best use of it. HR confirmed support for AI however the business is not ready from a data perspective. Recent discussions including input from the Business Improvement Consultant have highlighted the need to establish stronger data foundations before AI can be effectively adopted. At the moment it's very much focused on co-pilot, drafting complaint letters, supporting people with reports, maybe doing some kind of analysis rather than the customer facing journey.</li> <li>• IW asked about the Security of data. HR said our systems are all within Shropshire Council IT infrastructure and they have high requirements for security because they must meet government guidelines. One Housing is in the Cloud. We have spoken to MRI and they have strong security too. We have moved away from keeping anything on premises. Nobody is allowed to use anything like Chat GP; they all have copilot.</li> <li>• IW suggested raising the risk on security. TD said should we be focusing on what we would do in the event of a security breach. Members of the FAR subcommittee have received a proposal for a policy regarding Business Continuity. STAR is going out to get quotes to review our security across the piece and to some testing. HR wanted to reassure members that we are being proactive in regard to data security such as getting the paperwork in place and policy agreed, hopefully within the next 6 months we will do a drill to see what the outcome would be. <b>Action 50: JM to arrange a business continuity test in the next 6 months.</b></li> <li>• MO asked if it is confirmed that on Item 4.11 Board members responsible for complaints it is James Owen and Duncan Kerr. It was confirmed they are.</li> <li>• TD raised about Voice of the Customer. One of the avenues to raise issues is through Councillors. As there has been a lot of new councillors due to elections, are all the councillors with stock in their patch aware of our processes and what's the interaction been like with the change. JW said there could have been a reminder we could issue. In the New Year, we could write to all the councillors with the stock in their areas. The Interim Head of Corporate Services could do an introduction and introduce the process on what we do and how we move forward. <b>Action 51: Get Head of Corporate Services to reach out to the Councillors to make them aware of the stock in their patch and our complaint process.</b></li> <li>• <b>Action 52: JG suggested adding a small topic in the Away Day to make the councillors aware of our processes with complaints.</b></li> </ul> <p>The contents of the report were noted.</p>	<p>JM</p> <p>RJ</p> <p>JG</p>	<p>15 June 2026</p> <p>16 Mar 2026</p> <p>3 Feb 2026</p>
7	<p><b>Building Safety Update</b> JW gave the following overview:</p>		

	<p>Report was taken as read.</p> <ul style="list-style-type: none"> <li>• JW stated we have come a long way in terms of building safety during this financial year. The statistics in this report provides assurance that we understand where our problems are and where we can't get access to the property, whether that be for any of the Big 6 items and DMC, that we understand what it is and we can reference back to multiple interactions and data points to show when we become aware of a problem and what we have done about it.</li> <li>• As of 15 December 2025, there are 5 properties that do not have EICR certificate in date in 5 years. We have documented every attempt to gain access and tried multiple routes and at different times of day.</li> <li>• We were well prepared on Awaab's Law. A number of areas of the business have been meeting for nearly 6 months to be prepared for this. We have had a plan in place to be prepared ready for when the Law came in.</li> <li>• JW talked through the statistics that had been agreed would be reported to Board. <ul style="list-style-type: none"> <li>○ 100% of hazards reported within 10 days</li> <li>○ 85% of tenants have received written summaries within 3 days. The challenge hasn't been getting out to the properties it has been getting the written responses out in 3 days as it might require different stakeholders in the business to be involved and might need a specialist survey.</li> </ul> </li> <li>• TD stated that he knows that different organisations are sending out brief summaries to inform the tenant to keep within the 3 days. TD asked what the correct stance is. Should the Board be concerned that we are not at 100%. HR said that HQN has advised us that the more detailed summary is required. JW has had a long conversation with Housemark on this. The feedback we are getting is where there is a systematic failing in your approach that is when you should refer yourself to the regulator. Our instances are not systematic. We have had 3 out of 69 cases that have been a bit more complicated, and the team did struggle with resources. We are hearing from other organisations is that Awaab's Law is almost collapsing their business because everyone is erring on the side of caution and treating everything as urgent and that is flooding the internal systems.</li> <li>• JW said that the Damp and Mould survey has a number of sections which talk about the levels of risk. They talk about significant risk and reasonable period of time but it is not defined. We have taken a pragmatic approach, not everything can be a significant risk or an emergency. It is subjective.</li> <li>• The Housemark KPIs are: <ul style="list-style-type: none"> <li>○ The number of new emergency hazards reported per 1000 properties.</li> <li>○ New significant damp and mould hazards reported per 100 properties. In this reporting period we have had one emergency, where that tenant was decanted the same day, and we have had no significant D&amp;M hazards.</li> <li>○ Percentage of emergency hazards resolved within 24 hours.</li> <li>○ Percentage of damp and mould investigated within 10 working days. Percentage of significant damp and mould repairs within 5 days we are 100% for all 3.</li> </ul> </li> <li>• JW said the written notification is one part of Awaab's Law that is catching out organisations doing it in 3 working days when you have to put together</li> </ul>		
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	<p>an effective solution. There are lifestyle elements that are contributing to the cases of D&amp;M and we have to make sure we use the right language when we communicate with our tenants.</p> <ul style="list-style-type: none"> <li>• TD raised about the word systemic and sending the notification and what are the consequences. Does this merit further conversation with HQN and the legal people. HR said everyone is looking at it in a slightly different way. STAR hasn't got the volume that others have. They might be sending a holding letter but we are being more cautious and are probably a bit more able to do the detailed letter because of lower numbers. At least get to June and understand what our sector is doing. We don't have a systematic issue. HQN are coming back at the end of January.</li> <li>• KJ said what the regulator is looking is for housing providers to be assured as best they can, that they have got the right responses in place to make sure nobody is at risk of death. They want to see that if there is any damp and mould that you know where it is and have risk assessed it (high, medium or low) and prioritised it that you have a clear time scale that you are adhering to.</li> <li>• KJ reflected that if you are not always issuing written summaries within 3 days that would not be enough for regulatory intervention. In general, the regulatory standards are that you understand where you need to improve and you have got an action plan and you have got the Board backing and finances to make that improvements not to be 100% in terms of writing letters to tenants.</li> <li>• It is a similar situation with the Ombudsmen as a lot of organisations still aren't at the stage where they are responding to 100% of Stage 1 complaints within 10 working days but they understand if they are doing something to address that.</li> <li>• KJ said as long as we understand the Damp and Mould, and have prioritised it into high, medium or low, and we are not quite there with getting the written notice out in the right timescales but we have the action plans in place to improve, it is normally enough for the regulator that you understand your issues and your plan to get to 100%.</li> <li>• <b>Action 53: PH agreed with everything that has been said by KJ. He stated he would like the Housemark KPIs to be shared and would like additional KPIs that could be added, to give the Board some reassurance around the context on how the numbers compare to the same point in previous years rather than just looking over this month's period. JW to add this extra context.</b></li> <li>• RA asked has there been any communication on Awaab's Law to tenants? JW confirmed that we've run a social media campaign and update on our website about what Awaab's Law is and what tenants need to do to report DMC. Out of the 69 cases in the reporting period, 64% were reported by our own operatives. Training has been done with the DLOs, other internal staff (Housing officers) and external staff to help them spot the signs of DMC. There is a planned programme for the ventilation of properties so we are being proactive.</li> <li>• DK said that there are children's social workers, and other professionals from the Council and Health professionals going into our properties are they aware about Awaab's Law and spotting signs. <b>Action 54: In the New Year to work with Jenny Daisley from the Council to provide a briefing to the frontline staff within the council on understanding Awaab's Law, our</b></li> </ul>	<p>JW</p> <p>JW/JD</p>	<p>16 Mar 2026</p> <p>16 Mar 2026</p>
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	<p><b>approach, what they should look for and include it in the safeguarding. This should be lead by the council and supported by STAR Housing.</b></p> <ul style="list-style-type: none"> <li>RR raised about short-term compliance versus long term best practice. In short term can we demonstrate that we are getting out to people very quickly, and that we tell them there is a note to follow, to give more assurance in the short term. JW confirmed it is something we should do. What we have tried to do if we find a problem in one of our assets, we'll fix it properly and get that first time resolution. We have identified that at times because we are trying to do the right thing, it can bring us up a bit short in some of our reporting. We need to be a bit smarter.</li> <li>RR said that the 100% scores are exceptional, so that should not be missed. We tend to focus on where we have missed the target.</li> <li><b>IW said that this should be added to the risk register and monitored as a risk. Action 55: JW to add DMC to the risk log and monitor it.</b></li> <li><b>Action 56: HR said the proposal is from now on within 3 days we will send a holding letter, to confirm if we think it is damp and mould case with a line the timelines, stating we will send another communication with the detailed specification of the work that will be done. TD said he would be happy with that. We are in a good position compared to others.</b></li> <li>KJ asked if we got something in place on the fire doors and a plan to rectify. JW confirmed we have got a programme in place, we have one contractor for this work and that compartmentation work is due to finish by Summer 2026. Every single block now is on a programme, and POs are being raised and works instructed. We need to be able to trust our contractors, so we decided that we would be better off having a longer programme but with the assurance on a long-term partner of quality. We have a new fire officer who is due to start January 2026 and will be inspecting all the new doors.</li> </ul> <p>The Board was asked to:</p> <ul style="list-style-type: none"> <li>○ Approve the policy for the zero tolerance in communal areas. This was approved.</li> </ul>	<p>JW</p> <p>JW</p>	<p>16 Mar 2026</p> <p>16 Mar 2026</p>
<p>8</p>	<p><b>Policies Update</b></p> <p>RJ gave update on the Policies:</p> <ul style="list-style-type: none"> <li>We have come a long way with the previously agreed accelerated policy approval programme.</li> <li>We expect with exception of the neighbourhood's policies, the rest will be done by the end of the calendar year. Some of the neighbourhood's policies will be delivered around February 2026. HR explained the reason for the delay is the new tenancy agreement, the consultation we have undertaken and some of the other changes around services charges. Even if we did the policies at this point without the outcome of that, it would be out of date straight away. It is important that we complete that and ensure the policies are correct and up to date after that.</li> <li>RR commented that it was unusual for such a high proportion of the policies to have expired. RJ advised that it is a historical thing where they were all updated annually. We need to look to stagger the next updates over the next three years. There are certain policies that might need to be looked at more frequently such as the stock condition survey policy. <b>Action 57: RJ/JM</b></li> </ul>	<p>RJ/JM</p>	<p>16 Mar 2026</p>

	<b>to come back to Board with a three-year plan to stagger the policies once they have all been through the current approval process.</b>		
9	<p><b>Strategic Risk Register Update</b> RJ gave overview and updates on the Strategic Risk Register</p> <ul style="list-style-type: none"> <li>• There have been no escalations in the period from the operational level registers and no changes reported in the risk environment.</li> <li>• We held the risk session with the board in early November. We have taken on some of the guidance from that session in terms of showing more clearly our mitigating measures and status of them. The next steps are to rearrange the session with Ark. Note: This has been arranged for 23 February 2026.</li> <li>• TD said the hybrid nature of the meeting didn't work. We need to do it before a Board meeting so everyone is there in person.</li> </ul> <p>The report contents were noted.</p>		
10	<p><b>Strategy Delivery Programme</b> RJ gave overview and updates on delivering the projects that sit within the Strategy Delivery Programme:</p> <ul style="list-style-type: none"> <li>• We are at the midpoint of the projects that sit within the strategies. We are aware of the scale of transformation that we have been going through and recent restructures and changes within the business, which is the reason behind the number of those programmes that are off track or at risk. The key message is that we are at the halfway point and almost at 50%. We do expect to deliver all of them by the end of March 2027.</li> <li>• TD asked about what's the impact of the delay and would it be a financial or service quality impact. Is there anything that you think there is a risk on. HR advised that we have done sessions around what we plan to deliver, what may be delayed, what the impact might be and what we think is no longer relevant. This time next year we will be discussing the next Corporate Plan. <b>Action 58: RJ advised that we could look to do a session on Project Delivery before a future Board meeting.</b></li> <li>• PH agreed it would be helpful to have the reset and to bring this back to Board so they understand the context of those outstanding actions.</li> </ul> <p><b>The update was noted.</b></p>	RJ	16 Mar 2026
11	<p><b>HQN Self-Assessment Action Plan</b> HR gave update:</p> <ul style="list-style-type: none"> <li>• HQN are coming in at the end of January to do an update, and a hygiene check on where we are up to. There has been a real focus on compliance around remedial works and fire doors etc.</li> <li>• We can show some improvement since they have been in here in the summer, with the changes we have made and our repairs reporting has also been improved.</li> <li>• While we have not closed off all the actions but we can show a lot of improvements and actions underway. The focus is on being Inspection ready.</li> </ul>		

	<ul style="list-style-type: none"> <li>• KJ raised about the Competence and Conduct standard that is coming in. The Board was advised that HR, RJ and JW will be completing their Level 5 next year. There are plans in place for our Housing Managers to do a Level 4 in relation to this. There will be a full programme coming forward and we have made funds available to make sure that all key staff get to that point, so we are compliant with the standard. By the end of 2026 we will have all those qualifications.</li> <li>• KJ flagged about the people that might be winding down their career and not want to do the qualification and so need to factor in the turnover in staff getting the qualification.</li> </ul> <p>It was noted that HQN are coming back in January to review the actions.</p>		
12	<p><b>Staff Survey Results</b> HR gave overview and updates on the Staff Survey results:</p> <ul style="list-style-type: none"> <li>• We partnered with Acuity and Fitzgerald for this survey. They provide recommendations and how we can engage staff better moving forward. They will provide an action plan based on the results. We will also be using a benchmark database, so we are able to compare against others within the sector.</li> <li>• We achieved 71% response rate for the staff survey.</li> <li>• HR shared more information on the results and key statistics that were in the report paper. The team will be working on an action plan to address improvement areas.</li> <li>• There are plans to get the Board more ingrained with the business. <b>Action 59: HR has asked Emily Parry to do a piece on Board Members within the staff update to give staff more information on member’s background, where you come from and what you think you will bring to the organisation. Also, for SMT members to take more of a lead in staff briefings. We have got some good ideas that we will be implementing.</b></li> <li>• TD asked if the question about whether the leadership team communicate a clear vision of where STAR is going, was a standard question that STAR could benchmark against. Does it segment to say it is weaker in certain teams. HR said yes, it is segmented. He shared more details of specific questions where the feedback can be analysed to better understand what is driving the results. There are differences in the feedback in age groups too.</li> <li>• HR said there is more work to do. TD said it is interesting and where STAR is on the transformation programme. This leadership team has inherited a lot of staff who have been here for a long time, and we have looked at changing processes and systems. There will be people who jump at the opportunity to improve things and there will be others who won’t be happy that we have done it. TD said he hopes that this survey will bring out some of these things.</li> <li>• TD suggested that HR&amp;R committee looks at the information in detail and then bring it back to the Board to give a full overview. HR agreed, there is a bit more around communication needed. Fitzgerald recommended to have monthly but different services doing it, and they can brief on certain areas.</li> <li>• <b>Action 60: To get a session arranged after we have received the action plan from Fitzgerald? This meeting was arranged for 26 January 2026.</b></li> </ul>	HR/EP	16 Mar 2026
		HR/JG	16 Mar 2026

	<ul style="list-style-type: none"> <li>• IW suggested having a Staff suggestions scheme. HR said yes, they come through the staff forum.</li> <li>• There will be a working group established to engage with Fitzgerald Consultancy in developing action plans (MD, staff forum members and HR), there will be a Pulse Survey at 6 months and a full survey again in 12 months again via Acuity.</li> <li>• We are looking to do a Cultural Assessment of the organisation in the summer and the SMT are commencing a leadership training programme and there will be updates to HR &amp; R Committee regarding ongoing benchmarking data and action plans.</li> </ul>		
13	<p><b>Subcommittee Update (FAR)</b> RJ gave update on FAR:</p> <ul style="list-style-type: none"> <li>• Update on Health and Safety. We are out to tender for an inaugural health and safety provider. We have a new Health and Safety officer within the business.</li> <li>• All our major procurement tenders are reporting on track.</li> <li>• STAR Qtr2 finance update showed that we are reporting a small overspend. That is an improvement on quarter one position.</li> <li>• STAR budget will be coming forward for approval in the New Year. It is not quite balanced yet, but we have got positive news on the pension contribution numbers.</li> <li>• The Audit Programme delivery is all on track.</li> <li>• Following the development of the HRA business plan, we have had more conversations with Homes England in regard to the new AHP Programme. This has allowed us to look at our development programme and potential grant rights that will be putting in, the schemes that we should be moving forward with. What we are proposing to do is put in the new schemes, with new start dates and new grant rate and send the updated report to the Board and Council in February for approval in relation to the HRA Business plan.</li> <li>• We are looking at £14 million for existing stock within the property investment programme. Potentially if we get the full Wave 3 funding the borrowing will be reduced significantly. TD said to make sure that both the finance team within STAR and in the Council are working to the same information. That is absolutely key.</li> <li>• TD asked about the rent setting and the service charges. On rent setting are we following the national policy on service charges. TD asked about the tenants affected. RJ confirmed there is a piece of work underway currently which is triangulating all the benefit data and potential rent convergence to see who is most impacted. We are then able to address those individually where possible and a hardship fund will be in place.</li> <li>• PH asked about the rent convergence and although we won't know until January, asked RJ if she had a feel for numbers that are involved and what the extra £1 or £2 would make in terms of our finances. RJ said that Abovo supported STAR with the modelling and she can share the report. We were minded to do a £2 increase and that brings in £9 million over a 10-year convergence period and convergence would happen around year 9.</li> <li>• <b>Action 61: KJ said to check if that the housing management system is set up to manage rent convergence and if not, that is a risk.</b></li> </ul>	RJ	16 Mar 2026

	<ul style="list-style-type: none"> <li>• <b>Action 62: RJ to circulate the rent convergence report to give clarity around the impact on all the changes on individuals.</b></li> </ul> <p>The Board was asked to approve the recommendations for approval by the FAR:</p> <ul style="list-style-type: none"> <li>○ Management Fee &amp; Rent Setting</li> <li>○ Tenancy Agreement Consultation Outcome</li> </ul> <p>The recommendations were agreed.</p>	RJ	16 Dec 2025
14	<p><b>Subcommittee Update (CSS)</b></p> <p>HR gave the following update that came through the CSS committee.</p> <ul style="list-style-type: none"> <li>• STAR is putting together a policy for Board members induction. Initially it had been thought that there would be different induction for tenant board members but it was determined everyone should have the same induction.</li> <li>• <b>Action 63: TD said he has had conversations with Board members and is putting together some slides on the themes of their feedback and plans to bring to the next Board meeting.</b></li> <li>• <b>Action 64: HR said in terms of the induction programme, all Board members will be contacted and will ask Board members to do the induction over the next 3-4 months.</b></li> </ul> <p>PH gave the following update on the rest of the CSS subcommittee:</p> <ul style="list-style-type: none"> <li>• The committee went through the OPS performance review.</li> <li>• The committee covered the building safety update and highlighted some issues around voids and some delays around asbestos and noms, with actions to address that and touched on the repair disconnects, data triangulation for why appointments are not kept.</li> <li>• There was a positive update from DM around CRM and customer profile is up to 81%. Critical to us around service adjustments and the EDI data.</li> <li>• RA raised a good point around terminology for vulnerability. Since the CSS subcommittee took place, some work has been done on this and ensuring we are using the right wording. We have agreed that the customer profiling report would come through to the next committee.</li> <li>• There was an update on the scrutiny panel and the review work that has been done.</li> <li>• The complaints policy was recommended for approval.</li> <li>• We had reassurance around the operational risk register; there was nothing escalated through to the strategic risk register.</li> <li>• Also received good updates on neighbourhood management and the call centre and their performance targets. JW gave an update on the call centre review.</li> <li>• We agreed the Tenancy Agreement Consultation, along with the service charges and assisted gardening scheme.</li> <li>• There was also an update on the new website launch.</li> <li>• RR enquired about the appropriate metrics to consider in relation to the new website, the customer call centre, and the implementation of AI. HR confirmed that a further paper has been submitted to SMT since the CSS meeting. Within that paper, there are three options being explored. We want to understand the customer contact first and how they want to talk to</li> </ul>	<p>TD</p> <p>HR/ JM</p>	<p>16 Mar 2026</p> <p>16 Mar 2026</p>

	<p>us and at that point we will have the insight to design what is needed. It is going to be a mixed approach. TD said to engage with the likes of HQN and pick out the best ideas that they are seeing. STAR does not plan on being leading edge, or an earlier adopter of new technologies.</p> <p>The Board was asked to approve the following:</p> <ul style="list-style-type: none"> <li>- Tenancy Agreement Consultation Outcome</li> <li>- Board Member Onboarding and Induction Policy</li> <li>- Service Charges/Assisted Garden Scheme</li> <li>- Complaint Handling Policy</li> </ul> <p>These were approved.</p>		
15	<p><b>Subcommittee Update (DSSI)</b> HR gave the following overview as it had been DK's first meeting chairing:</p> <ul style="list-style-type: none"> <li>• The big thing that came through on this DSSI Subcommittee meeting was the level of technical acronyms and things we were discussing because we were talking about the emerging business plan, some of the development schemes, Awaab's Law, the investment programme and our approach to sustainability. It is quite a new committee so one of things is do more of an induction for those who attend those meetings.</li> <li>• <b>Action 65: DK suggested that there should be a wash up at the end of the DSSI meeting to cover any issues in understanding of what was discussed. This can be added as a standing agenda item under AOB.</b></li> <li>• JW added that the complexity of what is being discussed (at DSSI) and the level of spend, it might be worthwhile looking for some co-opted members who have some experience and expertise. We are asking for approval on a significant level of spend. TS agreed and said previously there had been Andrea Martin as a co-opted member and it would be a good idea to have some experience on either development or strategic asset management. TD said both complexity and spend does warrant having a further person on the committee.</li> <li>• <b>Action 66: HR and TD to take it away and come up with an induction of people who attend so they understand and to support the members and look for a co-opted member as there is such a level of discussions on spend.</b></li> </ul> <p><b>Sustainability</b> JW gave the following overview:</p> <ul style="list-style-type: none"> <li>• We brought a paper to board asking for agreement to flag to the council the WAVE 3 funding may not be good value. We had limited contact with DESNEZ; we communicated back to colleagues at the Council and they started an interesting conversation with DESNEZ which has led to some flexibility on grant funding terms.</li> <li>• We are now at the early stages of how the Wave 3 funding can work differently. DESNEZ would consider classing the investments we've made into Windows that have got properties from D to C, which is a significant number of properties during the financial year 25/26, they will be classed as a Wave 3 qualifying measure. This would mean that they would contribute</li> </ul>	<p>JM</p> <p>HR/TD</p>	<p>12 Mar 2026</p> <p>16 Mar 2026</p>

	<p>50% of the cost. That is great for the business plan. JW still has some concerns about the level of detail. There is a lot of survey requirements and technical requirements.</p> <ul style="list-style-type: none"> <li>• We received some ECO4 Funding (nearly £1.8m) that was led through a contractor called SCIS. ECO4 funding is challenging as it is very short-term work, and the supply chain never get any continuity of work. The margins are tight but the impact on tenants is very high. We get fully funded solar panels at a minimum cost to the business. We currently we have got 179 installations, we have 169 handover packs which means they are complete and have the certification and the electrical test certification. There are 11 properties that we have not got full packs on. There are a number of contractors that have ceased trading because of the announcement of the end of ECO4. Our contractors have been on site today. There is a little bit of exposure for STAR but we did not open up too many at one time to mitigate the risk. To date our investment in everything, retrofit strategy, development plan, ECO4 everything has cost less than 10% of the value of the solar panels.</li> <li>• We have brought forward a paper on our new approach to stock condition programme. The regulator is obsessed with stock data. We are now targeting 300 stock condition surveys to do to keep us within the target by the end of the year. We are looking to go out and visit some of our poorest performance stock to ensure we have all the right data points. It's a very proactive approach.</li> <li>• HR raised about our approach to bidding under the 2026-2036 Affordable Homes programme. How we are going to work with the Council and will look a portfolio of bids rather than scheme by scheme.</li> <li>• The KPI within the management agreement is at 70% of our stock will be C and above before the end of this financial year. We started the year at 53.7% and as of today we are 64.7% but we have not revisited and undertaken any EPCs at the properties that have solar panels installed under the ECO4. They must be a C rating so we are confident that we are going to sail past the 70% target. We are intentionally holding back doing EPC work to get the extra funding. We have been using the resource to help us with the stock condition data.</li> <li>• TD asked who is undertaking the stock condition survey. JW said historically we had two surveyors in house, but both have or are in the process of leaving the business. We are comfortable with that, as the role and skillset has changed and they didn't have the level of technical skill and understanding. We are recruiting for a surveyor and we have external company that have been helping us called Retrofit Capital Management.</li> <li>• IW asked what is DMC. JW confirms it stands for Damp Mould and Condensation.</li> </ul> <p>The Board was requested to:</p> <ul style="list-style-type: none"> <li>• Agreement in relation to regeneration of Castlefields.</li> <li>• Acknowledgement of the early feedback on Awaab's Law.</li> <li>• Agreement to the proposal on stock conditions surveys detailed within the report.</li> <li>• Agreement to the disinvestment policy.</li> <li>• Note our approach to the affordable homes update and bidding strategy.</li> </ul>		
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	<ul style="list-style-type: none"> <li>• Agree to the finance paper for the Development Strategic Investment and the HRA business plan.</li> </ul> <p>This was agreed to.</p>		
16	<p><b>Subcommittee Update (HR&amp;R)</b> HR gave overview:</p> <ul style="list-style-type: none"> <li>• We covered HR areas of focus; we started with the numbers of starters and leavers and looking at what has caused that. An analysis has been done on this, we will be going back to the HR&amp;R subcommittee with further details as it is a mixed bag in relation to the turnover within the organisation with some being long time service, people who didn't pass their probation and people who used the organisation to spring forward to bigger, better things.</li> <li>• There are ongoing grievance cases; we have some really complicated cases that have been ongoing related to HR matters.</li> <li>• There was an update in relation to statistical information on sickness. We have done a report on sickness analysis. It was interesting that a pattern has emerged that short term sickness isn't a problem for the organisation. It is long term sickness and a lot of that relates to stress. 65% of staff when they decided to leave the organisation went off sick and did not serve their notice effectively. There was a clear pattern emerging in relation to that activity. We are hoping that as the organisation settles it becomes less of an issue for the business.</li> <li>• There was an update on the changes James Wood has made to his directorate in response to the challenges we have faced this year.</li> <li>• There was an update on the pension scheme. We are proposing to open a new pension scheme, where all new starters would be auto enrolled after 3 months. Which will be a change as normally people are auto enrolled on day one.</li> <li>• LGPS will still be open but there was some debate around level of contributions. Originally, we did propose 10% but given our pension contributions are now 11.9% we will be coming back with a proposal to reduce to 5% in relation to that contribution. We will probably follow the industry standard.</li> <li>• The advantage of the new pension scheme is that now if you leave the LGPS within two years you will lose everything. LGPS is less flexibility. The new pension scheme will give more security going forward.</li> <li>• It was stated that the leadership are not able to provide pension advice, so it is up to individuals to get their own financial advice when making their decision. As part of our new employee platform, there will be free financial advice including pension advice.</li> </ul> <p>The Board noted the updates.</p>		
17-19	<b>Exempt items not for public discussion</b>		
20	<p><b>AOB</b></p> <ul style="list-style-type: none"> <li>• <b>Action 67: LF asked for an update on the Parish rooms at Bridgnorth. JD confirmed it is open now and has been very successful. There have three that have opened and the Council is just getting the people in and settled</b></li> </ul>		

