
STAR Housing TSM Survey

2023 Report

October 2023

Prepared by: Acuity Research & Practice



Contents

1. [Introduction](#)
2. [Key Metrics Summary](#)
3. [Overall Satisfaction](#)
4. [Keeping Properties in Good Repair](#)
5. [Responsible Neighbourhood Management](#)
6. [Respectful & Helpful Engagement](#)
7. [Recommending & Improvements](#)
8. [Wellbeing](#)
9. [Trends](#)
10. [Understanding Satisfaction](#)
11. [Conclusion](#)
12. [Recommendations](#)



Introduction

Shropshire Towns & Rural Housing (STAR) is an Arms length Management Organisation (ALMO) with a 10-year management agreement with Shropshire Council to manage their homes in the Oswestry and Bridgnorth areas.

STAR manages around 4,000 properties, mostly general needs but also including sheltered and shared ownership properties; although the shared ownership properties are excluded from this survey.

Acuity has been commissioned to undertake an independent one-off satisfaction survey of the LCHA residents of STAR Housing to collect data on their opinions of, and attitudes towards, their landlord and the services provided.

The survey was designed using the new Tenant Satisfaction Measures from the Regulator of Social Housing, which became mandatory in April 2023 and will be reported for the first time in 2024.

Given that STAR manages around 4,000 properties, the aim from the survey was to complete a minimum of 522 interviews to achieve the required margin of error from the Regulator of Social Housing. The survey was primarily conducted by telephone and at the close of the survey on the 13th of October, 530 interviews were completed, 523 of these by telephone, with 7 residents choosing to complete the survey online. Quotas were applied based on tenure, location, age and ethnicity to ensure the sample chosen represents the resident population as a whole. In the end, 490 general needs residents responded and 40 sheltered residents. Incentives were given of three shopping vouchers to residents completing the survey, drawn at random.

The telephone survey is confidential, and the results are sent back to STAR Housing anonymised unless residents give their permission to be identified – 85% of residents did give permission to share their name and 95% of these residents are happy for STAR Housing to contact them to discuss any issues they raised.

The aim of this survey is to provide data on residents' satisfaction, which will allow STAR Housing to:

- Provide information on residents' perceptions of current services
- Compare the results with previous surveys, where possible
- Compare the results with other landlords (where appropriate)
- Report to the regulator from April 2024 onwards.

For the overall results, Acuity, Housemark and the Regulator of Social Housing recommend that landlords with over 2,500 and under 10,000 properties achieve a sampling error of at least $\pm 4\%$ at the 95% confidence level. For STAR Housing, 530 responses were received, and this response is high enough to conclude that the findings are accurate to within $\pm 4.0\%$, so matching the required margin or error.

The majority of figures throughout the report show the results as percentages. The percentages are rounded up or down from one decimal place to the nearest whole number, and for this reason, may not in all cases add up to 100%. Rounding can also cause percentages described in the supporting text to differ from the percentages in the charts by 1% when two percentages are added together.



82%

Overall Satisfaction

The survey results are generally positive with over eight out of ten residents (82%) satisfied with the overall services from STAR. There is even higher satisfaction for the way they treat residents fairly and with respect (89%), provide a safe home (88%), are easy to deal with (86%) and keep residents informed (83%).

All the remaining measures have satisfaction levels above 70%, the lowest of these being the time to complete repairs (72%), apart from the handling of complaints where just 34% are satisfied.

In addition, 58% of residents would recommend STAR to other people, with a Net Promoter Score of 38.

Key Metrics Summary 2023



82% Well maintained home



73% Anti-social behaviour



88% Safe home



86% Easy to deal with



80% Repairs - Last 12 months



73% Listens & Acts



72% Time taken - Last repair



83% Keeps you informed



79% Repairs - Overall satisfaction



89% Treats fairly & with respect



73% Communal areas clean & well maintained



34% Complaints handling



78% Positive contribution to neighbourhood



58% Promoters

The results from the survey have generally improved a little since last year, which is encouraging but it is also important to understand the wider context in which STAR works.

When considering the results, it is important that the national context and external factors should also be taken into account. For example:

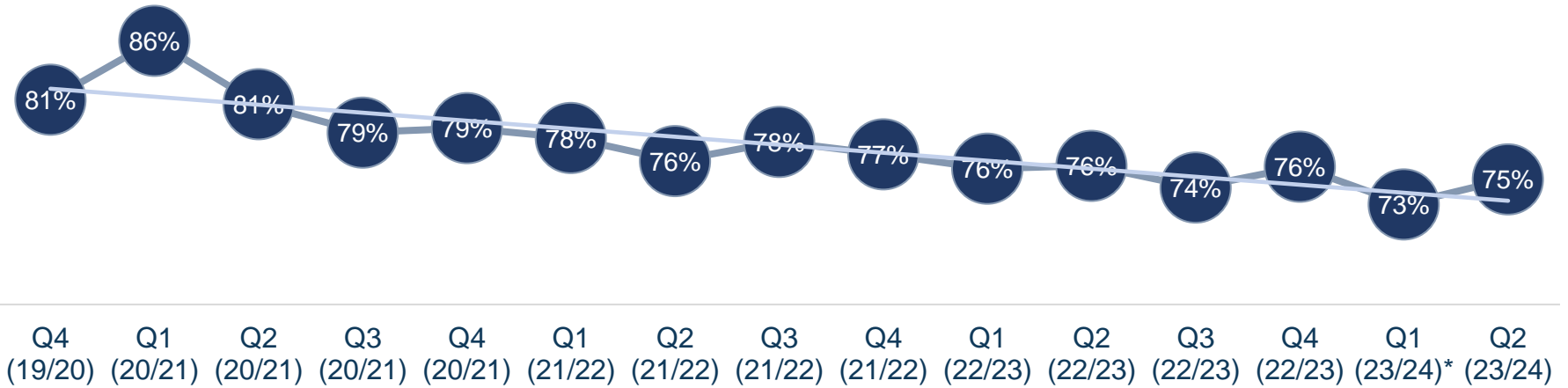
- Cost of Living Crisis
- Government & Political Changes
- Uncertainty about the Future
- Brexit and the economy

Satisfaction is based on perception rather than specific values so can be affected by these factors and how positive people feel about their lives. Factors such as the pandemic also altered the way social landlords operate, perhaps making them less accessible and responsive.

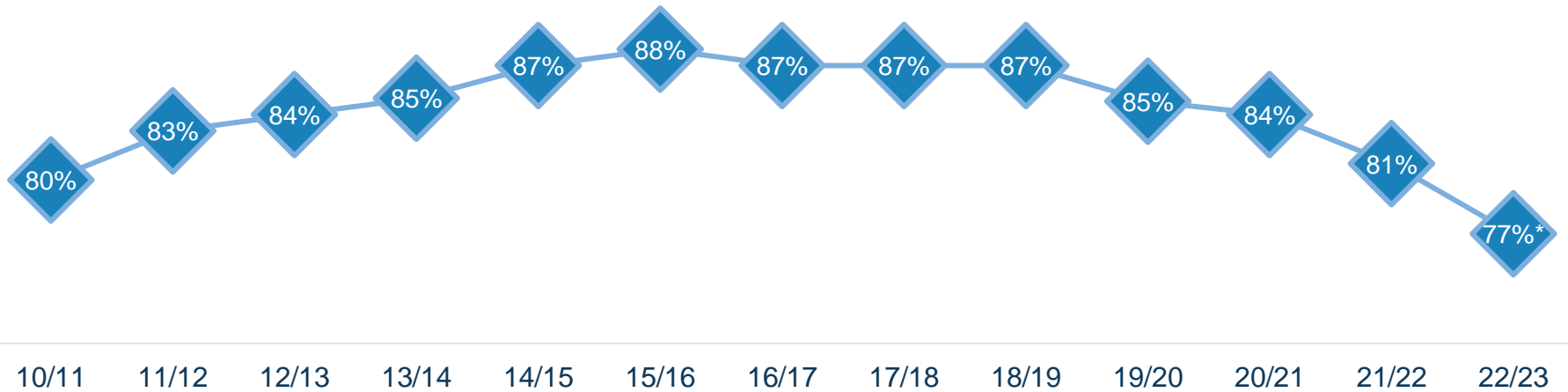
The top graph demonstrates how overall satisfaction has changed over time for Acuity's clients (tracker only). The trendline is downward over the last few years. The lower chart shows the results from Housemark members with a peak in 2015/16 and a slow decline since, this starting before the disruption of the COVID-19 pandemic.

National Context

Overall Services (Acuity Clients)



Satisfaction with services provided (NHF/Housemark median - general needs)



*LCRA only onwards



Overall Satisfaction





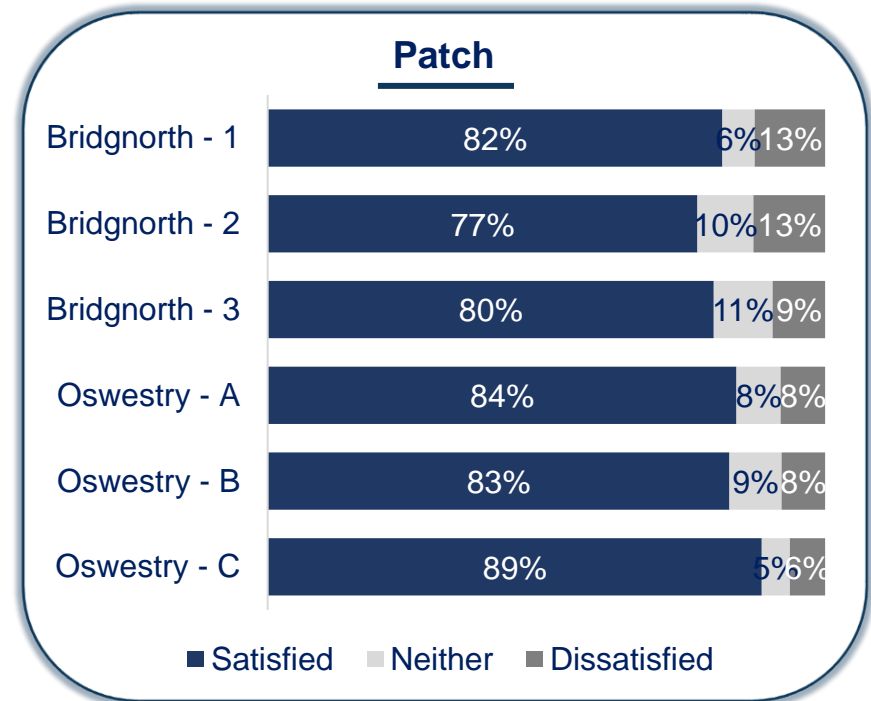
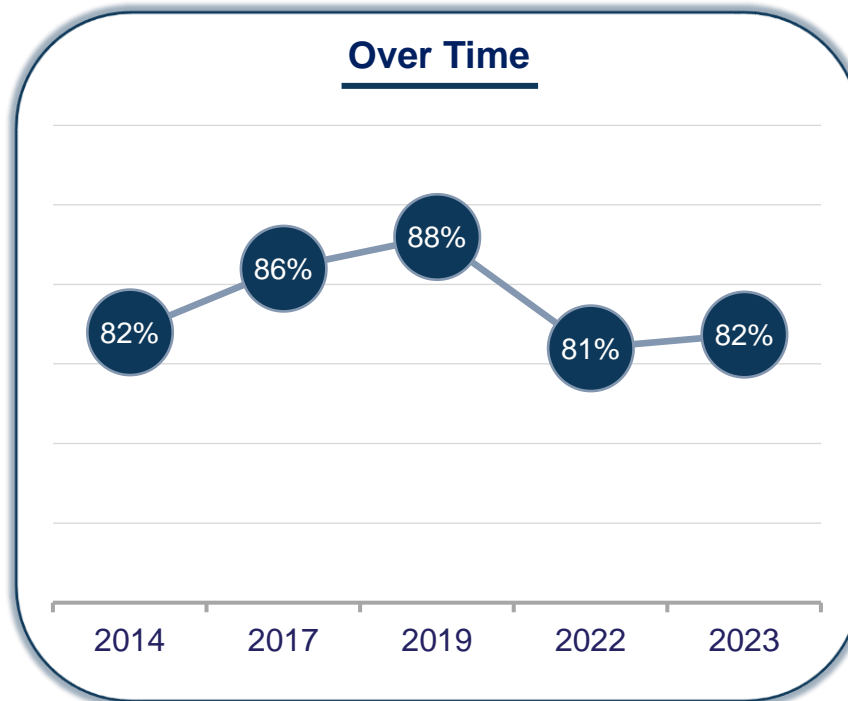
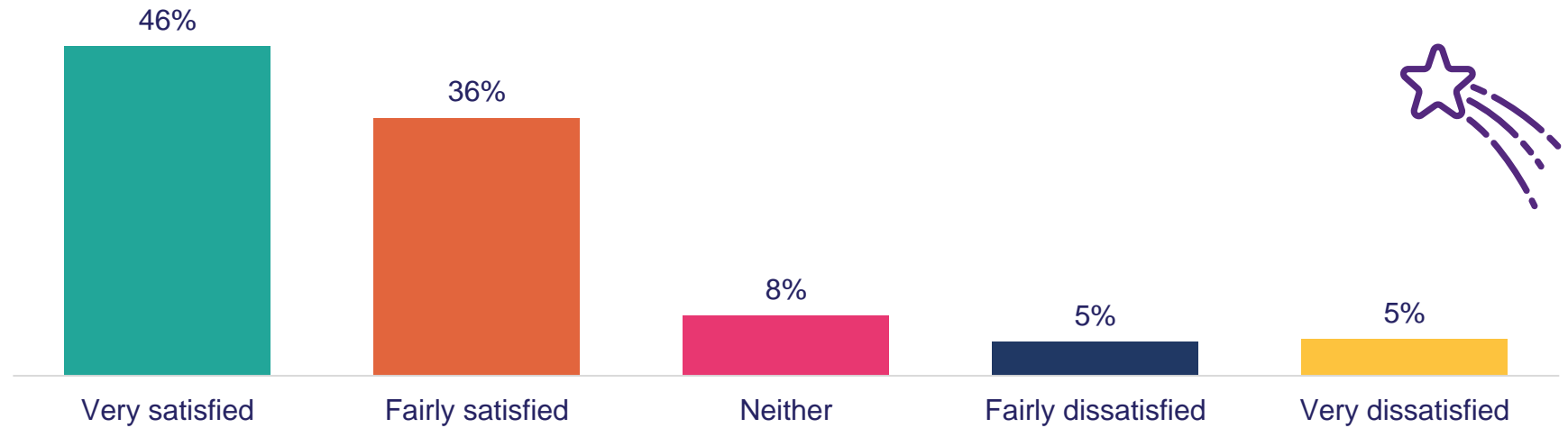
Overall Satisfaction

Residents were asked, "Taking everything into account, how satisfied or dissatisfied are you with the service provided by STAR Housing?" This is the key metric in any resident perception survey.

There are 82% of residents satisfied with the overall services from STAR, and more are very satisfied (46%) than fairly satisfied (36%). Just 10% of residents are dissatisfied with the overall services provided and a further 8% are neither satisfied nor dissatisfied.

Overall satisfaction has fluctuated a little over time from a high of 88% in 2019 to a low of 81% in 2022. Satisfaction has more or less remained at this level, up just 1% in 2023 to 82%.

STAR has different management patches with three in Bridgnorth and three in Oswestry. Those in Oswestry – C are the most satisfied with the overall services, 89% compared with a low of 77% in Bridgnorth – 2.



Comments – Why Very Satisfied

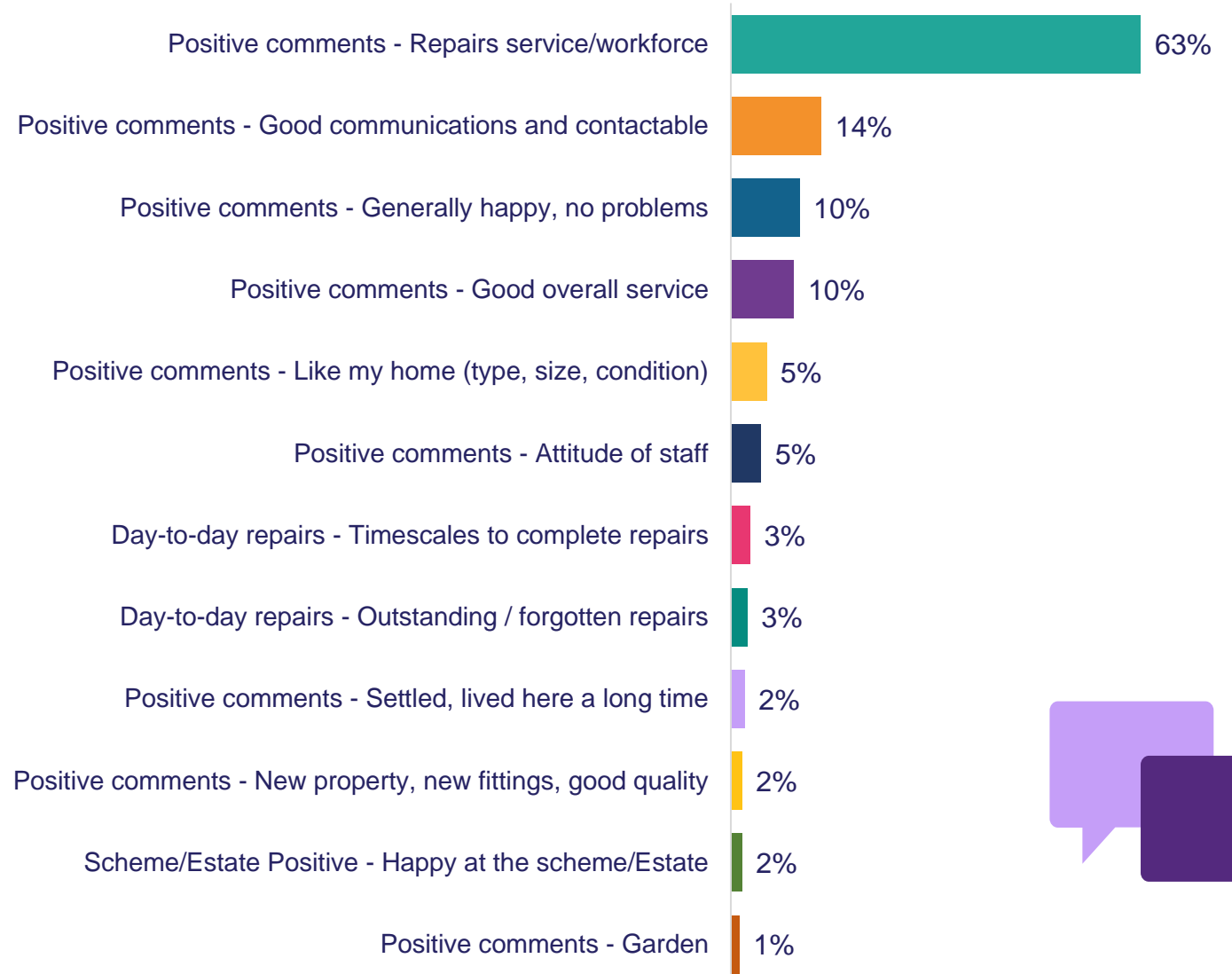
The residents who said they are very satisfied with the overall services from STAR were asked to explain why and 239 residents left comments.

The majority of these highlight the work of the repairs service and workforce, this attracting 63% of the comments made.

The other issues mention the good communications, good overall service, their homes and the attitude of the staff.

Below shows just some of these comments as examples and these help to better understand what is driving satisfaction at STAR.

It is worth looking at these in details as they highlight the areas of good performance but can also be used to target those few areas where improvements may be needed.



Number of respondents: 239

Comments – Improve Service Satisfaction

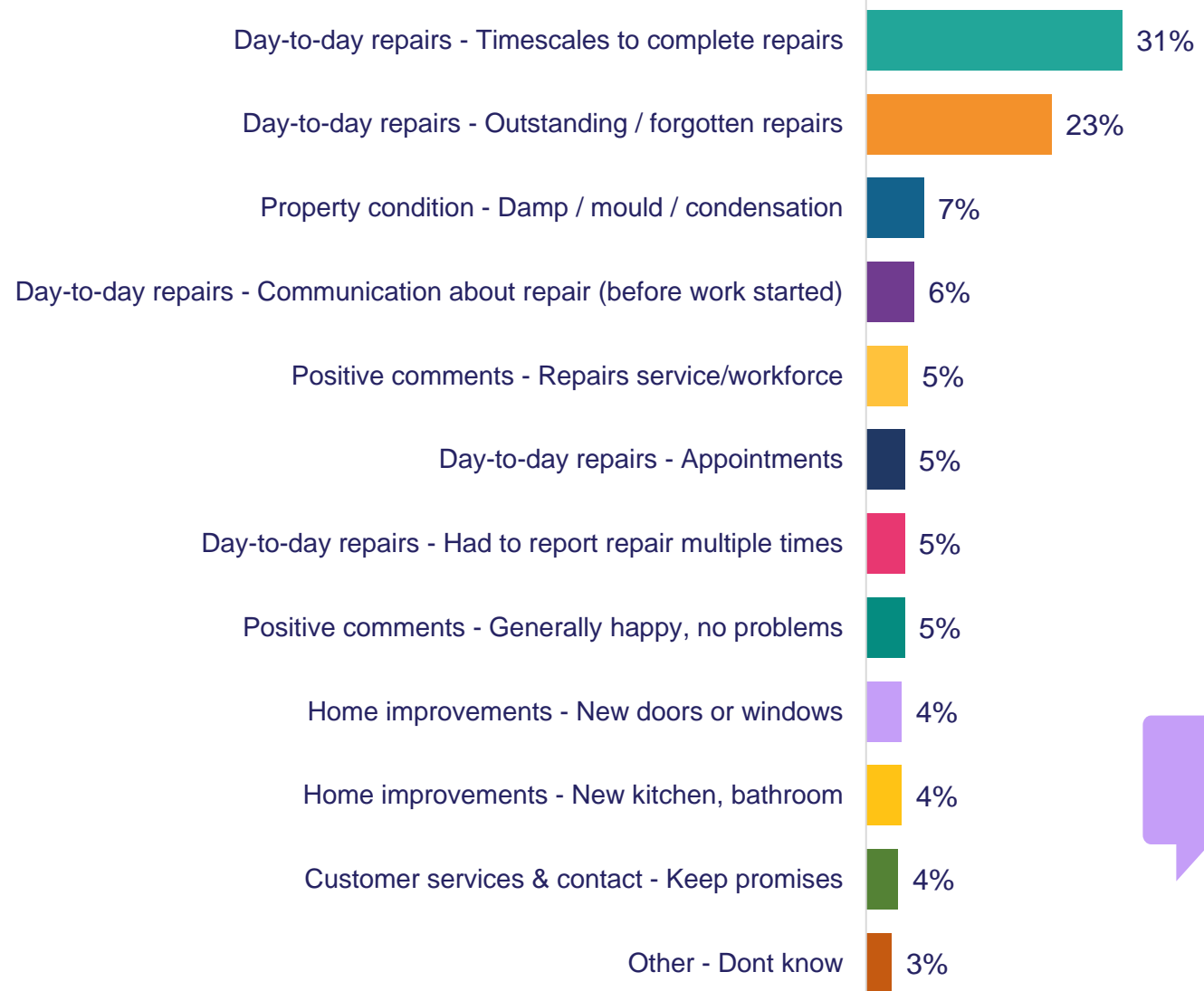
Secondly, as a follow up to the overall satisfaction question, residents were asked what STAR could do to improve its services and 256 residents made suggestions.

The issues dominating these comments are around the repairs service, although as seen above, much praise is given to the repairs service and its workforce.

In particular, residents highlight the timescales for completing repairs and dealing with outstanding or forgotten repairs.

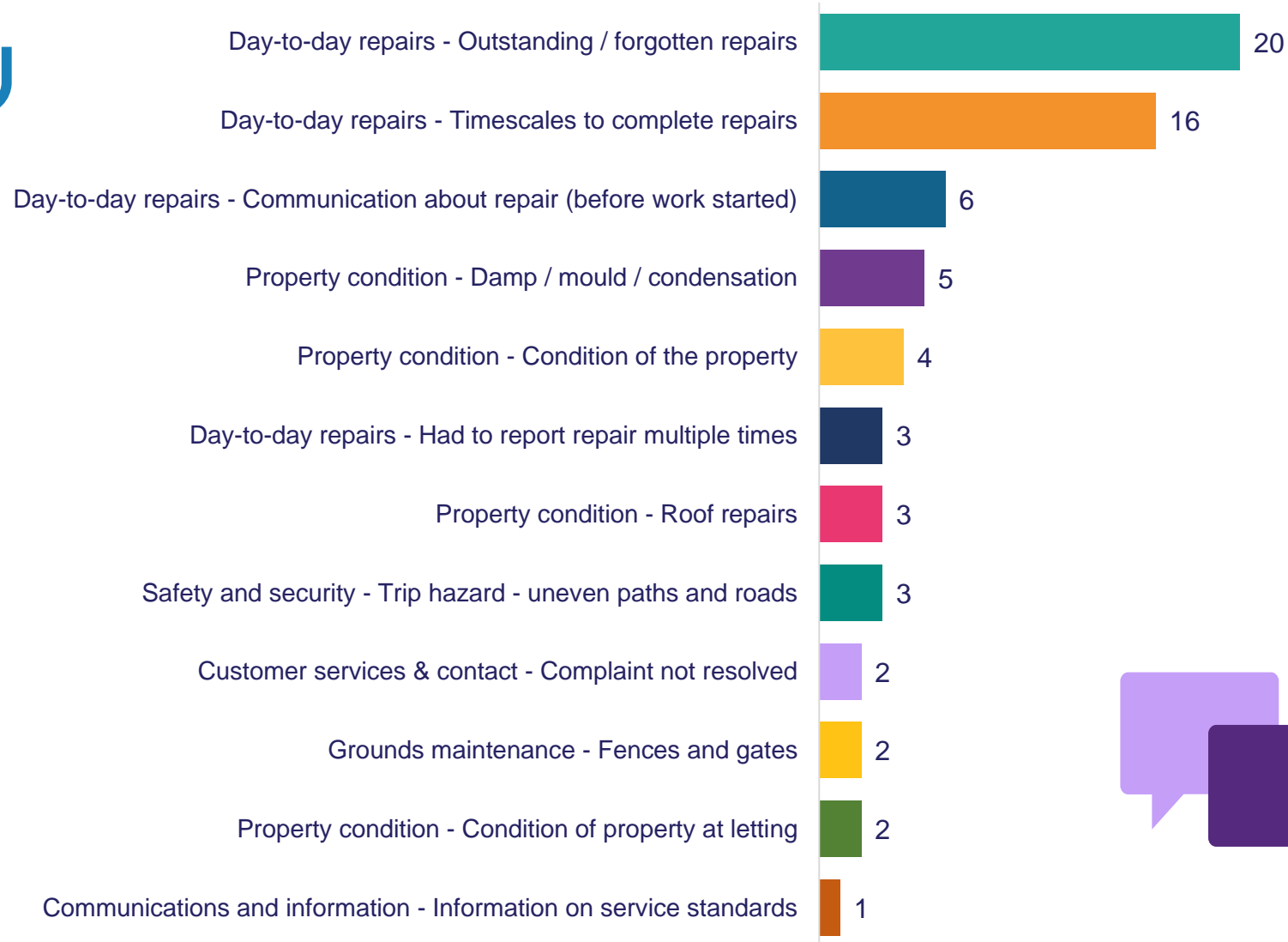
These are common issues affecting the social housing sector as many landlords are still trying to get back to normal following the pandemic but are now faced with rising costs and, in some cases, the lack of suitable labour.

Again, some comments are shown as examples and help to provide further insight into possible improvements.



Number of respondents: 256

Comments – Dissatisfaction & Improvements



Finally in this part, just those who are very dissatisfied with the overall services were asked to explain why and what STAR needs to do to improve.

Again, it is the issues around the repairs service that attract the most comments, dealing with outstanding repairs and the time to complete repairs the most pressing.

However, some have issues with the communications around repairs whilst a few have problems with damp and mould in their homes.

Examples of these comments are also shown overleaf.

Number of respondents: 27

Overall satisfaction – Comments

Very satisfied

“Every time I have needed something I have been looked after extremely well.”

“If I ever ring them about any problem, they’ve always sorted it.”

“I don’t have any reason to complain about anything.”

“I am very satisfied when they come out to do the repairs and the workmen are very polite.”

“We ring up, if there is a problem, they will come up for that one job and it always gets sorted out straightaway.”

“They do the jobs well.”

“They are very good . They explained really well what would be happening when they came to put in our new kitchen and bathroom.”

“They get back to you and treat you like a human.”

“Everything is looked after, they keep up to date with any repairs and look after the heating and the outside painting.”

Improve services

“It is all to do with a repair that I reported 3 months, so brush up on the repairs.”

“They need to organize repairs, a lot quicker.”

“Most of the time they are good. We are still waiting on a new radiator.”

“Sometimes there can be a wait for repairs.”

“I requested Star Housing to come remove damp in my bathroom, A contractor came out and surveyed the damp and said they will be in touch this was 3 months ago, and I have not heard anything back since.”

“Communication, I haven’t heard anything about the roof yet as the roof is leaking.”

“They could act quicker. They need to repair issues quicker.”

“It would be the quickness in responding to repairs.”

“It took them a year to fix the hole in our kitchen and people turned up for work without informing us.”

Very dissatisfied

“I have been waiting 6 weeks for my toilet to be looked at and my fence I have been waiting for 3 months to be looked at.”

“Had mould and damp ever since I moved in here, nothing has been done about.”

“Bathroom, the kitchen are both very old and the bathroom is very dirty, the toilet is yellow, and the enamel has gone from the bath, windows are old and i have had to put my own insulation on them as it is absolutely freezing.”

“I am very dissatisfied because Star Housing do not really do a lot, when you contact them, it takes them forever to get jobs done and they do not get back to you even though they say they will be in touch soon.”

“The house was handed over unlivable. They don’t answer complaints. The workmen are useless. They don’t finish jobs.”

“I reported repairs 9 weeks ago and I have not heard from them.”



Keeping Properties in Good Repair



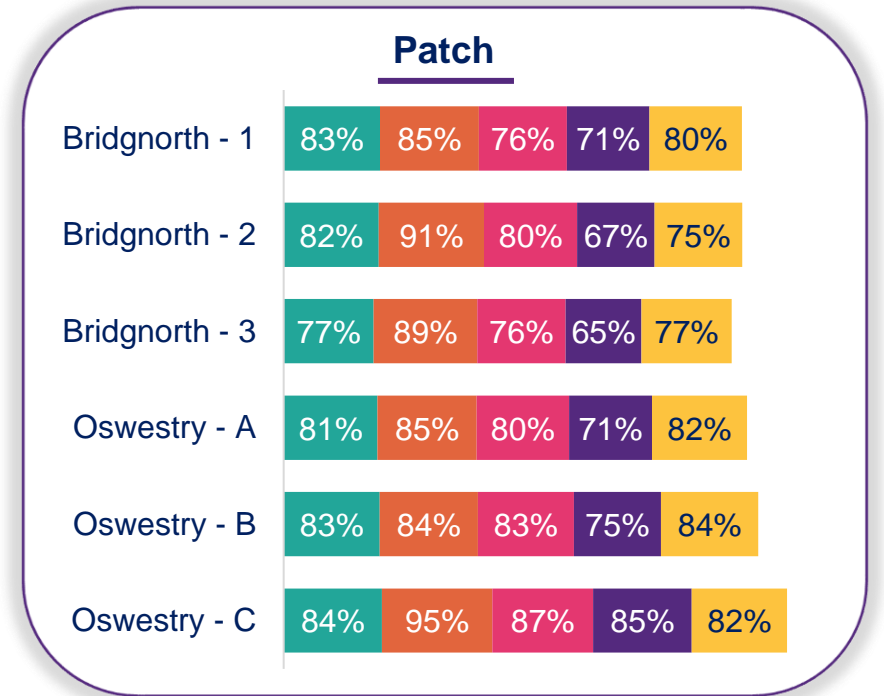
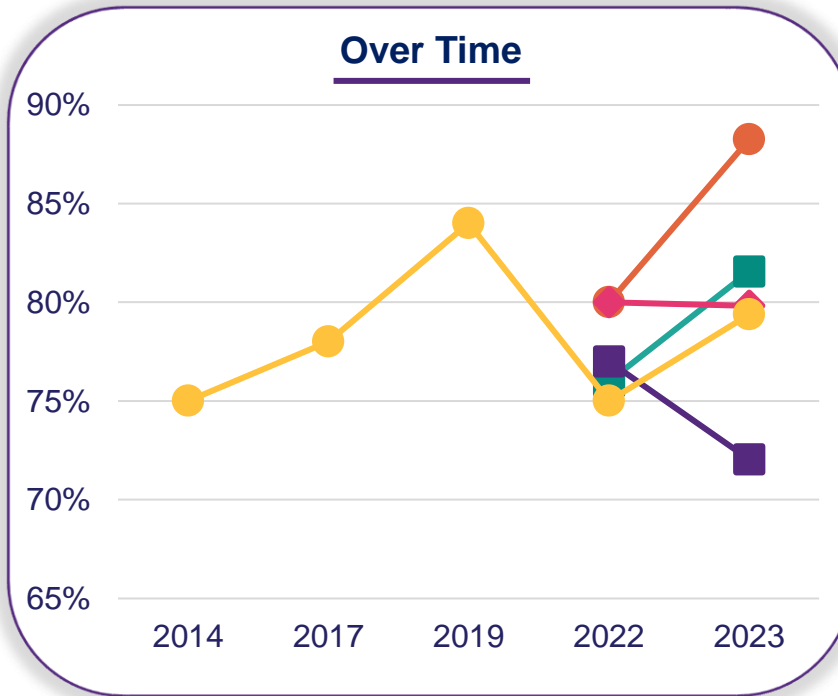
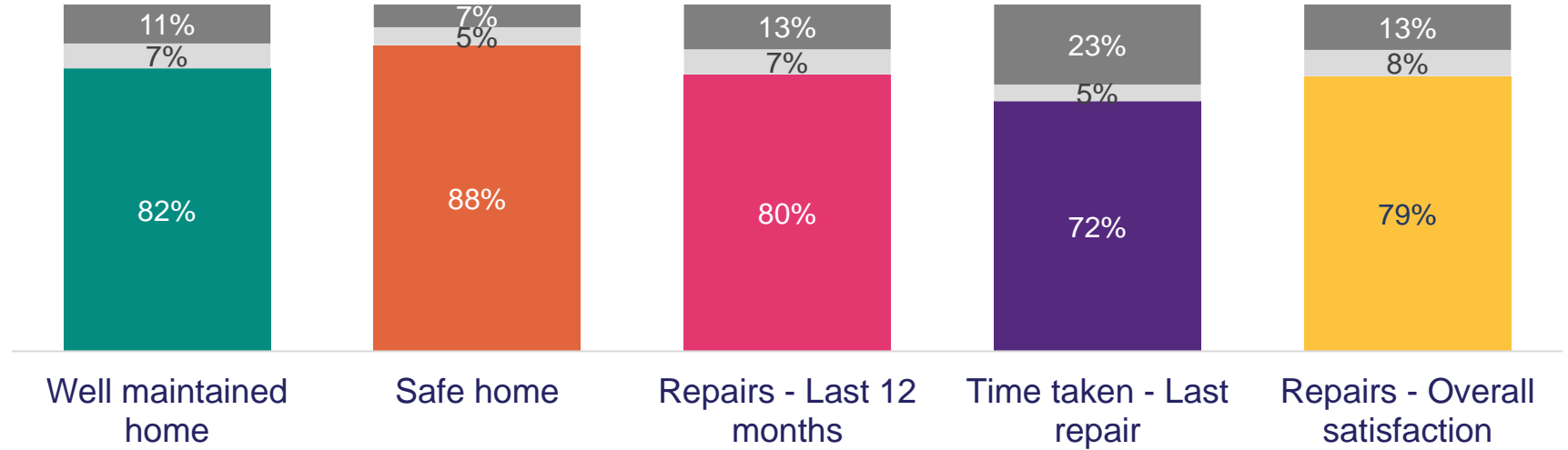
Keeping Properties in Good Repair

Satisfaction with the home is moving in the right direction with 82% who feel their home is well-maintained, up 6% since the previous survey in 2022, and 88% are happy that their home is safe, up 8%. There are just 11% and 7% respectively dissatisfied with these aspects of their home.

Satisfaction with the overall repairs and maintenance service is also up, this time from 75% to 79%, although this follows a fall in satisfaction from 84% in 2019.

Satisfaction with the repairs service over the last 12 months is marginally higher at 80%, the same as in 2022 but satisfaction with the time to complete the most recent repairs is down from 77% to 72% and nearly a quarter of residents (23%) are dissatisfied.

Satisfaction with all these measures is, again, highest in Oswestry – C, apart from the overall repairs service where slightly more in Oswestry – B are satisfied. Those in Bridgnorth - 3 are the least satisfied with the maintenance of their home, the recent repairs service and time to complete repairs, whilst those in Oswestry – B are least satisfied with the safety of their home and those in Bridgnorth – 2 the least with the overall repairs service.



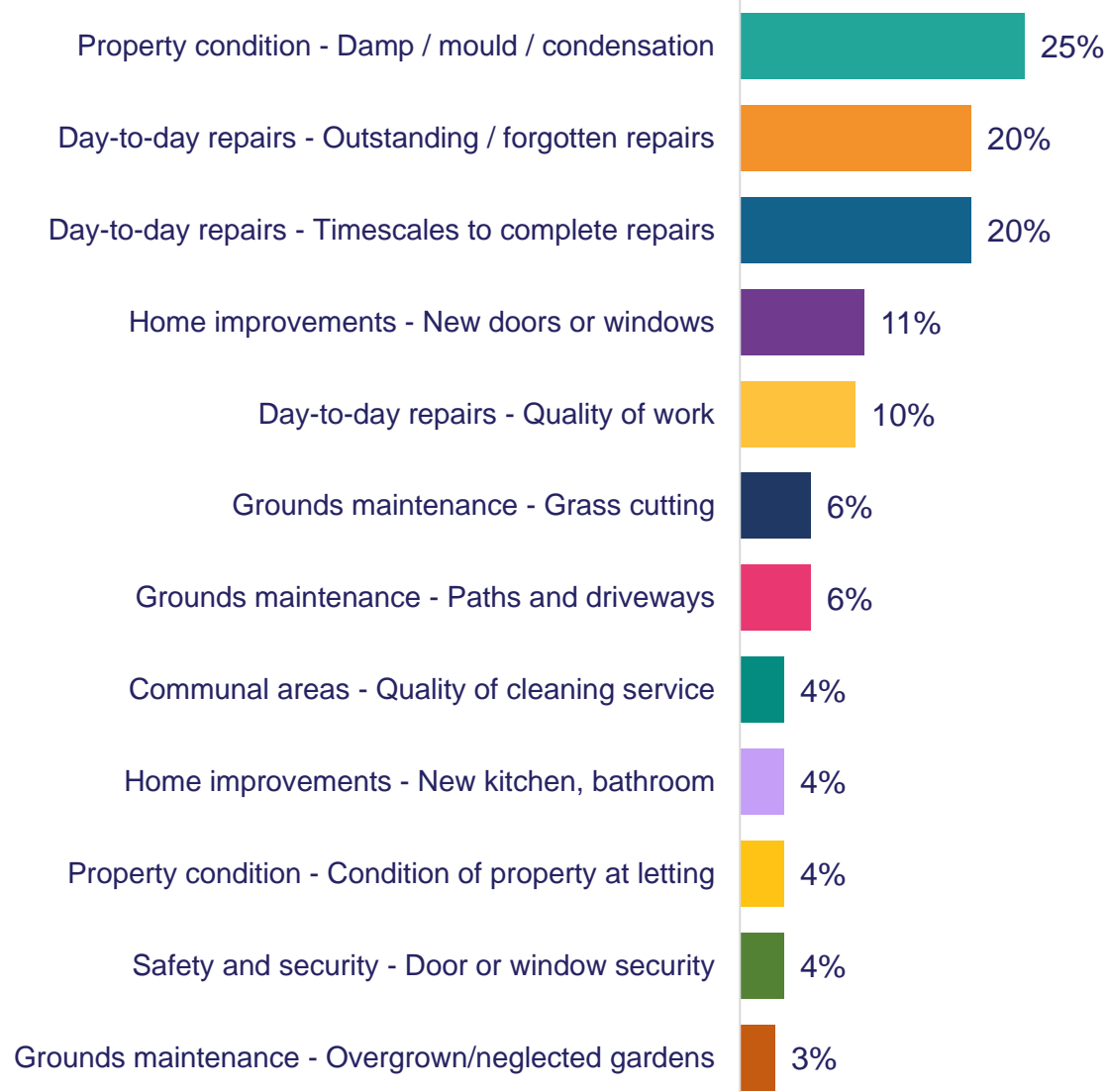
Comments – Home & Communal Areas

Residents not satisfied that their homes or communal areas are well maintained or safe were asked to explain why and what could be done to improve this, and 128 residents made comments.

A quarter of the comments are about damp and mould with a fifth each about outstanding repairs and the time to complete repairs; these issues also raised previously and affecting the overall satisfaction shown by residents.

Some would like to see improvements to their homes but the services to maintain the communal areas are also mentioned. These include the grounds maintenance and cleaning.

Overleaf includes a selection of these comments to help provide a wider picture of the issues affecting residents and to help STAR target the right areas for improvement.



Number of respondents: 128



Home & Communal Areas – Comments

Property condition – Damp & mould

“I suffer from COPD and the ongoing issue of damp and mould is a health risk. I have a doctors note saying its not helping my condition and my health is suffering.”

“They could do more because one part of the property that has a black mould, they treat it then the black mould comes back. So, I don't think they fixed that for me, and it needs to be acknowledged properly to stop it reoccurring.”

“The mould in my house, because my son is asthmatic. I would like them to maintain the building that I am paying rent for.”

“Just the mould. They don't understand the concept of giving me a lifelong illness cause of this. Not understanding or taking it seriously.”

“There are mold in the property. It has been reported many times, I have asked for the paint scheme but have been fobbed off.”

“Mould and damp in my bathroom - I did have a brand-new bathroom 1 year ago but the mould has now returned.”

Day-to-day repairs – Outstanding/forgotten repairs

“Front door needs to be repaired and secured.”

“They don't come out and do the jobs.”

“I am supposed to be having my house rewired but they haven't got round to doing it, they keep saying they can't come this date, they can't come that date and after hearing that for the third time, I told them they were wasting my time.”

“We have mould going on for years. This is causing chaos in our lives. They could finish the job when they have stared them.”

“When people phone up and report things to take action and take it seriously, they also had outstanding repairs before I moved in, I had to do some repairs and sort things out that were not done.”

“I have got old windows that I would like updated as I have the old-fashioned windows that are just open and closed with no lock on them. The cracked wall situation has still not been sorted out.”

Day-to-day repairs – Timescales to complete repairs

“The repairs are not done on time. I have had the bathroom done by them which is atrocious. My windows are drafty and unsafe.”

“I had some work done by contractors about a year ago, but I am still waiting for them to finish painting.”

“The main thing is for them to get the jobs done in the certain amount of the time, some jobs like emergency jobs get done very quickly but any day-to-day jobs do not have the same importance as the others.”

“Maintenance of the home, if things need repairing to repair them and in good time, they like sticking plasters on things.”

“I have Damp & Mould & the radiators are not working. There are holes in the brickwork outside. I also have rattling doors & windows & the seals around the windows are patchy & I have been waiting over a year.”

“I have currently got a leak from the bathroom to the living room that has been going on for 18 months and is still ongoing.”

Home improvements

“I would like to have a new roof. It would be warmer, and we would not have to paint so often because of mould.”

“I have tried 4 times to get my new kitchen improved, it fell apart, they sent a carpenter out who couldn't do much. I was told I need a new kitchen, but they won't. It was a very poor-quality kitchen (done 30 years ago) - my son does the repair.”

“My back door is broken again. It is not fixed to a solid wall.”

“We have 2 windows which have been compromised by what looks like a former break in. You can push open a window on the side of the house. Most of the windows have blown. There are no locks on the windows.”

“I think it needs updating. The garden needs work. I would like a tree chopped down. The neighbours are complaining about the roots.”

“During the winter, the place is always freezing, the windows need to be changed but I was told that it was not yet time to change them out.”

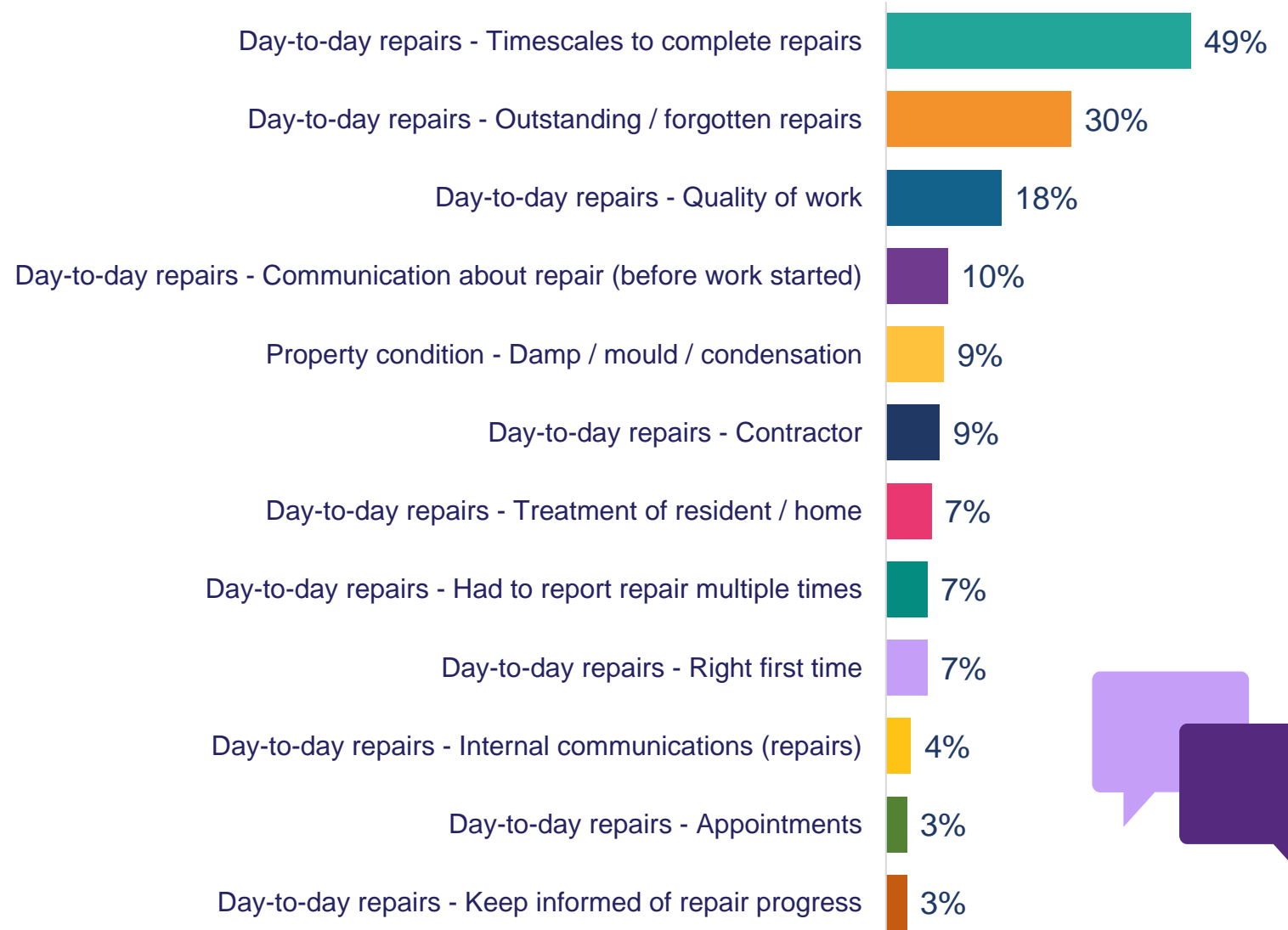
Comments – Dissatisfaction with Repairs

Residents not satisfied with the repairs service were asked to explain why and 152 residents made comments.

The most frequent comment is the timescales for work to be completed, followed by dealing with outstanding repairs and the quality of the work. These are issues often found at other social landlords but do empathise the importance of the repairs service to the residents.

Whilst these are the main issues, some also commented about the communications around the repairs, damp and mould, the performance of the contractor and how the workers treat the homes when carrying out work.

Examples of these comments are shown overleaf and focus on the main issues raised. The full text is available in the accompanying data files.



Number of respondents: 152

Repairs & Maintenance – Comments

Day-to-day repairs – Timescales to complete repairs

“It is just the time delay.”

“I ring the office. They say, they will carry out the repair, on the same day. When the worker actually, comes out. They say, we have only come to have a look. Then, it takes them weeks, to get the job done.”

“The long waiting periods.”

“I reported my shower not working and had to wait two weeks to come out and fix it.”

“It was from last Christmas time, they put scaffolding up and the scaffolding was up for ages even though I reported it last December for them to come out and take it down, I was not happy because it took them a very long time to come out and remove all of the scaffolding.”

“They do not carry out the repairs when you report them and in my opinion, some are quite serious jobs so they should be carrying them out quicker than what they do.”

“It takes too long for them to come out.”

Day-to-day repairs – Outstanding/forgotten repairs

“That is my only concern because they said they would complete the job and they never did. I am still waiting for a radiator and for them to block the outdoor pipe.”

“Because they do not do anything, they lie and never get back to you.”

“We have mould going on for years. This is causing chaos in our lives. They could finish the job when they have started them.”

“They haven’t done work that I have reported. It has never been done. The ladies at Star are lovely. I even asked for the company to send letters or to email times across and I have not received anything. I have kind of given up.”

“The repairs service is not very efficient - I have reported several repairs and I am still waiting to hear back with dates etc for completion.”

“There’s repairs still outstanding.”

“Just like to see them follow repairs through to conclusion.”

Day-to-day repairs – Quality of work

“Many issues have not been resolved for me. They get the contractors who are not professional. They just bodge jobs.”

“It took them two years to fix my roof that was leaking. They could do the repairs on more timely fashion. I have to report things twice. Painters have penetrated my windows shut. They have not cleaned my gutters as well.”

“Well, the last repair was dangerous in my eyes, water was trickling out of the bottom of the shower, shower was brand new and although I wasn’t expecting them out straight away, I thought because I had called up early, I thought they might be able to contact the electrician early and maybe get us a 2nd apt of the day with it being water and electrics.”

“Repairs take a while and sometimes they are not done correctly.”

“Too slow to deal with repairs and the repairs that they do are not effective.”

Day-to-day repairs – Communication about repair

“Because I have asked for a new shower tray, and I haven’t heard from them.”

“The buzzer is not working, and I haven’t heard anything after a month, someone from the housing said they would come and help me with payments, but no one came out, as I get confused with that as I suffer from mental health issues.”

“Well, we reported it 18 months before the job was done and we kept phoning to say when they were doing it and they said they were going to call back and they never got back to us each time.”

“It just takes too long and they ignore repairs when you report them.”

“The team who do the repairs are absolutely brilliant. They are hardworking and do the job. It is just when you phone up to book the repair, and them coming back to you to arrange it. I have a leaking back guttering that needs sorting. I reported it a couple of weeks ago and even sent a video, but I have heard nothing back at all.”



Responsible Neighbourhood Management



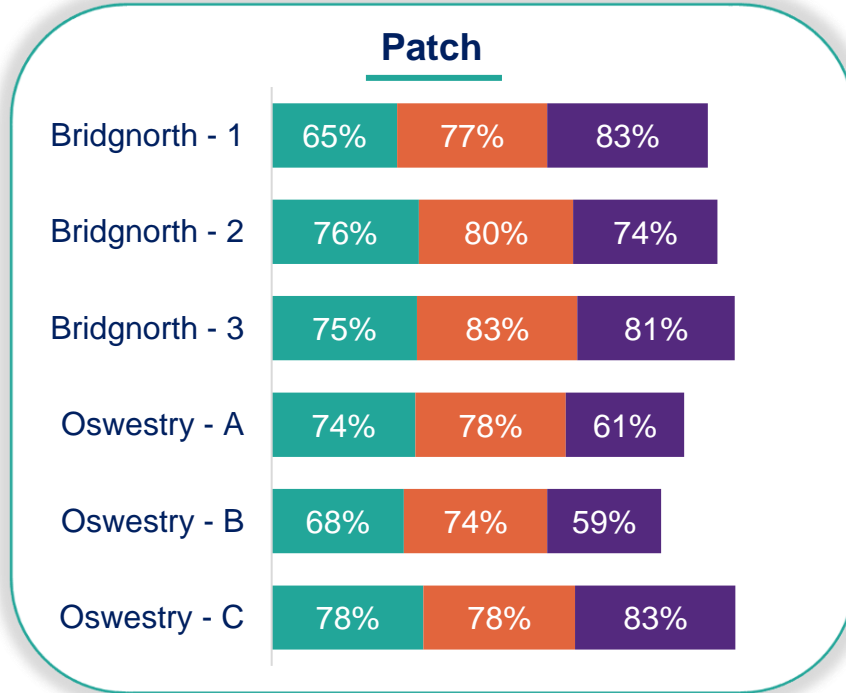
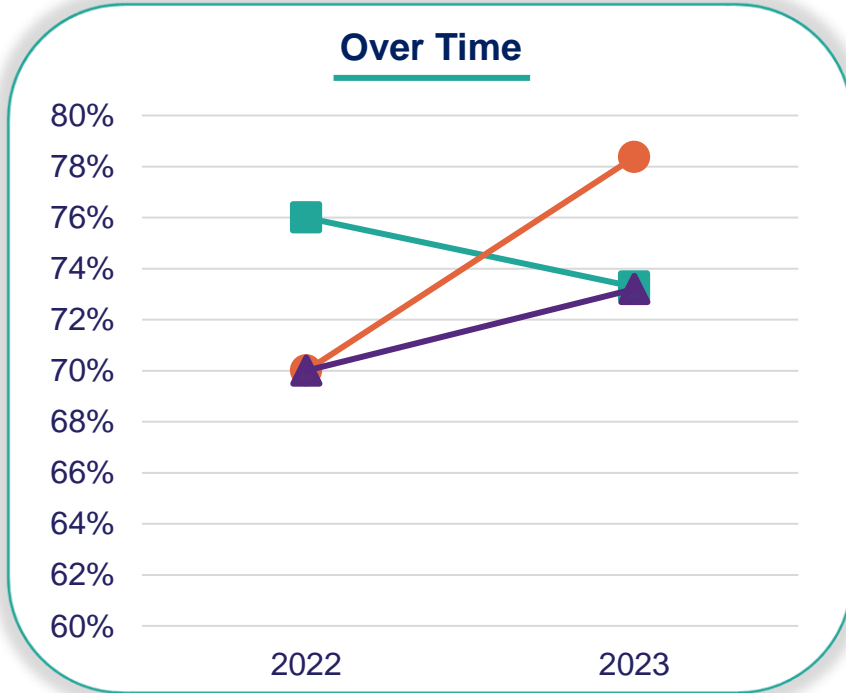
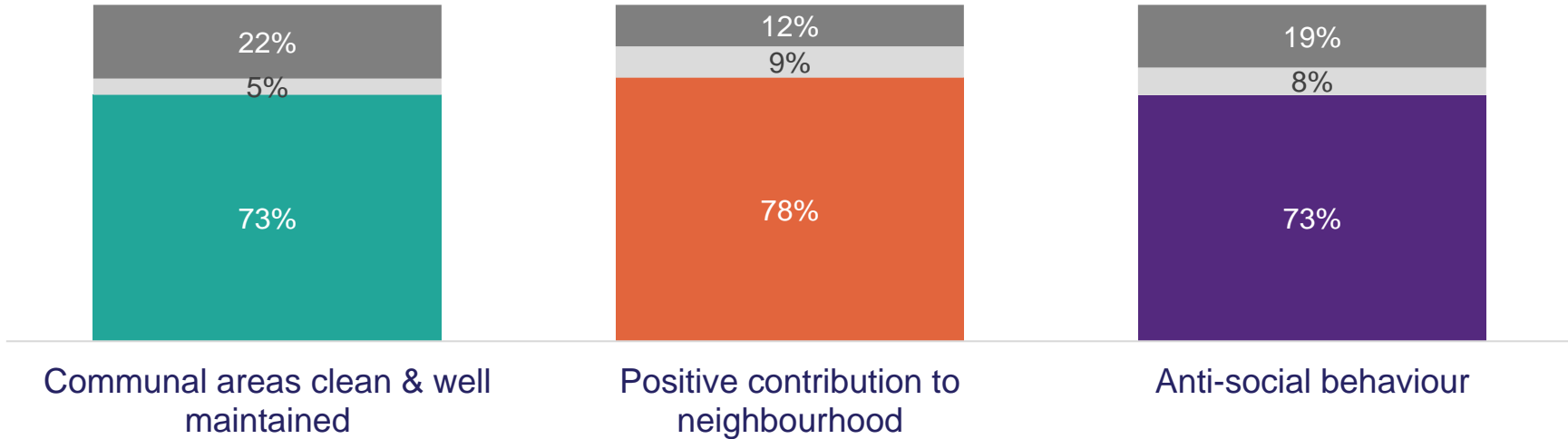
Responsible Neighbourhood Management

Under a third of residents (29%) live in a building with communal areas that STAR Housing is responsible for maintaining and 73% of these residents are satisfied that STAR Housing keeps their communal areas clean and well maintained. However, a fifth of residents (22%) remain dissatisfied. Satisfaction with the upkeep of these communal areas is down from 76% in 2022, one of the few to be moving in that direction.

Around eight out of ten residents (78%) are satisfied that STAR Housing makes a positive contribution to their neighbourhood, up 8% from last year and just 12% are dissatisfied with what they achieve in their neighbourhood.

When asked about the approach taken by STAR to the handling of anti-social behaviour, 73% are satisfied, up from 70% in 2022, although 19% are dissatisfied. However, it is not clear whether this dissatisfaction is linked to the handling of the issue or its outcome.

There is a mixed picture across the different patches but those in Oswestry – B are the least satisfied on all three measures.





Respectful & Helpful Engagement



Respectful & Helpful Engagement

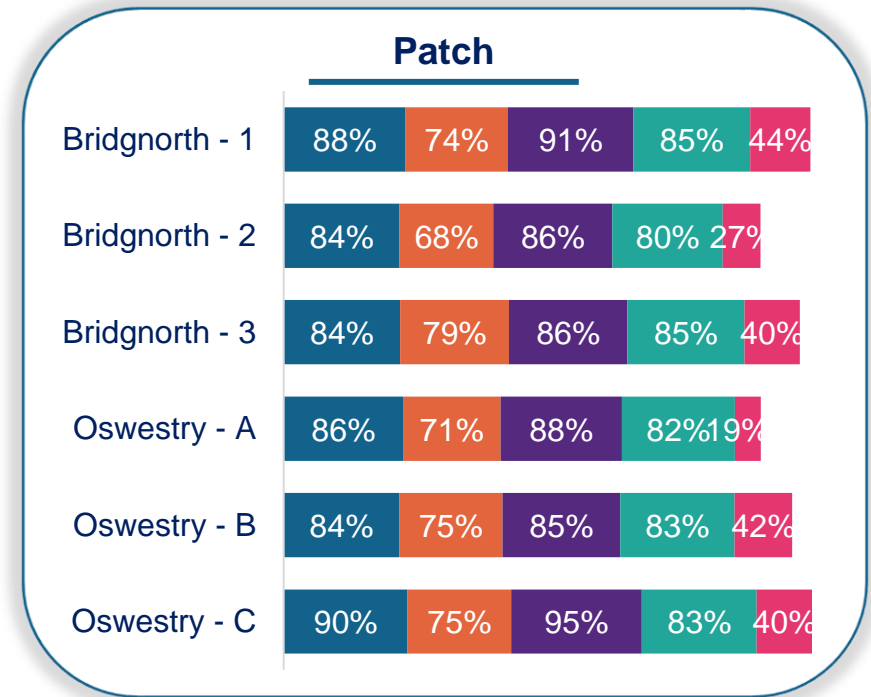
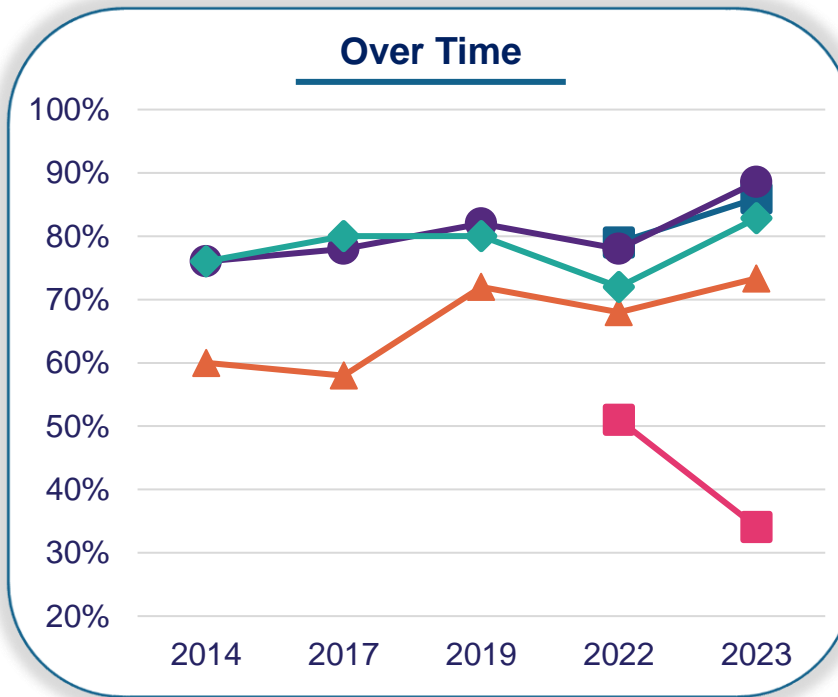
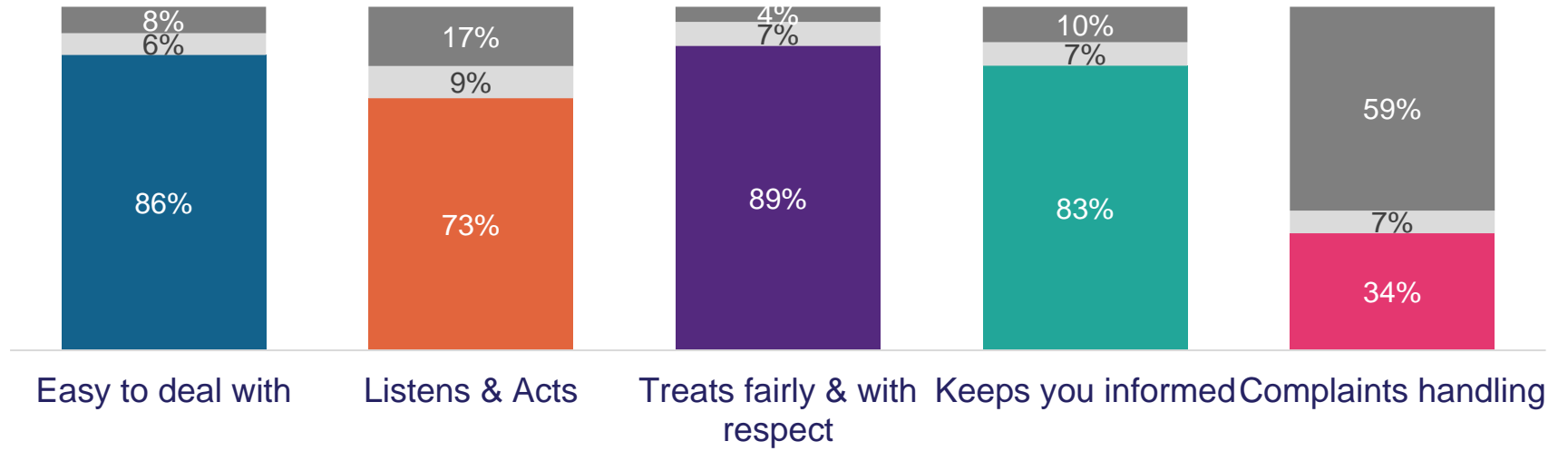
Six out of seven residents find STAR easy to deal with (86%); this has increased from 79% in 2022. Just 8% find them difficult.

Even more (89%) feel that they are treated fairly and with respect, this having risen by 11% since the previous survey.

There are 83% of residents who are satisfied that STAR keeps them informed about things that matter to them, although fewer feel their views are listened to and acted upon, 73%. However, both these measures have also increased in satisfaction since the previous survey in 2022, up 11% and 5% respectively.

Just 17% of residents say they had made a complaint to STAR in the last 12 months, although it is not clear how many of these are genuine complaints following a failure of service, or service requests not yet fully actioned. Nevertheless, just 34% are dissatisfied with more (59%) dissatisfied, although again it isn't clear if the dissatisfaction is driven by the way the complaint was handled or its outcome. It is suggested STAR carries out more research into this to identify weaknesses in the system.

There is little between the areas on most of these measures although on the complaint handling, satisfaction ranges from just 19% in Oswestry – A to 44% in Bridgnorth – 1.



Comments – Customer Service & Communications

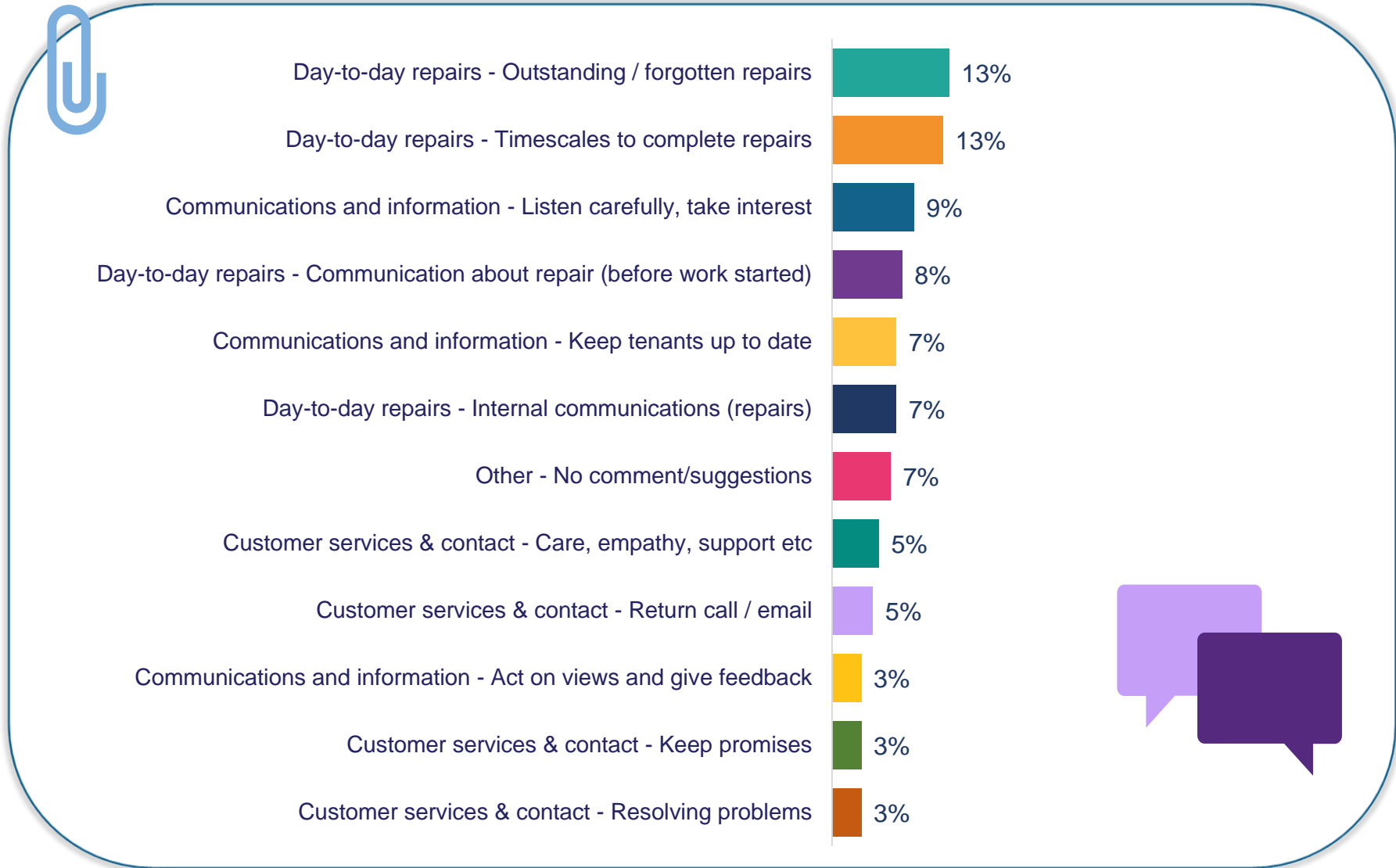
Residents who stated that they are not satisfied with the customer service or communications were asked why, and 150 residents gave comments.

Again, the main issues are linked to the repairs service with the time to complete repairs and dealing with outstanding repairs the most prominent.

However, some would like STAR to listen to them more carefully and take an interest in their issues and to be a little better at keeping them up to date with things that matter to them.

Other comments ask for more care, empathy and support whilst some want the staff to be better at returning calls when promised.

Examples of these comments are shown overleaf.



Number of respondents: 150



Customer Service & Communications – Comments

Day-to-day repairs

“I can put a repair in but when it goes down their chain of command it gets lost and seem to be stuck in limbo.”

“They need to get the repairs done when they are reported instead of putting them on a waiting list, you have to keep ringing and ringing but it still does not get very far.”

“They must keep to their word. If you ring & report something & they say yes, we will sort it & they don't it is very frustrating & it gets me angry.”

“Give me updates on when my Kitchen ceiling is going to be repaired.”

“The response times when handling repairs.”

“Instead of doing a botched job, they can do the repairs properly.”

“They need to be more prompt at carrying out repairs.”

“Customer service are excellent; however, I have had workmen show up at my property unannounced on occasion.”

Communications – Listen carefully

“They are not listening to the residents when it comes to the repair service.”

“Customer services listen. It depends who you get on the phone sometimes you have to chase them, and others get back to you straight away. They need to keep people updated instead of the tenant having to chase them.”

“Listen to people more and go round and talk to them.”

“I just feel when I report certain issues that Star Housing do not listen to me.”

“There has been numerous time when I have told them about my problems, but they keep asking the same questions. They do not listen, and they do not act.”

“They do not listen, they do not have to do anything, you can complain but they do anything.”

“They do not listen they do not act on emails; they do not respond quick enough or at all.”

Communications – Keep up to date

“I never hear about things. My bungalow was the warden's, and I am not connected to the rest of the scheme.”

“They do not keep me informed. I have to call the myself.”

“They could email or ring you up more often to let you know what is going on. So they keep you in the loop. Anything like that, that makes the communication better.”

“They could inform us on what is happening in the area. Where I live, they are all old people in bungalows and the neighbours all do have a moan. They need to just keep us informed about the area with a Newsletter.”

“They do keep us informed just about what is not relevant to us in this area.”

“We don't really hear anything from them to be honest.”

“I don't get to hear what's going on, so I don't know how to answer that to be honest.”

“I have had no up-to-date communications.”

Customer service

“They need to respond to our emails and calls.”

“I sometime have difficulty navigating the online website (I am autistic). I get stressed out.”

“Because it is difficult to get hold of them.”

“The automated system is lengthy & when you do get through you have to wait.”

“They cover their backs. There are staff who are rude but seem to be protected by the organisation despite complaints. They could also save money by not sending cheap and tacky calendars out.”

“I ring them to report issues, but things are not getting done.”

“They never get back to you when they say they will.”

“Follow through with what they are saying they are going to do.”

“They don't listen & they never call me back.”



Recommending & Improvements





Recommending STAR Housing

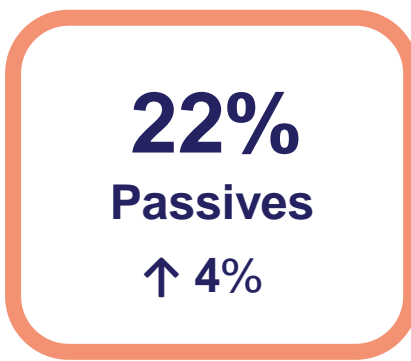
Residents were asked, "How likely would you be to recommend STAR Housing to other people on a scale of 10 to 0, where 10 is extremely likely and 0 is not at all likely?"

Over half the residents are promoters, very loyal and happy to promote STAR Housing to other people (58%) with 49% giving a score of 10 out of 10.

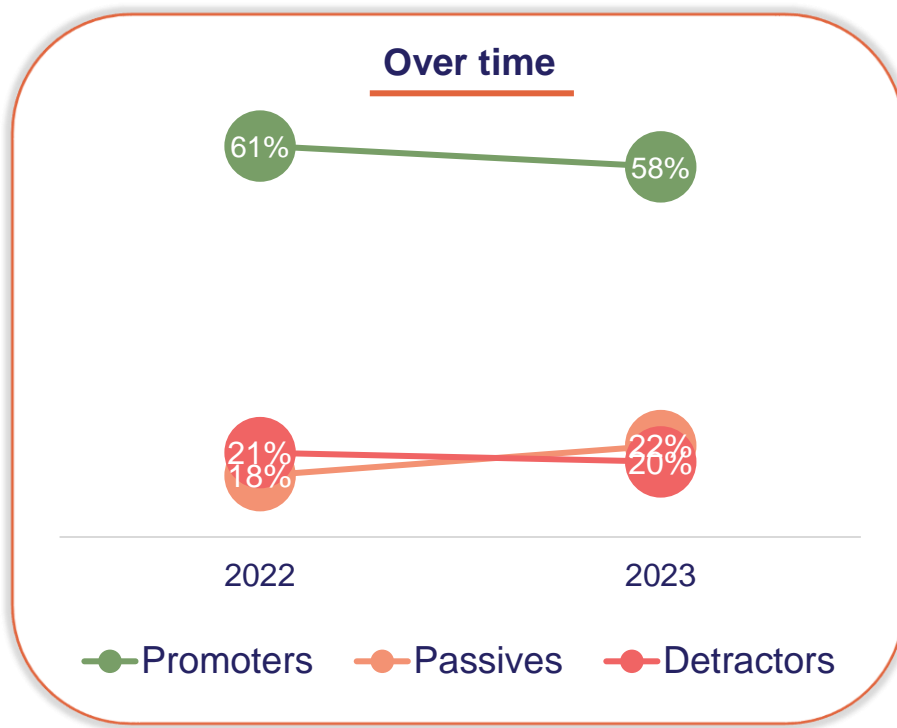
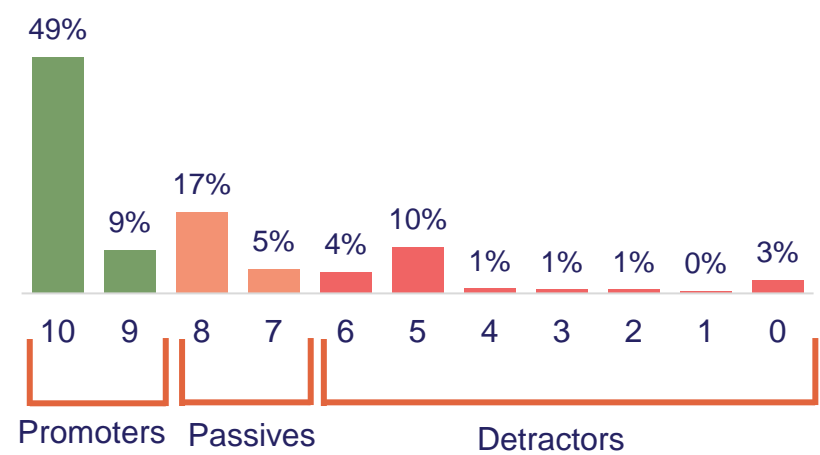
A fifth of residents are currently passive and could be persuaded either way (22%), and these are an important group as if these are targeted it may be possible to move them up into the promoter categories.

However, 20% are detractors, and likely to have negative views about STAR Housing; 3% giving a score of 0.

The Net Promoter Score (promoters minus detractors) is +38, which is good but a decrease of 2 points since the previous survey. This is driven by a fall of 3% among the promoters, although there are now 1% fewer detractors.



How likely would you be to recommend STAR Housing to other people?



38
NPS ↓ 2

Improvement Suggestions

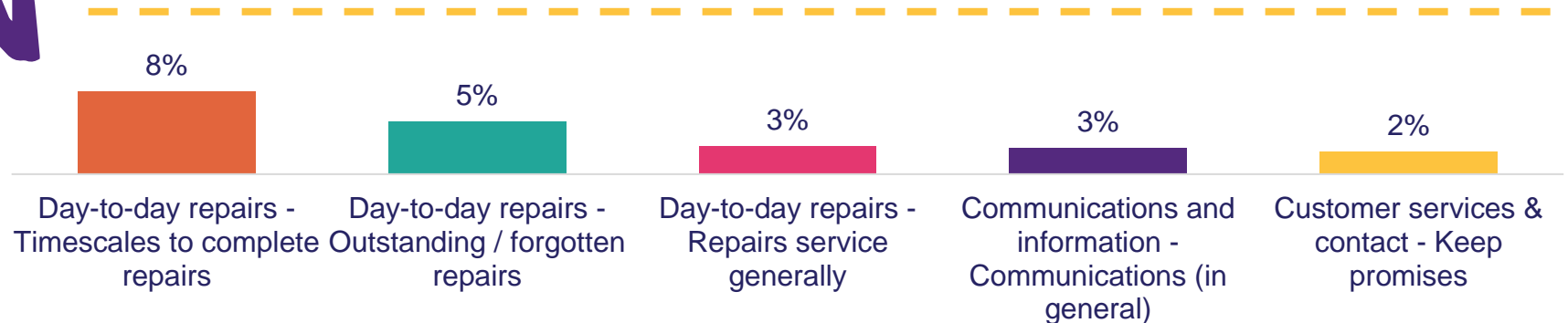
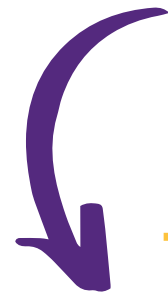
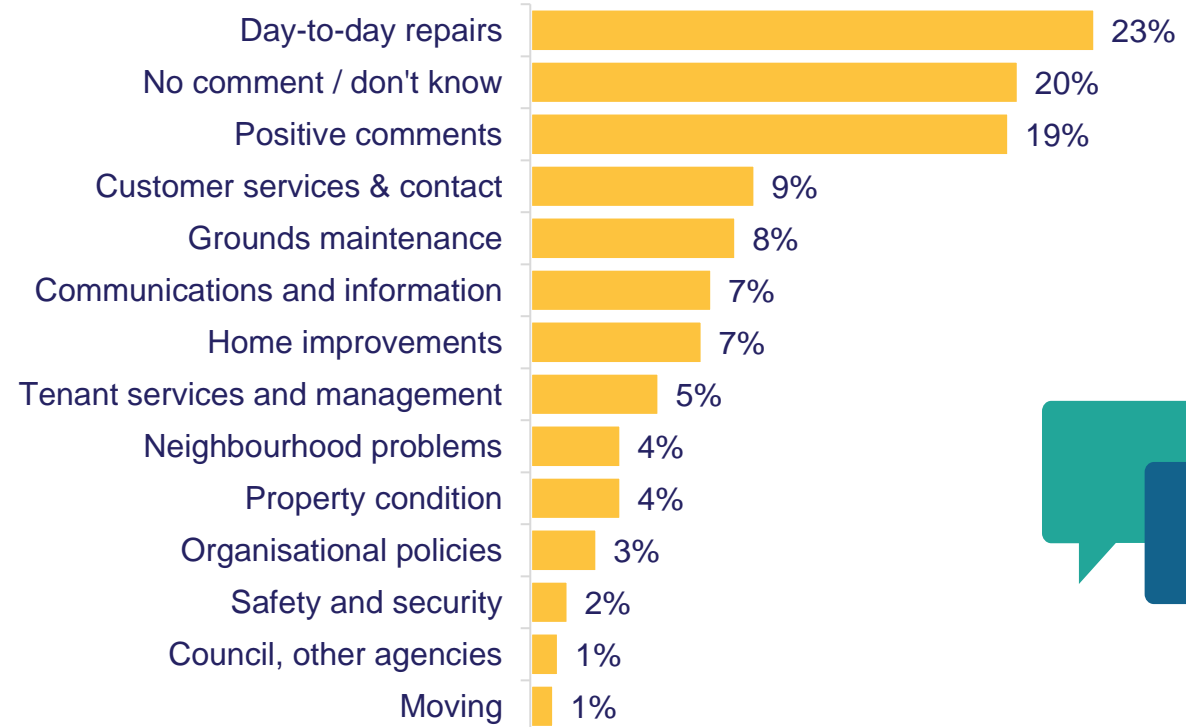
Residents were asked if there was one thing STAR could do to improve its services, what would they like it to be, and 519 residents gave comments.

A fifth of the comments (19%) are positive about the current service and a further 20% of residents had no suggestions, perhaps also feeling no improvements are needed.

However, 23% of the comments focus on the repairs service, the time to complete repairs and dealing with outstanding repairs in particular, but some would also like to see a general improvement in the repairs service. Customer service, including keeping promises comes next on the list with 8% about grounds maintenance.

These comments are vital in understanding the needs of residents and will help STAR look at the right areas in need of improvement. As with the previous open questions, a selection of the comments is shown overleaf.

Categories



Number of respondents: 519



Improvements to Service – Comments

Positive comments

“There is nothing that I can think of. We are very happy here.”

“That’s a good question. I don’t really know because I’ve had a really good experience with them.”

“I am very happy with everything.”

“I don’t think there is anything you know. They could give me a compost bin. That’s all really.”

“Not a lot they can improve on.”

“I don’t think there’s much need for any Improvement we are happy. No suggestions.”

“We are very lucky round here and with the service we receive we are quite happy, no complaints nor suggestion. I am pleased with what they have done for me.”

“They have been absolutely brilliant with me.”

“I can’t think of anything tbh. Its fine. Everything is first class.”

Day to day repairs

“Sometimes probably changing contractors, some are slightly better than others.”

“Getting the jobs that need doing done more efficiently.”

“Just being a little bit quicker, if they promise to do something, just keep in contact and let us know what’s going on.”

“They should make sure that maintenance and repairs are done up the standards.”

“I would like somebody to pick up the phone to tell me why my roof leakage repair has not been completed yet.”

“Get the work done (repairs) and do it properly.”

“Be a little bit faster with repairs.”

“Get the job orders correct and turn up when supposed to, for the right jobs, and not send the wrong job orders.”

“They could finish the job when they have started them.”

Customer service & contact

“Keep telephone and letter access, and stop forcing people to use the internet, and bypass access to another human being.”

“To contact people straight away when they e-mail with complaints.”

“When the ring up it could sometimes be a long wait. They could react quicker and consistently.”

“Be quicker on getting in touch with customers over complaints.”

“Take swifter action about complaints and deal with them quicker.”

“More communication and keep people updated.”

“Become more approachable and it is not always easy to find a phone number. They also expect people to use email/ online to contact them, and lots of people can’t do this e.g. elderly.”

“To be consistent & to answer the phone.”

Grounds maintenance

“Look after the communal garden space.”

“A cleaner and tidier neighbourhood.”

“Check up on the gardeners and they mess they make.”

“Pick up the grass after it’s been mowed.”

“Keeping the neighborhood tidy, there are weeds everywhere and there is no care in it.”

“I would like to see the grass cut a bit more often, sometimes it is 9 or 10 inches tall when they come.”

“They could come around and keep the exterior of the areas better maintained. They could come around bit more regularly to check on the residents.”

“Cut the hedges and see to the communal gardens more.”

“The ground maintenance needs to be well looked after in the summer months.”

“Outside maintenance.”



Wellbeing



STAR also took this opportunity to ask residents some questions about their wellbeing, including how they feel about the cost-of-living crisis and whether they suffer with damp or mould in their homes.

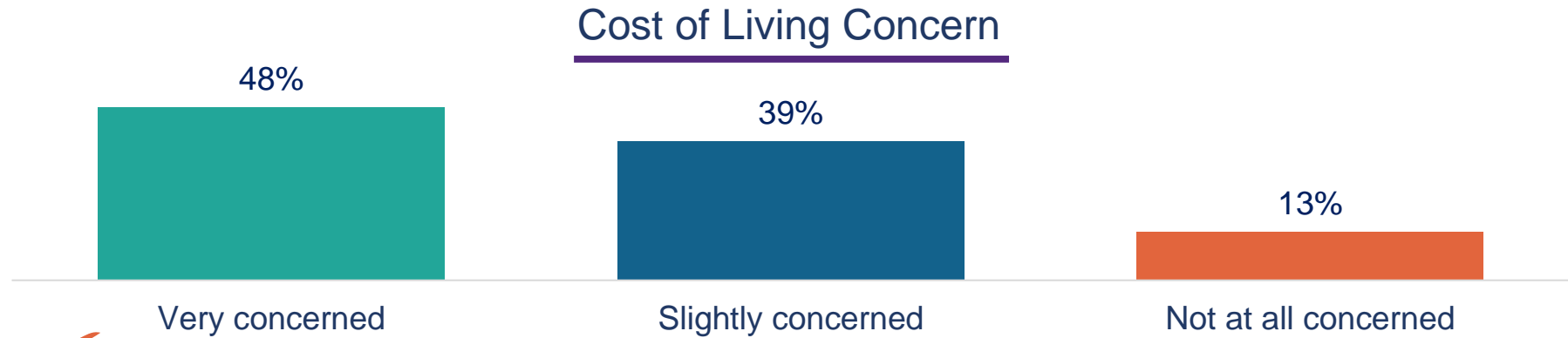
The survey shows that 48% of residents are very concerned about the cost-of-living with a further 39% slightly concerned; just 13% are not at all concerned.

Despite the news that inflation is dropping, and fuel bills will fall further, concern still remains high.

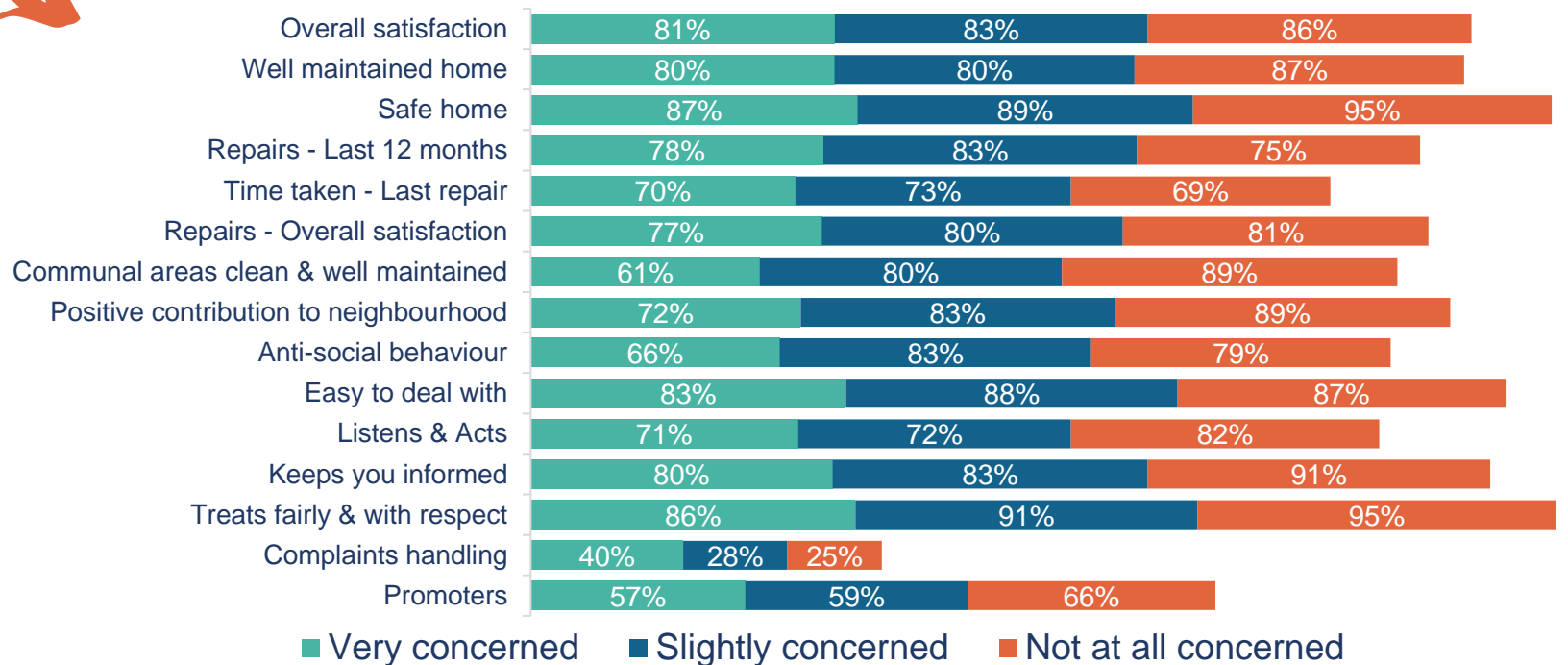
Evidence from similar surveys shows that those worried about their finances are often less satisfied with their homes and the services provided by their landlord, and this largely appears to be the case with STAR, although the differences are relatively small. In regard to the overall service provided, 81% of residents very concerned are satisfied compared with 86% of those not concerned at all. This does also appear to be true for most of the other measures, as shown in the chart opposite.

Some 10% of residents said they would like a call from STAR's Money Advice Team.

Cost of Living Concern



Cost of living concern & satisfaction



Damp & Mould

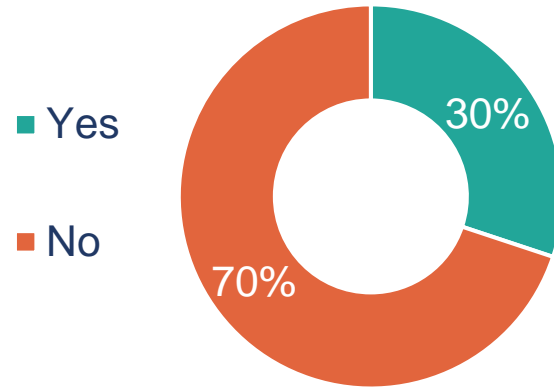
STAR also asked residents if they currently have any damp or mould problems in their homes.

Three out of ten residents (30%) stated that they do have damp or mould in their homes, this equating to 158 of the residents that responded to the survey. Most residents (84%) say that they have reported the problem to STAR to investigate.

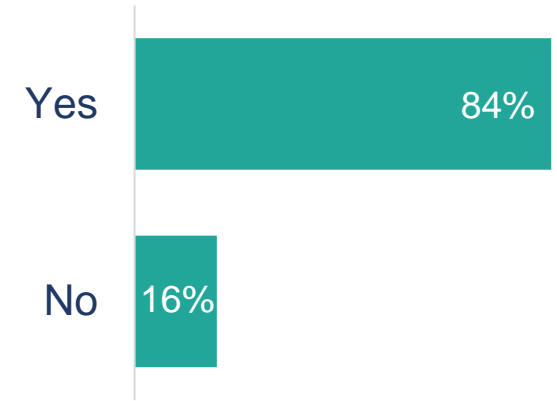
Residents in Bridgnorth – 1 appear to have more issues with damp and mould than those in the other wards, particularly Oswestry - B. While residents in maisonettes report more problems than those in other property types.

The details of the residents with damp or mould issues have been passed back to STAR. These need to be addressed as a matter of urgency to ensure residents are kept safe and the condition of their properties does not deteriorate any further.

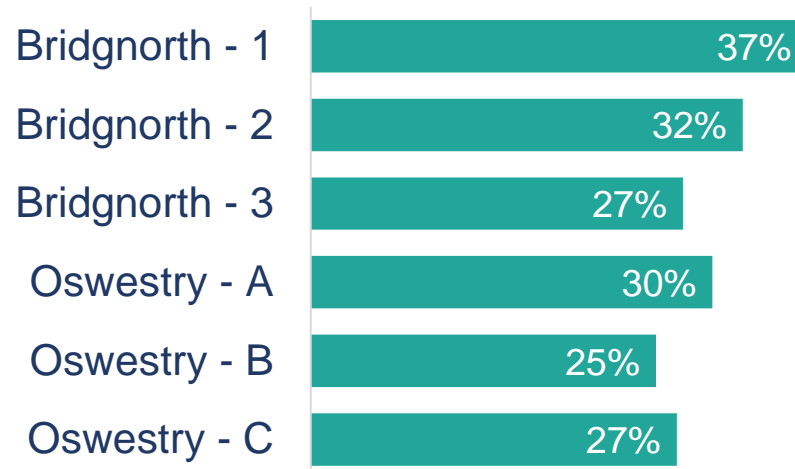
Damp/Mould in Home



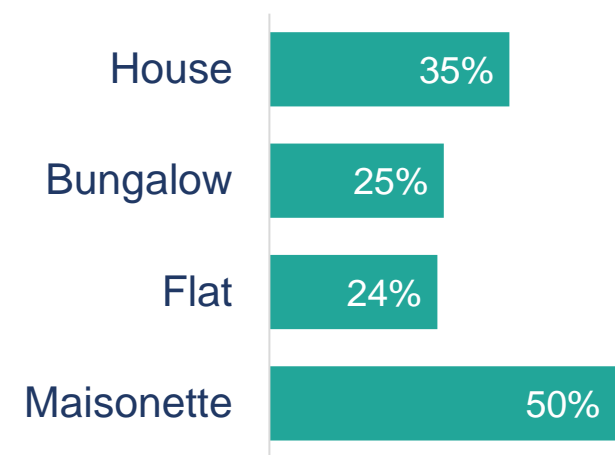
Reported it?



By Patch



By Property Type





Trends

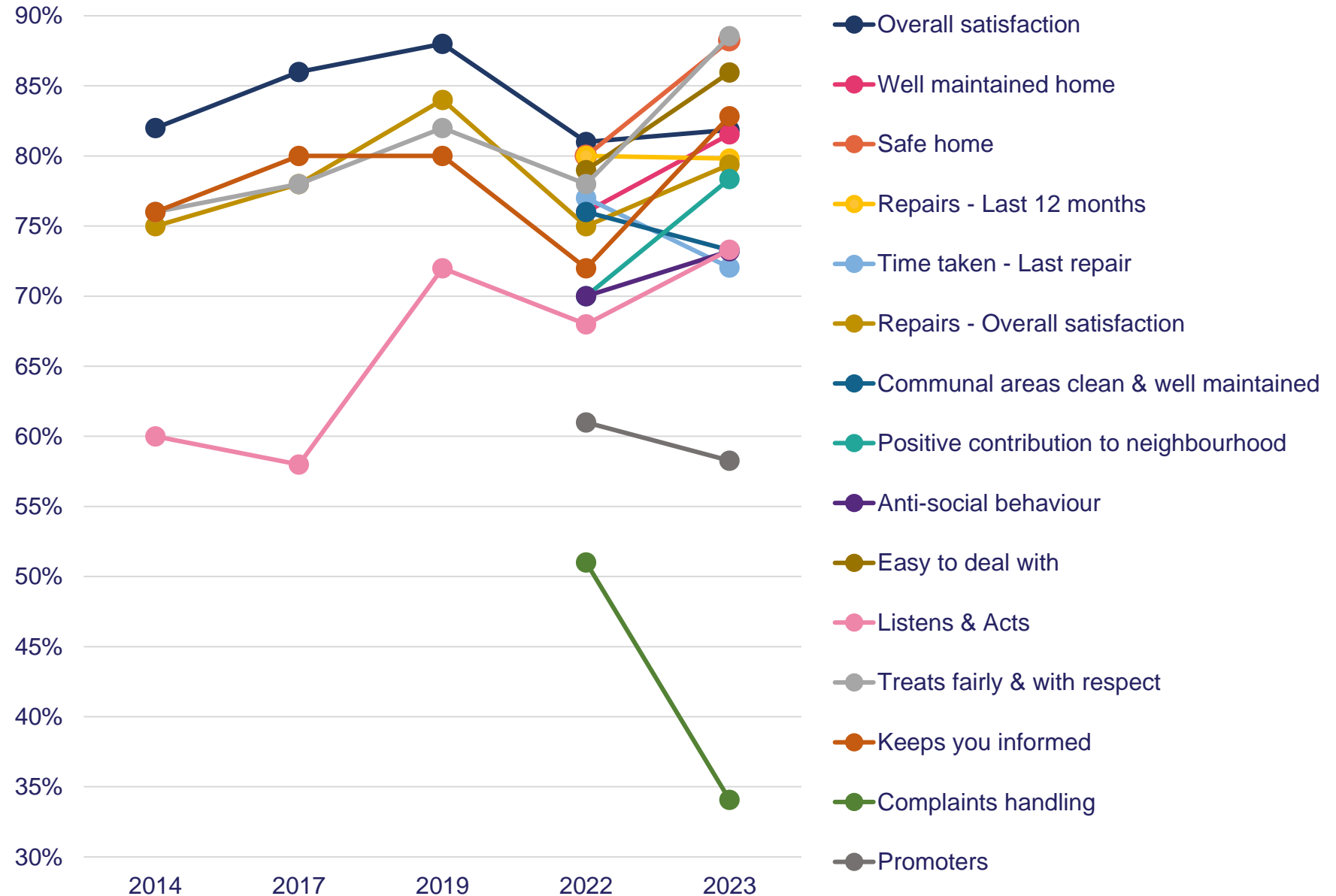


Trend Over Time

Satisfaction with key services is generally up since the previous survey.

Overall satisfaction is now 82%, up from 81% in 2022, but there have been bigger increases including how residents are kept informed and treated fairly and with respect, both up 11%, and 8% more feel their home is safe.

Satisfaction with the repairs service in the last 12 months has remained at 80% since the previous survey, but 5% fewer are satisfied with the time to complete repairs, 17% fewer are satisfied with the way complaints are handled and there are now 3% fewer promoters than in 2022, the NPS falling by 2 points.



Year on Year Change

	2022	2023	Change
Overall satisfaction	81%	82%	1%
Well maintained home	76%	82%	6%
Safe home	80%	88%	8%
Repairs - Last 12 months	80%	80%	0%
Time taken - Last repair	77%	72%	-5%
Repairs - Overall satisfaction	75%	79%	4%
Communal areas clean & well maintained	76%	73%	-3%
Positive contribution to neighbourhood	70%	78%	8%
Anti-social behaviour	70%	73%	3%
Easy to deal with	79%	86%	7%
Listens & Acts	68%	73%	5%
Keeps you informed	72%	83%	11%
Treats fairly & with respect	78%	89%	11%
Complaints handling	51%	34%	-17%
Promoters	61%	58%	-3%

The table opposite shows the changes over the last year in a different format with increases in satisfaction shown in green and decreases in red.

The picture is generally a positive one, and this is in the context of falling satisfaction across the sector.

It will be interesting to see if satisfaction continues to rise if conducting a similar exercise next year.



Understanding Satisfaction



Satisfaction & Dissatisfaction

The charts opposite show the levels of satisfaction and dissatisfaction with the full range of questions within the survey.

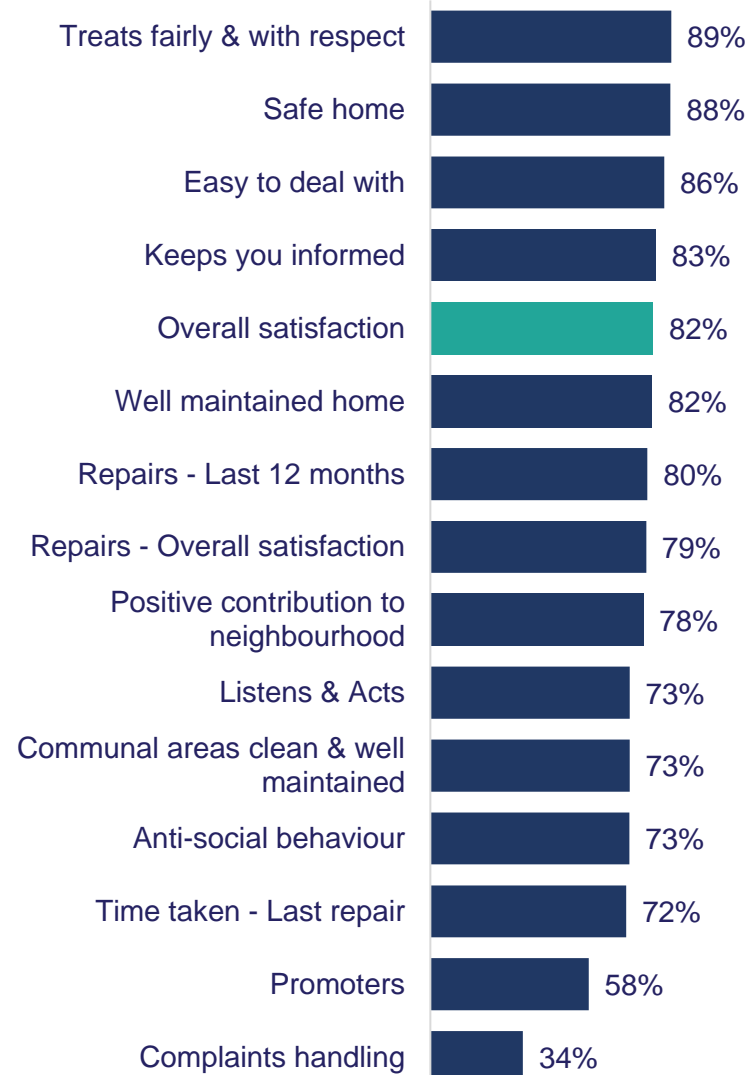
All measures received at least 70% satisfaction, apart from the handling of complaints (34%), the highest for the way STAR treats its residents fairly and with respect (89%) and the provision of a safe home (88%).

Correspondingly, dissatisfaction is relatively low, although 22% are dissatisfied with the upkeep of the communal areas and 23% with the time to complete repairs; just 10% are dissatisfied with the overall services.

The exception is for the handling of complaints where 59% are dissatisfied, far more than are satisfied.

The general level of satisfaction is reflecting in the fact that 58% would recommend STAR to other people.

Satisfaction with measures



Dissatisfaction with measures





Combined Comments

The tables to the right include analysis of all comments received across all open-ended questions, with positive comments displayed in green.

This shows the most frequent negative comment area is the repairs service, this is followed by the condition of their property, customer service and grounds maintenance.

In terms of the more specific comments given by residents, timescales to complete repairs and dealing with outstanding repairs are the top negative comments.

Top Comment Areas	
Day-to-day repairs	38%
Positive comments	26%
No comment / don't know	10%
Property condition	10%
Customer services & contact	10%
Grounds maintenance	7%
Home improvements	6%
Communications and information	5%
Safety and security	3%
Tenant services and management	3%
Neighbourhood problems	3%

Hot Topics	
Day-to-day repairs - Timescales to complete repairs	18%
Day-to-day repairs - Outstanding / forgotten repairs	14%
Positive comments - Repairs service/workforce	12%
Positive comments - Generally happy, no problems	8%
Other - Dont know	6%
Property condition - Damp / mould / condensation	5%
Day-to-day repairs - Communication about repair (before work started)	4%
Day-to-day repairs - Quality of work	4%
Other - No comment/suggestions	3%
Positive comments - Good overall service	3%
Home improvements - New doors or windows	3%
Day-to-day repairs - Had to report repair multiple times	2%
Positive comments - Good communications and contactable	2%

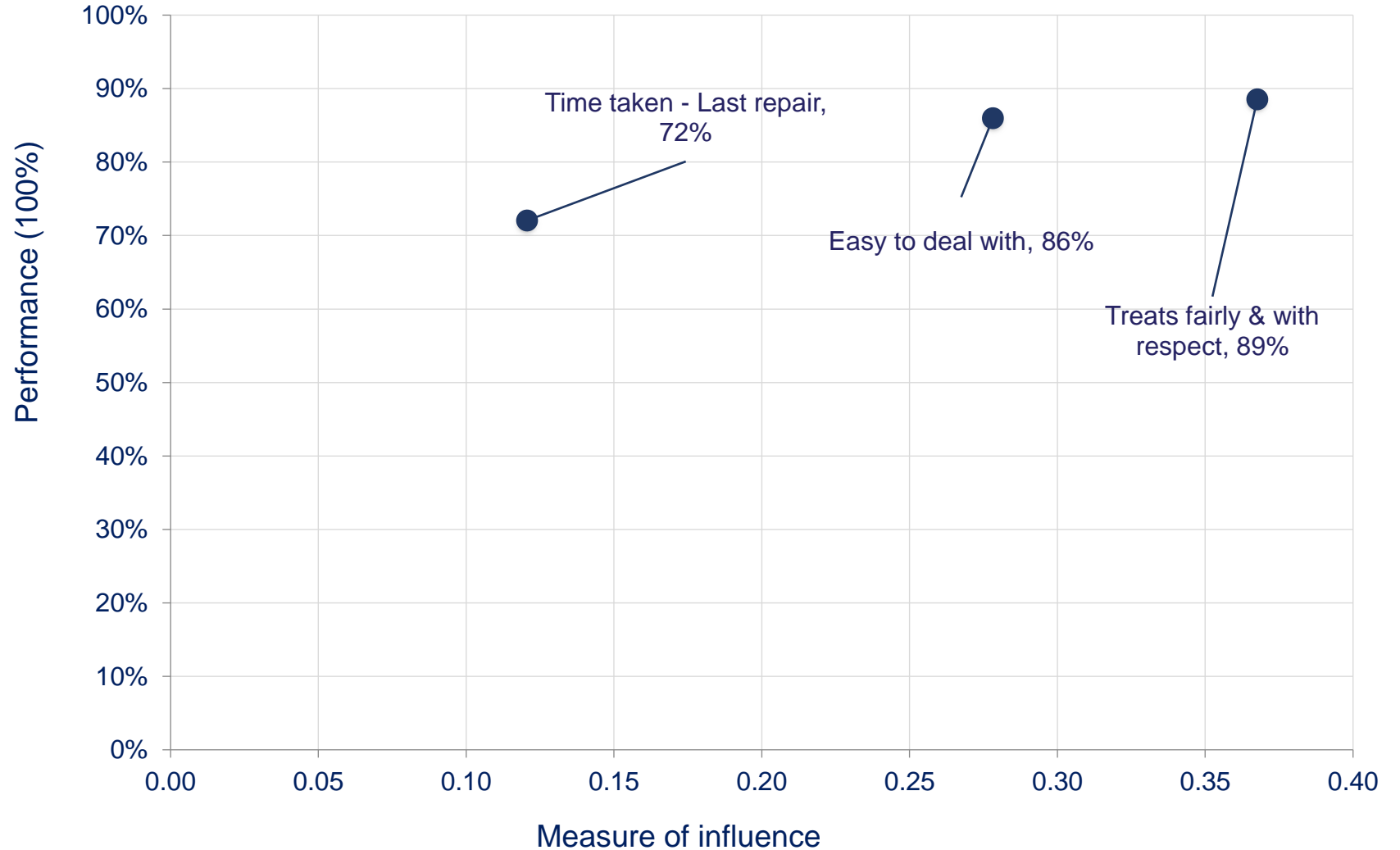
Key Driver Analysis

Key driver analysis is used to examine the relationship between the different variables (the questions asked in the survey) and determine which elements of the service are the key drivers for residents' overall satisfaction.

Each landlord will produce a different pattern of influence and for STAR, the most important driver for residents' satisfaction with the overall services is that STAR treats its residents fairly and with respect, followed by being easy to deal with, and the time to complete repairs.

The implication of this analysis is that if improvements around the most influential measures can be achieved, it is more likely to lead to increased satisfaction with the overall services provided, although for the first two of these, satisfaction is already high.

Key Driver Analysis – Overall Satisfaction



Benchmarking – Acuity

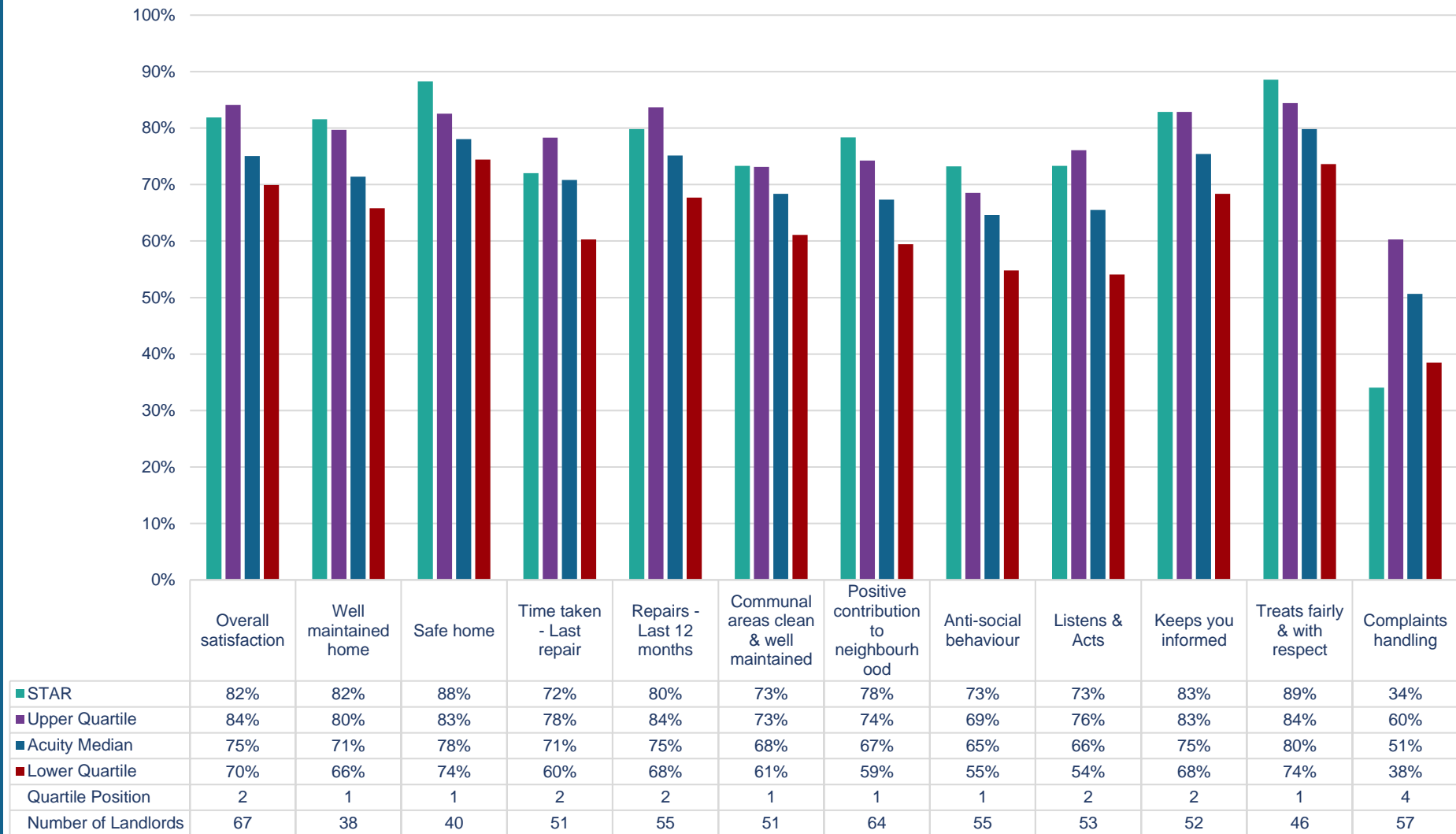
It is also possible to compare performance on the core questions against Acuity clients that have been using the new TSM questions during the year. The chart shows the quartile positions based on the results collected from Q1 to Q2 2023/24.

There are around 70 landlords in this group, and they vary in type, size and location, but most are general needs providers and, in many ways, have similar characteristics to STAR.

The results from the STAR survey compare well with this group, being above the medians on all but one of the TSMs, that being the way complaints are handled. Satisfaction with the overall service falls into the second quartile but six of the measures are in the top quartile, including the maintenance and safety of the home and upkeep of the communal areas.

As landlords are required to submit their satisfaction results to the Regulator of Social Housing in 2024, it will be possible to provide more comprehensive benchmarks, but this current peer group does help to provide a context for these results.

Satisfaction Levels - Acuity Clients - Q1-Q2 23/24



Subgroup Breakdown

As shown on the following pages, the results have been split down by various subgroups based on resident and service characteristics, including tenure, patch, age, length of tenancy, gender, property type and number of bedrooms.

This section rounds up these different responses and attempts to summarise some conclusions from them.

- **Tenure** – It is commonly shown that independent living residents are more satisfied than their general needs counterparts, and this is the case with STAR. The differences are quite large on some measures, including 20% for the maintenance of the home, and 22% for the repairs service and time taken to complete repairs. The only exception is the handling of complaints. It is likely that age is the main factor behind this, see below, but the different level of service provided may also be a contributing factor.
- **Patch** – STAR operates over six patches, three in Bridgnorth and three in Oswestry. Of these, those in Oswestry – C are the most satisfied with those in Bridgnorth – 2 the least, although the differences are relatively small suggesting service is being delivered consistently across the district.
- **Age** – Age is often a factor in determining satisfaction, with older tenants generally more satisfied than those younger. This pattern is followed with STAR, those 85 and over being the most satisfied with those 35 to 44 the least; it maybe down to different levels of expectation or more of a readiness to be critical among younger tenants, but the age profile remains a key driver for satisfaction.
- **Length of tenancy** – Satisfaction is highest with those who have held tenancies for 1 to 3 years, but the least are those with STAR from 4 to 5 years. This is a little unusual and it is not clear why things change after this time and further investigation is suggested to see how satisfaction can be maintained over time.
- **Gender** – There are more female residents than male, and they are generally a little less satisfied. However, the differences between the genders is small so gender appears to be less of an issue with STAR than at some other social landlords.
- **Property type** – Those in bungalows are the most satisfied and those in the small number of maisonettes are the least. However, there are probably other factors at play, older tenants are likely to be mostly occupying the bungalows and young families in the maisonettes, which are less desirable given the lack of outside space.
- **Number of bedrooms** – Those in one-bedroomed properties are more satisfied than those in larger properties, especially three and four bedrooms. Again, this is more likely to be linked to the age of the occupants than to the number of bedrooms itself.

Tenure

It is common in surveys of this type that older people, and those in independent living accommodation, are more satisfied than their general needs counterparts. This is the case with STAR Housing, although relatively few independent living residents responded to the survey.

In fact, independent living residents are more satisfied on all but one of these measures, handling complaints, as well as being more likely to recommend STAR Housing to others.

The differences in satisfaction are quite significant with 12% more satisfied with the overall services, 20% more with the maintenance of their home and 22% more satisfied with the overall repairs service and repairs in the last 12 months. In addition, 5% more independent living residents would recommend STAR to other people.



	General Needs	Independent Living
Overall satisfaction	81%	93%
Well maintained home	80%	100%
Safe home	87%	98%
Repairs - Last 12 months	78%	100%
Time taken - Last repair	70%	92%
Repairs - Overall satisfaction	78%	100%
Communal areas clean & well maintained	71%	82%
Positive contribution to neighbourhood	77%	89%
Anti-social behaviour	72%	94%
Easy to deal with	85%	95%
Listens & Acts	72%	84%
Keeps you informed	82%	91%
Treats fairly & with respect	88%	97%
Complaints handling	35%	29%
Promoters	58%	63%

Base: General Needs = 490, Independent Living = 40

Patch

STAR operates over six patches, three in Bridgnorth and three in Oswestry.

Those in Oswestry – C tend to be the most satisfied with the range of services including the overall service from STAR (89%), this is in contrast to Bridgnorth – 2 where 77% are satisfied overall.

However, there is no specific pattern and the differences between the areas is generally not great which suggests that services are largely being delivered in a consistent way.

	Bridgnorth - 1	Bridgnorth - 2	Bridgnorth - 3	Oswestry - A	Oswestry - B	Oswestry - C
Overall satisfaction	82%	77%	80%	84%	83%	89%
Well maintained home	83%	82%	77%	81%	83%	84%
Safe home	85%	91%	89%	85%	84%	95%
Repairs - Last 12 months	76%	80%	76%	80%	83%	87%
Time taken - Last repair	71%	67%	65%	71%	75%	85%
Repairs - Overall satisfaction	80%	75%	77%	82%	84%	82%
Communal areas clean & well maintained	65%	76%	75%	74%	68%	78%
Positive contribution to neighbourhood	77%	80%	83%	78%	74%	78%
Anti-social behaviour	83%	74%	81%	61%	59%	83%
Easy to deal with	88%	84%	84%	86%	84%	90%
Listens & Acts	74%	68%	79%	71%	75%	75%
Keeps you informed	85%	80%	85%	82%	83%	83%
Treats fairly & with respect	91%	86%	86%	88%	85%	95%
Complaints handling	44%	27%	40%	19%	42%	40%
Promoters	60%	55%	63%	56%	58%	58%

Base: Bridgnorth -1 = 104, Bridgnorth – 2 = 109, Bridgnorth – 3 = 85, Oswestry – A = 88, Oswestry – B = 64, Oswestry – C = 79



Age Group

There is plenty of evidence from similar surveys to this one that satisfaction increases with age, and that also appears to be the case with STAR. This table shows quite graphically that, despite the odd exception, the oldest residents are the most satisfied and the youngest the least, particularly those aged 35 to 44.

One theory for this is that older people are less likely to complain when services don't quite match up to the required standard whereas younger people have highest expectations of service and are quicker to complain if necessary.

Whether this is true or there are other reasons, age is clearly a factor, and the age profile of a landlord will often contribute to the level of satisfaction.



	25 - 34	35 - 44	45 - 54	55 - 59	60 - 64	65 - 74	75 - 84	85 +
Overall satisfaction	76%	68%	80%	80%	78%	85%	91%	97%
Well maintained home	73%	68%	69%	75%	89%	87%	97%	97%
Safe home	80%	72%	86%	91%	93%	94%	95%	97%
Repairs - Last 12 months	80%	65%	68%	77%	81%	91%	91%	90%
Time taken - Last repair	77%	56%	58%	73%	61%	78%	91%	95%
Repairs - Overall satisfaction	63%	64%	68%	86%	84%	85%	93%	97%
Communal areas clean & well maintained	76%	55%	75%	67%	71%	77%	73%	100%
Positive contribution to neighbourhood	87%	68%	64%	74%	79%	86%	78%	100%
Anti-social behaviour	65%	38%	74%	81%	75%	80%	84%	88%
Easy to deal with	84%	71%	76%	89%	91%	88%	97%	100%
Listens & Acts	63%	58%	69%	66%	74%	78%	87%	87%
Keeps you informed	77%	65%	80%	74%	84%	90%	92%	92%
Treats fairly & with respect	85%	77%	83%	83%	89%	94%	98%	97%
Complaints handling	64%	24%	47%	0%	17%	28%	45%	0%
Promoters	56%	41%	51%	57%	61%	64%	63%	83%

Base: 25-34 = 51, 35-44 = 76, 45-54 = 81, 55-59 = 44, 60-64 = 46, 65-74 = 103, 75-84 = 87, 85+ = 37

Length of Tenancy

Many of STAR's residents have been residents for some time, although there is obviously still a turnover of tenants with a number joining STAR in the last few years.

It is often shown that new residents to a landlord are highly delighted, possibly because they had previously occupied poor accommodation or waited some time, but then as they experience more issues this satisfaction tends to tail off a bit.

However, for STAR, the pattern is a little different, with those with the organisation for between 1 and 3 years generally the most satisfied, but those of 4 to 5 years the least. It is not clear why this change occurs at this point in time, and it may be worth further investigation to find out the reasons so satisfaction can be maintained as time progresses.



	< 1 year	1 - 3 years	4 - 5 years	6 - 10 years	11 - 20 years	Over 20 years
Overall satisfaction	76%	89%	65%	79%	83%	87%
Well maintained home	67%	86%	72%	78%	83%	89%
Safe home	81%	95%	78%	81%	91%	93%
Repairs - Last 12 months	81%	84%	61%	78%	76%	90%
Time taken - Last repair	71%	79%	57%	66%	72%	80%
Repairs - Overall satisfaction	69%	85%	54%	77%	80%	89%
Communal areas clean & well maintained	81%	71%	79%	73%	71%	69%
Positive contribution to neighbourhood	83%	88%	67%	81%	78%	76%
Anti-social behaviour	79%	80%	71%	68%	75%	72%
Easy to deal with	80%	91%	76%	86%	87%	88%
Listens & Acts	71%	85%	52%	63%	78%	79%
Keeps you informed	71%	89%	77%	77%	87%	85%
Treats fairly & with respect	89%	93%	75%	90%	89%	89%
Complaints handling	44%	67%	10%	56%	19%	17%
Promoters	65%	66%	49%	53%	58%	60%

Base: <1 year = 49, 1-3 years = 57, 4-5 years = 48, 6-10 years = 95, 11-20 years = 139, Over 20 years = 142

Gender

Female residents outnumber their male counterparts, but they are generally a little less satisfied, although satisfaction with the overall services is the same for both groups (82%).

In fact, the differences between the two genders is small, suggesting that the gender of the residents has less of an influence on satisfaction than other factors and is generally less than is found at some other landlords.



	Female	Male
Overall satisfaction	82%	82%
Well maintained home	80%	84%
Safe home	86%	91%
Repairs - Last 12 months	80%	80%
Time taken - Last repair	73%	70%
Repairs - Overall satisfaction	77%	83%
Communal areas clean & well maintained	75%	71%
Positive contribution to neighbourhood	77%	80%
Anti-social behaviour	72%	76%
Easy to deal with	87%	85%
Listens & Acts	74%	72%
Keeps you informed	82%	84%
Treats fairly & with respect	88%	90%
Complaints handling	37%	29%
Promoters	58%	59%

Base: Female = 329, Male = 201

Property Type

	House	Bungalow	Flat	Maisonette
Overall satisfaction	79%	86%	85%	64%
Well maintained home	78%	90%	80%	79%
Safe home	86%	94%	86%	71%
Repairs - Last 12 months	75%	89%	82%	50%
Time taken - Last repair	65%	83%	75%	67%
Repairs - Overall satisfaction	77%	88%	76%	57%
Communal areas clean & well maintained	65%	79%	69%	86%
Positive contribution to neighbourhood	73%	85%	80%	73%
Anti-social behaviour	69%	86%	70%	57%
Easy to deal with	83%	92%	86%	71%
Listens & Acts	73%	79%	68%	58%
Keeps you informed	81%	89%	83%	64%
Treats fairly & with respect	85%	96%	88%	79%
Complaints handling	31%	46%	32%	0%
Promoters	56%	66%	52%	50%

Base: House = 261, Bungalow = 155, Flat = 96, Maisonette = 14

The table here shows the main property types occupied by the residents of STAR.

This shows that those in bungalows are the most and those in maisonettes the least.

Bungalows are more likely to be occupied by older residents and as shown above, these tend to be the most satisfied.

There are also few in maisonettes and these are generally seen as poorer accommodation, often occupied by families with young children but lacking outside space for play etc.

It is likely that these factors are more of an influence of the levels of satisfaction than the type of property itself.



Number of Bedrooms

	1	2	3	4
Overall satisfaction	89%	80%	81%	82%
Well maintained home	91%	83%	77%	75%
Safe home	93%	88%	86%	100%
Repairs - Last 12 months	87%	82%	75%	67%
Time taken - Last repair	87%	73%	69%	44%
Repairs - Overall satisfaction	88%	79%	78%	67%
Communal areas clean & well maintained	82%	69%	65%	--
Positive contribution to neighbourhood	88%	82%	70%	71%
Anti-social behaviour	82%	72%	69%	100%
Easy to deal with	89%	89%	83%	64%
Listens & Acts	78%	73%	72%	71%
Keeps you informed	89%	83%	80%	88%
Treats fairly & with respect	93%	89%	86%	91%
Complaints handling	31%	43%	23%	0%
Promoters	59%	60%	55%	58%

Base: 1 = 76, 2 = 240, 3 = 198, 4 = 12

The number of bedrooms in the home is also a reflection of the type of property with many of these smaller bungalows whereas the larger properties are likely to be houses and maisonettes.

The previous slide showed that those in the smaller homes, bungalows in particular, are the most satisfied with those in the larger properties, mostly younger residents with families are less satisfied.

Again, it is likely that these factors are more likely to determine satisfaction than the number of bedrooms alone.

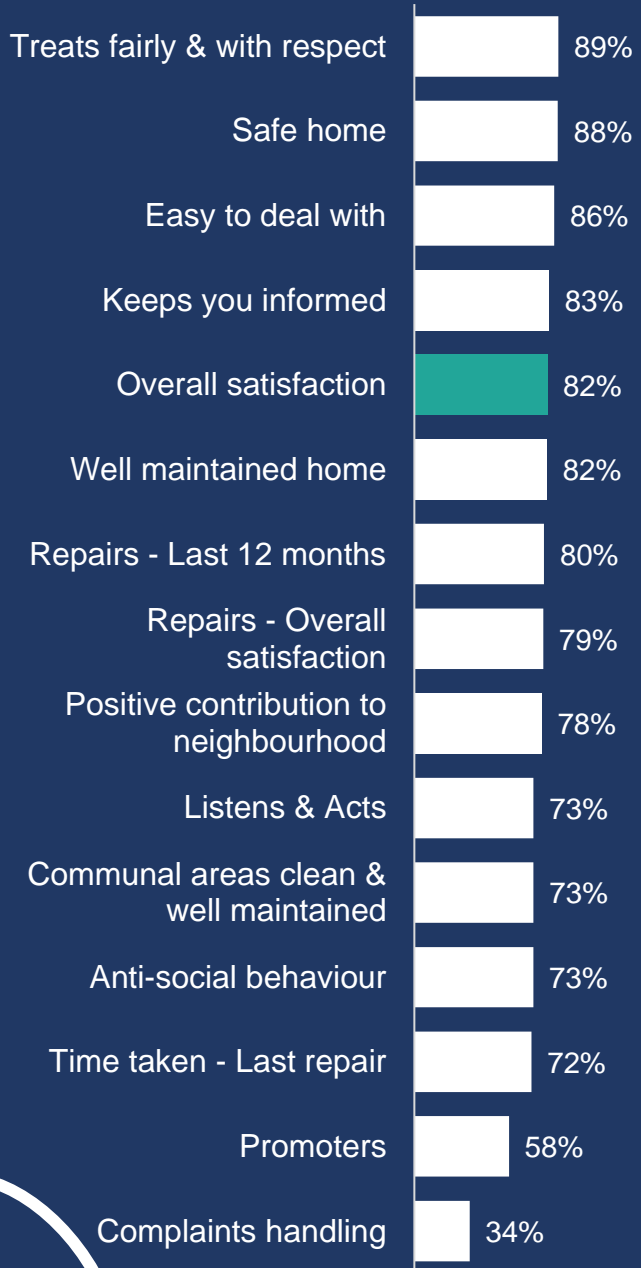




Conclusion



Satisfaction 2023



Conclusion

- STAR Housing commissioned Acuity to complete a one-off census of its residents using the TSM questions as required by the Regulator of Social Housing. At the close of the survey a total of 530 questionnaires were completed, 523 by telephone interview and 7 online. This is a good response and gives a margin of error of $\pm 4.0\%$, matching that required by the Regulator.
- The survey shows very good levels of satisfaction with the services provided by STAR Housing, 82% of residents are satisfied with the overall services provided, whilst just 10% are dissatisfied. The highest ratings are for residents being treated fairly and with respect, the provision of a safe home, STAR being easy to deal with and keeping residents informed. However, just 73% of residents are satisfied with the way anti-social behaviour is dealt with, 72% with the time to complete repairs and only 34% are satisfied with the way complaints are handled, with more (59%) dissatisfied. 58% of residents would recommend STAR Housing to other people and the Net Promoter Score is 38.
- Overall satisfaction has increased marginally by 1% since the previous survey in 2022, with rises for most other measures, the most for keeping residents informed and treating them fairly, both up 11%. However, 5% fewer are satisfied with the time to complete repairs, 17% fewer with the handling of complaints and 3% fewer would recommend STAR to other people. Around a third of residents said they had problems with damp and mould whilst some are very concerned about the cost-of-living.
- Satisfaction among the STAR residents compares well with other social landlords who have used the TSM questions this year, being above the medians on all measures, apart from the handling of complaints. Six of the measures fall into the top quartile, with the overall satisfaction in the second quartile.
- The key driver for overall satisfaction is the way STAR treats its residents fairly and with respect, followed by being easy to deal with and the time to complete repairs. Satisfaction does vary between different subgroups of residents, with independent living residents more satisfied than their general needs counterparts, those in Oswestry – C more satisfied than those in other areas, satisfaction does appear to increase with age and those in bungalows and the smaller properties are also the most satisfied.
- When asked about possible improvements to service, repairs tops the list of suggestions with residents wanting their repairs completed quicker and outstanding repairs dealt with; some would also like improved communications, although many are positive about the current service.

Recommendations

STAR Housing is an ALMO managing the homes of Shropshire Council with the majority based in the areas of Bridgnorth and Oswestry. Their values are to be enterprising, act with integrity, take responsibility, be reliable and supportive, and use its resources wisely.

Surveys of this type help to test these values and this survey in 2023 reveals many areas of very good performance, although it has also highlighted some areas where improvements could be made.

The comments made by residents give insight into what they are most concerned about and will help STAR Housing target services that may need some improvement.

Shown opposite are some recommendations that STAR Housing may wish to follow up on to help improve satisfaction in the future.



How complaints are dealt with

The way complaints are handled stands out against the other measures with just 34% of residents satisfied with and more (59%) dissatisfied. There are 17% of residents who said they had made a complaint to STAR in the last 12 months, although it is not clear how many are genuine complaints, many likely to be service requests that have yet to be fully actioned, such as outstanding repairs. Residents need to know what to do if faced with a failure of service and need to have confidence that their concerns will be heard and acted upon. It is suggested that STAR looks at its complaints procedure to see if improvements can be made and made clear to residents what to do and what to expect in terms of the standard of service.



Repairs & maintenance

The way repairs and maintenance is delivered is key for any resident and generally satisfaction with STAR Housing's repairs service is good. However, when asked about the service and what STAR needs to do to improve, repairs frequently pops up in the comments. In particular, residents want repairs completed quicker and outstanding repairs dealt with. These are issues also faced by other social landlords and many are still trying to get back to normal following the pandemic and now the rising costs of materials and labour. There may also be an issue of high expectations around the time issue so these need to be managed by being clear on the standards to expect and regularly publishing the performance of the repairs service. Many residents are positive about the service, and it is clear than most repairs go off without a hitch but some experience problems, so the challenge is to address these and ensure a consistent standard across all repairs.



Rising satisfaction

Despite generally falling satisfaction across the sector, STAR Housing seems to be bucking this trend with satisfaction rising against most of the measures included in the survey, including with the overall service. Many residents are positive about the services they receive, and despite the comments made about the repairs service above, many have praise for this service and the repairs workforce in particular. It is clear that STAR do many things right and are well appreciated, resulting in higher satisfaction. If some of the issues raised in the survey can be addressed, it may be possible to continue to move satisfaction in an upward direction.

This research project was carried out to conform with ISO20252:2019 and the MRS Code of Conduct.

For further information on this report please contact:

Denise Raine: denise.raine@arap.co.uk

Acuity

Tel: 01273 287114

Email: acuity@arap.co.uk

Address: PO Box 395, Umberleigh, EX32 2HL

