



Neighbourhood and Community Strategy

2024 - 2027





Shropshire
Towns and Rural Housing



Incorporating our
8 STAR Strategies

starhousing.org.uk

 Shropshire Towns and Rural Housing

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Contents

▶ Introduction	3
▶ Aims	5
▶ Contact	9



Welcome to our Neighbourhood and Community Strategy

Introduction

Welcome to our Neighbourhood and Community Strategy. In it we set out our key objectives between now and 2027 to make the neighbourhoods and environments that our homes are located in, positive places to live.

It will also establish how we'll support our communities over the long term to create and promote thriving places where people feel safe, connected, independent and supported.

Our customers don't judge us just by the quality of homes and services they receive, they consider what they see from their window and experience when they step outside their front door.

Well-managed, high-quality neighbourhoods and thriving communities are huge factors in enabling people to live happy, healthy lives. As a key partner of Shropshire Council, we recognise our role as a community anchor and are committed to working towards a healthy and thriving county.

We're aware that a challenging economic environment has a negative impact on our customers, community partners and agencies. With reduced funding and services across many communities comes an increase in the need for support and investment. We'll strive to maximise our resource to benefit our communities across

the county, without losing sight of our core purpose or compromising our key services.

We'll develop partnerships and initiatives that promote health and wellbeing, and support community capacity. We'll also continue to invest and support our communities in multiple ways. Listening to almost a thousand customers in recent months, we've discovered their key priorities include improved amenity space maintenance, safer communities, more investment in local neighbourhood projects and looking after our environment. Feedback tells us we perform well in terms of overall contribution to customers' neighbourhoods but, need to improve on key services such as cleaning and maintenance. We've used this and other valued customer insight to shape the priorities for this strategy.

Our Neighbourhood and Community Strategy has four key aims that recognise the role that we play in maintaining and investing in the places and neighbourhoods that our residents live, these are:

- ▶ To improve the physical quality of neighbourhoods
- ▶ Make communities safer for customers
- ▶ Develop our approach to managing, maintaining and maximising green spaces
- ▶ Support and empower communities to be connected, independent and resilient



"Well-managed, high-quality neighbourhoods and thriving communities are huge factors in enabling people to live happy, healthy lives."

Aims

Neighbourhood quality



Our aim

Work with communities to shape and deliver a STAR Place Standard and local neighbourhood plans, ensuring these are met and monitored.

We know how important the quality of the neighbourhoods and estates are to both our customers and the wider community. So, we aim to manage and maintain neighbourhoods effectively, achieving a consistent level of quality that is affordable to deliver. To do this we need a clear understanding of what a STAR Housing managed neighbourhood looks like. We can work to share this with our customers to involve them in shaping their neighbourhoods with the aim to empower and engage them, creating positive communities. Over the next three years, we'll implement key initiatives to improve the physical quality of neighbourhoods and ways of monitoring this.

How we'll achieve this:

- ▶ Develop a STAR Place Standard that sets out what one of our neighbourhoods looks like. This will include gardening, cleaning, and communal maintenance standards/service levels, as well as how we'll support community facilities and develop community security proposals

- ▶ Work with communities and stakeholders to deliver real change, by developing and implementing sub-neighbourhood plans that provide solutions to specific issues
- ▶ Develop a new programme of regular, graded estate and neighbourhood inspections to monitor and maintain the quality of spaces. We'll share this with customers who can contribute to its design and performance monitoring
- ▶ Improve our understanding of how we can work together with partner agencies to better manage places within the resources available

How we'll measure success:

- ▶ Analysis of results from a regular programme of neighbourhood quality monitoring introduced from winter 2024
- ▶ A published and implemented/in practice new STAR Place Standard for our neighbourhoods in place by spring 2025
- ▶ Achievement of a top quartile performance for satisfaction with how well we maintain and clean neighbourhoods against our Tenant Service Measurements (TSM) by spring 2027
- ▶ Assessment of percentage of neighbourhoods meeting the standard, with at least 85% success rate by the end of the strategy

Aims

Green and open spaces



Our aim

Improve how our managed green and open spaces benefit neighbourhood quality, community health and biodiversity.

The environment and sustainability, along with the quality of neighbourhoods and green spaces is important to over 95% of our customers. As both areas are also the ones that our customers and stakeholders are most keen to work with us on, it is crucial that they form part of this strategy. Supporting Shropshire Council's commitment for a healthy environment, we'll actively look for ways that our green and open spaces can enhance neighbourhoods, health and wellbeing. We aim to make significant progress in this area over the next three years by developing specific plans for our open and green spaces. This will be done in consultation with the local community and stakeholders.

How we'll achieve this:

- ▶ Develop plans for green and open spaces, including maximising currently underused areas of land, to benefit the community
- ▶ Complete an updated mapping exercise to improve our data and understanding of the open spaces we manage

- ▶ Carry out a biodiversity assessment of our portfolio to understand the status and potential of our managed spaces, and use it to develop partnership working with our customers to maintain and increase biodiversity in our communities
- ▶ Improve our understanding of the impact of flooding and environmental issues on our residents, putting proactive measures in place where possible
- ▶ Review the open spaces we manage in partnership with Shropshire Council to ensure we work together in the most effective and efficient way, with clear roles and that responsibilities

How we'll measure success:

- ▶ Joining the Sustainability for Housing reporting standard to benchmark our performance by winter 2024
- ▶ Understand the impact of investment in green spaces on housing management costs associated with Anti-Social Behaviour (ASB) and other issues by summer 2025
- ▶ Assess resident satisfaction with contribution to neighbourhoods using our Tenant Service Measurements (TSM) annually
- ▶ At least one new active community green space project will be in place by summer 2026

Aims

Community safety



Our aim

Ensure the neighbourhoods we manage are safe and inclusive for everyone in our communities.

We want our customers to feel safe in their homes and their communities. To achieve this, we aim to work with partners to help minimise criminal opportunities and support any investigations into crime and disorder when they do happen. Throughout the life of this strategy, we'll develop our approach to managing community safety by putting new processes in place enabling us to achieve best practice accreditations that demonstrate our quality and commitment to community safety.

How we'll achieve this:

- ▶ Make it easier for our communities and neighbourhoods to report any ASB issues to us and by working with our partners to resolve these issues
- ▶ Review our tenancy agreement to make sure it gives us the appropriate powers to tackle serious ASB issues
- ▶ Implement a new ASB policy and procedure, strengthening our approach to managing issues in our communities

- ▶ Implement a new case management and reporting system to improve how we monitor and track ASB incidents and cases across our communities
- ▶ Help prevent and reduce ASB through improved neighbourhood design and interventions
- ▶ Strengthen our relationships and tools allowing our teams to tackle tenancy fraud more proactively in our communities
- ▶ Work with Shropshire Council to change the perception and stigma associated with temporary accommodation and homelessness services and promote and nurture community cohesion and inclusivity

How we'll measure success:

- ▶ Improved customer satisfaction with how we handle ASB by summer 2025
- ▶ Increased number of tenancy frauds successfully identified by autumn 2025
- ▶ Achieve accreditations of Leaders in Safeguarding and Domestic Abuse Housing Alliance by summer 2026
- ▶ Top quartile TSM performance for anti-social behaviour cases relative to the size of the landlord from TSM survey by spring 2027
- ▶ Top quartile TSM performance for satisfaction with the landlord's approach to handling anti-social behaviour by spring 2027

Aims

Community strength



Our aim

Work with our communities so that they can be self-reliant and independent, with the capacity, networks and resilience to thrive.

We know that times are difficult across our communities right now, with more challenges to come in the future. We're committed to using our role as a community anchor to partner with local people, voluntary, community and social enterprise organisations, (VCSE's) and the wider community, to improve the long-term success of Shropshire as a vibrant place in which to live. Through this strategy we'll develop our approach to placemaking; developing connections across communities to promote health and happiness whilst reduce isolation and poverty. This isn't something we can do on our own but by the end of the strategy, we'll be better equipped to review and measure our impact.

How we'll achieve this:

- ▶ Improve customer awareness and engagement with wider community agencies and groups. This will be done through signposting, communication and referrals alongside developing a new community connector model across our areas of operation
- ▶ Invest in community activities, groups and events that will help to create a lasting impact and connections across Shropshire
- ▶ Use available data to get a better understanding of our customers and neighbourhoods we serve
- ▶ Explore how we can work with partners to improve the presence, support and use of community hubs across our areas of operation

How we'll measure success:

- ▶ We'll have an improved way to measure our community impact by summer 2025
- ▶ Customer and stakeholders will be satisfied with our contribution to the neighbourhood in line with the TSM definition by summer 2026
- ▶ A new community connector model will be in place by spring 2027

STAR Strategies

Our STAR Strategies that specifically outline our objectives in key areas of our organisation, can be found and downloaded from the website at starhousing.org.uk

-  Homes and Asset Management
-  Customer Engagement
-  Development and Investment
-  IT and Business Transformation
-  People
-  Finance, Governance and Risk
-  Neighbourhood and Community
-  Customer

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Delivering vibrant communities in a changing world



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