



Delivering
vibrant communities
in a changing world

Corporate Plan 2024 - 2027




Shropshire
Towns and Rural Housing



Incorporating our
8 STAR Strategies

starhousing.org.uk

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Welcome to our Corporate Plan 2024 - 2027

Foreword



Our aim as a local, affordable housing provider is to give our customers a safe place to call home, promoting happier, healthier and more fulfilled lives. We've put together our corporate plan showing just how we intend to achieve this over the next three years.

The STAR Housing 2024-2027 Corporate Plan sets out our focus, with our commitment to customers and the community of Shropshire at its core. Our ambition to build and maintain quality homes and invest in our communities is underpinned by our organisation's strong values.

It's been a demanding period for social housing providers and our customers. However, STAR Housing is ready to rise to the challenges and move forward as a strong, united community.

The challenge doesn't end there. We'll also be working hard to improve our sustainability performance to meet government targets. We'll do this by reducing the environmental impact of our current homes and by building new, more energy-efficient housing.

At the heart of this plan is our commitment to revitalising the service to our customers and making a positive difference to the communities we serve. What matters most to customers will shape every decision we make, and we'll keep a strong focus on those frontline services.

By working alongside Shropshire Council, meeting the aims of the Shropshire Plan, together we'll continue to improve the lives of our customers and the local community.



Tony Deakin

Chair - STAR Housing Board

STAR Housing

Who we are

We're Shropshire Towns and Rural Housing, known as STAR Housing, a local affordable housing provider. On behalf of Shropshire Council, since 2013 we've proudly managed 4,200 affordable homes in the market towns of Bridgnorth and Oswestry, and more recently, Shrewsbury.

We do this as an Arms-Length Management Organisation (ALMO), which allows us to take ownership of managing the council's housing in the area and improving it. Thanks to customers sitting on our board, we have their valuable insight, and they have a real say in every decision we make.

In partnership with Shropshire Council, STAR Housing has already invested over £50 million improving our existing homes and over £30 million building new ones. This is how we're helping to address the housing crisis and improve the area we live in. We're also offering a host of much-needed and valued support services to our customers and local communities.

Whether it's re-housing advice for the homeless or specialist housing and tenancy support, our aim is always the same - to help everyone find a place they're proud to call home.



Last year, the council extended our management agreement by another 10 years so we can continue working with our communities and partners to develop and enhance our offer. We'll do this whilst acknowledging the challenges facing both our sector and our customers, from regulatory changes to the cost-of-living crisis. However, with the skills, knowledge and enthusiasm of our 200-strong workforce, alongside our network of partners, suppliers and peer organisations, we're aiming high to achieve the best for our customers and secure the long-term future of our homes.

"...to give our customers
a safe place to
call home."



Vision and values

Our Vision

As an organisation we pride ourselves in working together with our communities to best meet our long-term goals. Here at STAR Housing our vision sets out that:



"Vibrant communities are achieved by listening to our customers and giving them quality homes."

Vision and values

Our Values

Our values at STAR Housing run through the heart of everything we do. They're proudly part of our culture and guide the way that our teams work together to achieve our goals.



We're always thinking of new, innovative ways to work



We're honest, accountable and transparent in everything that we do



We put our customers first and listen to their needs



We're sustainable and responsible



We support our staff to be the best that they can be



STAR Housing

Our Supporting Strategies

We've worked with Shropshire Council to create eight supporting strategies that will successfully deliver our STAR Housing Corporate Plan.

Each one has clear aims and together they'll help us to meet our shared objectives.

These strategies are:

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





"Our new homes will be sustainable and meet current housing needs."

STAR Housing

Our Objectives

At STAR Housing we have a set of clear objectives in place to make sure that we meet our long-term goals.

These objectives are to:



1



Invest in our communities and give the best customer experience



2



Build and maintain safe, good quality and sustainable homes



3



Empower our communities and our people



4



Always deliver value for money and stay accountable

Our Objectives

1 Invest in our communities and give the best customer experience

We strive to create happy neighbourhoods that our customers are proud to live in and be a part of.

How we'll achieve our objectives:

- ▶ Work together with customers to create our services
- ▶ Modernise our repair and maintenance offer
- ▶ Listen and act on feedback, complaints and insight
- ▶ Invest in homes and neighbourhoods
- ▶ Modernise how we communicate with and support our customers



Here's how we'll measure our success:

- ▶ Overall service experience (TSM)
- ▶ Repair service (TSM)
- ▶ Being treated fairly and with respect (TSM)
- ▶ Satisfaction that the landlord makes a positive contribution to neighbourhoods (TSM)
- ▶ Satisfaction with the landlord's approach to handling anti-social behaviour (TSM)
- ▶ Satisfaction with our complaints handling process (TSM)

To make sure we're offering the best customer service and meeting our Tenant Satisfaction Measures (TSM) for each of the points above, we regularly survey our customers and act on any feedback.

Our Objectives

2 Build and maintain safe, good quality and sustainable homes

Our homes will be safe, more energy efficient and well maintained.

Our new homes will be sustainable, meet current housing needs and help tackle homelessness.

How we'll achieve this:

- ▶ Complete home and safety improvement programmes
- ▶ Work smarter and more cost effectively by using technology and data
- ▶ Boost the warmth and energy efficiency of our homes using a 'fabric first' building approach
- ▶ Meet the needs of both our customers and the council commissioning priorities with a sustainable development programme of quality new homes
- ▶ Find solutions for homes that don't meet customer or business expectations, (disposal, repurpose, regeneration or redevelopment)
- ▶ Look for alternative partnership opportunities and sources of investment in our existing and new homes

Here's how we'll measure our success:

- ▶ Satisfaction that the home is safe and well maintained (TSM)
- ▶ With 75% of our homes meeting Energy Performance Certificate C or above (MA)
- ▶ The number of new starter homes built (MA)

We can check these against our Tenant Satisfaction Measures (TSM) and the Key Performance Indicators in our Management Agreement (MA).






Gardening Competition 2023
Best Container
1st Place Awarded to
Sylvana Wellings

"As an organisation we pride ourselves in working together with our communities."

Our Objectives

3 Empower our communities and our people

STAR Housing will continue to be a great place to work, an employer of choice, and an organisation where everyone is treated with respect and dignity.

How we'll achieve our objectives:

- ▶ Build a framework that attracts, develops, and retains staff
- ▶ Focus on training and apprenticeships, either within STAR Housing or with our partners
- ▶ Use data and feedback to keep improving our employee engagement
- ▶ Develop a board member and customer involvement upskilling programme
- ▶ Create and support a customer scrutiny panel



Here's how we'll measure our success:

- ▶ Results of our engagement survey including diversity of views received (BS)
- ▶ External employment reviews (BS)
- ▶ Monitor HR information including the diversity of our employees, absence rates and staff turnover (BS)
- ▶ Recruiting and retaining board members and customer scrutiny members (BS)
- ▶ The level of engagement of our customer involvement panel (BS)

For each point, we'll evaluate ourselves against industry standards and other organisations using Bespoke Surveys (BS).

Our Objectives

4 Always deliver value for money and stay accountable

We'll continue to deliver a value-for-money service that's transparent and accountable to our customers, stakeholders and the council.

How we'll achieve our objectives:

- ▶ Improve value for money and social value with more effective procurement and use of our own resources
- ▶ Look at any opportunities for joint service delivery with the council to work more efficiently
- ▶ Deliver an IT and Business Transformation programme of improvement
- ▶ Work with customers to improve how efficient our services are
- ▶ Put a more streamlined governance structure into place



Here's how we'll measure our success:

- ▶ Benchmark our service costs against our peers (BS)
- ▶ Externally verified governance reviews (BS)
- ▶ Deliver top quartile performance across all areas, where it offers value for money (TSM)

We will evaluate these using both our Tenant Satisfaction Measures (TSM) and using a Bespoke Surveys Service (BS).



Corporate Plan 2024 - 2027

To support our Corporate Plan, we have produced 8 STAR Strategies that specifically outline our objectives in key areas of our organisation.

These 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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