

Communication and Consultation Strategy Contents List

Part One

Section Number	Section Title	Page Number
1	<i>Introduction and Objectives of Options Appraisal Review</i>	1
2	<i>Key Messages of the Options Appraisal Review</i>	1
3	<i>Objectives of this Communications Strategy</i>	4
4	<i>Options Appraisal Steering Group</i>	4
5	<i>Collating the Facts</i>	5

Part Two

Section Number	Section Title	Page Number
6	<i>District Background - population, geography and outcome of most recent consultation</i>	6
7	<i>Current Tenant Consultation structures, their role & value in the Review Process</i>	7
8	<i>Alternatives Methods for Information Sharing</i>	9
9	<i>Hard to reach groups/Accessibility</i>	10
10	<i>Information Sharing Responsibilities</i>	11
11	<i>Feedback</i>	12
12	<i>Training</i>	13
13	<i>Resources</i>	14
14	<i>Monitoring and Review of this strategy</i>	16
15	<i>Key Stages in the Process</i>	16
16	<i>Identifying the "Decent Homes Plus" Local Standard</i>	18
17	<i>Action Plan/Timescales</i>	19

Tables

Table Number	Table Title	Page Number
1	<i>Reporting Outcomes</i>	13
2	<i>Review Process Key Stages</i>	17
3	<i>Stages in Establishing the Decent Homes Plus Standard</i>	18
4	<i>Short Term Action Points</i>	19

Appendices

1	<i>Table of Stakeholders and Officers with Lead Responsibility for Information Sharing</i>
2	<i>Map of District</i>
3	<i>Main Concentrations of Council Owned Properties</i>
4	<i>Location of sheltered housing schemes and hostels</i>
5	<i>Winchester District Population – Household Age</i>
6	<i>Winchester District Population – Cultural Background</i>
7	<i>Proposed Options Appraisal Review Programme</i>

Communication and Consultation Strategy

This document is divided into 2 parts.

Part 1 – Identifies the reason for conducting an Options Appraisal Review, what it should achieve along with the key messages it should deliver. These details will remain unaltered throughout the period of the Review.

Part 2 – Lists how the information outlined in Part 1 will be communicated to all the stakeholders. This part of the strategy will evolve as the process progresses and will be revised at appropriate junctures.

Part 1

1. Introduction and Objectives of Options Appraisal Review

Along with all local authorities Winchester City Council is required by the Government to meet the Decent Homes standard by the year 2010. This standard means that all Council homes will need to have reasonably modern facilities, be wind and watertight and be warm in winter.

An Options Appraisal Review is required which will investigate the alternative options which are available, with the objective of identifying which option achieves the Decent Home standard along with **all** our other housing priorities.

An Options Appraisal Steering Group has been established (further details of this group are in Section 4). The overall vision of this options review is 'Providing those who need it with a real choice of a decent home in a decent place where they choose to live for which they pay a truly affordable rent to a landlord who values them and delivers excellent value for money services'.

This group has agreed that the housing priorities to be investigated under the Options Appraisal Review are:

- Meeting the Decent Homes standard - this to include considering the sustainability of the options beyond 2010
- Decent Homes Plus – Achieving a higher standard than basic minimum
- Providing a High Quality Landlord service (top 25% performance)
- Meeting Tenant Aspirations
- Increasing Tenant Empowerment
- Identifying and Undertaking Estate Improvements
- Delivering Affordable Housing to meet identified need – 700 homes per annum (Housing Needs Survey 2002)
- Sustainable 30 year business plan
- Delivering Other Corporate Objectives.

The Council's key corporate priorities are outlined in the Corporate Strategy 2004-2007 as

- Homes and environment: to provide affordable homes in safe and pleasant environments for all sectors of our community. We will
 - make best use of Council owned land and use our planning policies to secure sufficient land and funding to provide, in partnership, a full range of high quality homes for rental or ownership to meet the needs of our residents
 - refurbish our existing housing stock in order to meet Decent Homes standard by the 2010 target date
 - work with partners to make our communities safer
 - introduce pilot schemes for better management of local environments through neighbourhood wardens
- Green agenda
- Social Inclusion
- Customer Services
- Economic Prosperity

The Steering Group's priorities reflects the Government's guidance that Option Appraisal Reviews should not only cover how the Council will meet the Decent Homes target but should also allow the broader concerns of tenants and leaseholders to be examined, for example

- Quality & delivery of housing service
- The local environment
- Community safety
- Remodelling of sheltered accommodation
- Accountability and governance
- Cultural and Leisure Opportunities.
- How to become more involved in the detail of future decision making

2. Key Messages of the Options Appraisal Review

Part 2 outlines the issues which need to be considered when formulating a programme of information sharing with all the stakeholders along with the techniques which are available.

The communication technique used should ensure that the key messages are delivered to all stakeholders.

Key Messages

- The Council is required by the Government to carry out a comprehensive Options Appraisal to determine how it will meet the Decent Homes standards by 2010.
- Government guidance states that Option Appraisal Reviews should not only cover how the Council will meet the Decent Homes target but should also examine the broader concerns of tenants and leaseholders
- The main housing priorities, as listed on page 1, are:
 - Meeting the Decent Homes standard - this to include considering the sustainability of the options beyond 2010
 - Decent Homes Plus – Achieving a higher standard than basic minimum
 - Providing a High Quality Landlord service (top 25% performance)
 - Meeting Tenant Aspirations
 - Increasing Tenant Empowerment
 - Identifying and Undertaking Estate Improvements
 - Delivering Affordable Housing to meet identified need – 700 homes per annum (Housing Needs Survey 2002)
 - Sustainable 30 year business plan
 - Delivering Other Corporate Objectives.
- The Council's key corporate priorities as outlined in the Corporate Strategy 2004-2007 and listed in Section 1.
- The Council will look at the options to identify the best available combination which facilitates meeting all the Council's priorities.
- The main recognised options are
 - Stock retention by the Council
 - Arms Length Management Organisation
 - Private Finance initiative
 - Large Scale Voluntary Transfer (including the Community Gateway Model)
- Each option (or a combination of options) will be considered equally on its merits.
- When each option has been evaluated and stakeholder feedback has been collated, the recommended option or combination of options (i.e. the approach which best helps the Council meet all its priorities above) will be presented to all stakeholders as the Council's chosen way forward and their views on this recommendation collected

3. Objectives of this Communications Strategy

The objective of this document is to set out how the Council will effectively:

- Inform stakeholders about Options Appraisal Review
 - what it is
 - why it's happening
 - what it should achieve
- Deliver the Key Messages (see Section 2)
- Present the options available along with the merits of each option as regards meeting local housing and corporate priorities
- Feedback stakeholder views, needs and preferences
- Communicate decisions back to them

All information should be

- **Clear**
- **Factually based**
- **Free of jargon**
- **Unbiased**
- **Timely/prompt**
- **Accessible**

To ensure information is jargon free, Sue Gentry (Housing Services PR Consultant) and Ian Hogg (the Council's PR officer) will be consulted as people not involved in the details of the Options Appraisal process to proof read information to check it is jargon free.

This strategy complements, and works in conjunction with, both the Tenant Empowerment Strategy and the Independent Tenant Advisor programme of work and will link in with a Media Strategy if it is agreed that such a strategy is required.

4. Options Appraisal Steering Group

This group has been established to oversee the review. The group is made up of 5 tenants (from TACT), 5 Councillors, a staff representative from Unison and officers of the Council's Health and Housing Department. This group will report to Cabinet for decisions.

In relation to this Strategy this group will be responsible for

- Agreeing resources
- Agreeing/devising the Strategy, programme and timetable itself
- Accepting the responsibilities as set out in section 10
- Agreeing Tenant Empowerment Strategy
- Agreeing the Media Strategy

- Sharing all information with other group members prior to its circulation
- Monitoring all communications to ensure that the objectives and principles of this strategy are met.
- Co-ordinate feedback from stakeholders
- Analysing reports on the feedback received
- Making recommendations to Cabinet on the way forward

Obviously this group has a pivotal role in ensuring the success of the Review process. Each member should consider their training needs in order that these can be fed into the training strategy at an early stage.

5. Collating the Facts

Using information from the surveys listed below a report is being prepared on the Council's current status.

- Stock Condition Survey - throughout 2003
- Housing Need Survey - October 2002
- Tenant Aspiration and Priority Survey - throughout 2003

This report will set out the current position of Winchester City Council in terms of its priorities, especially delivering affordable housing, along with its finances. It should provide a review of the local suitability of each option or combination of options as regards meeting the Steering Group's housing priorities, identified in the introduction.

At the same time the report should give some indication as regards the suitability of the options in terms of meeting other housing priorities along with the Council's corporate priorities.

How this information is communicated to stakeholders is set out in Part 2.

Part 2

6. District Background - population, geography and outcome of most recent consultation

As at 31 March 2004 the Council had 5,206 tenancies of which approximately 800 were households living in sheltered accommodation and receiving a scheme manager service. There are 292 leaseholders and 1,040 applicants registered on the waiting list.

The Council's area covers 250 square miles (65,934 hectares) and has a mix of both rural and city communities. The main centres of population include Winchester itself, Bishops Waltham, Wickham, Alresford and Denmead. Please see attached map of the district, in Appendix 2, which illustrates how the district is divided into Area Housing Manager districts, and Appendix 3 which provides details of the main concentrations of Council owned properties. These details will help to ensure communication methods are targeted appropriately.

Appendix 4 lists the locations of sheltered housing schemes, which could be used for coffee mornings etc along with hostels which may be part of a home visit schedule. Appendices 5 and 6 contain the census statistics for the whole Winchester district as regards household age and cultural background as an indication of the likely audience and their needs.

The main stakeholder groups with whom information sharing should take place are identified as

- Tenants, TACT and Tenant Associations
- Leaseholders
- Licensees
- Future tenants
- Joint Housing Partners
- Members
- Housing department employees and their representatives
- Other Council employees
- Corporate Management Team (CMT)
- Local Strategic Partnership
- Winchester City Council district residents
- Contractors
- Government Agencies.

The most recent consultation programme of this nature was in 1998, when the Council consulted with tenants/leaseholders through a series of roadshows on the value of investigating the benefits of large scale voluntary transfer (LSVT). Tenants were surveyed through a questionnaire in one of the campaign newsletters. Tenants decided that they did not wish the Council to investigate LSVT further. Tenants were happy to stay with the Council.

7. Current Tenant Consultation structures, their role & value in the Review Process

Although it is advisable that the campaign has a clear separate identity, it will still be necessary and useful to utilise the existing consultation structures below.

TACT

Winchester Council has a formal consultation group called TACT (Tenants and Council Together), which meets in two halves to maximise the number of tenants involved, giving them equal opportunity to be involved at the level they wish. TACT is a group of approximately 25 - 30 volunteers, both tenant and leaseholder. It must be understood that this group is **not** representative of the wider tenant opinion, and that therefore TACT cannot be used as the sole vehicle for involvement.

Tenant Associations (TA)

There are 6 other tenant groups in the Winchester district, each have a representative, which sits on TACT. These groups cover the following district areas

- Stanmore, Winchester
- Highcliffe, Winchester
- Colden Common & Twyford
- The Worthy's
- Compton
- Denmead

A further tenant group is in the process of being established at Weeke in Winchester.

The TAs and TACT are attended by individuals who through their own commitment will be knowledgeable regarding Council and housing processes. As a consequence these groups are a very valuable resource for discussing the key issues. However, Options Appraisal is a complicated and confusing topic and early identification of the group's training needs should be made to ensure adequate investment is made into these valuable members.

Independent Tenant Advisor (ITA) Group

A special group has been set up, outside of TACT and the tenant groups, to agree the processes involved in appointing the Independent Tenant Advisor (ITA); this group includes the chairs of the 2 TACT groups. This group appointed TPAS as its ITA in October 2003, to support them through the Review process. As above, the members of this group will already have a high level of expertise and understanding of the Council and Government agendas and processes. Time and training should be invested in the individuals as they identify to involve them in the process, to the level they choose.

Sheltered Scheme Meetings

There are bi-monthly information sharing sessions at 3 of our city centre sheltered housing schemes. As established meetings these can be used to disseminate information at these sites, whilst a full programme would list specially arranged visits to all the remaining schemes (See Appendix 4 for details of these schemes and their location).

Black and Minority Ethnic (BME) User Group Meeting

Although attended by only a few members and still in its infancy, this group has the benefit of not only involving those traditionally hard to reach in the community, but also future customers i.e. those on the waiting list as well as tenants. Although again the circulation of information will be limited using this group due to the few members, it does serve as a link to other BME groups and as a vehicle to discuss the BME perspective.

Forums

There are two further formal consultation groups which focus on specific areas of the housing service, the Rents and Business Planning Forum and the Property & Contracts Forum. The members of these groups will be experienced in discussing key issues relating to the topic of the forum and may be useful to debate some of the more complicated aspects of the review.

Tenant Participation Management

All of these groups are supported by a full time Tenant Participation Manager and a full time Tenant Participation Officer, the former is also part of the Options Steering Group. Both these officers will obviously be central to customer communication, as they already have well established dialogue and respect. They have been involved in the Review from an early stage and therefore are knowledgeable regarding the Review process.

Publications

Our tenant's newsletter is called 'Houseproud' and the tenants have their own newsletter called 'ConTACT'. There are 3 editions of each, every year. As we have no assessment of how many tenants read these publications we are not confident that articles featuring the review information would reach the majority of tenants using this method. Therefore use of these information sheets to disseminate information would need to be supported by other methods.

Tenant Compact

The district wide Tenant Compact was originally agreed in September 2000 and has now been comprehensively reviewed and relaunched. Any

information sharing and decisions making should have regard to the principles included within the revised Compact that was formally agreed in March 2004.

8. Alternatives Methods for Information Sharing

Useful information may also be obtained about how long consultation material needs to be in the public arena for organisations to consider the information and give meaningful feedback. This will then inform the timetable.

Details of stakeholders and suggested methods of information sharing are detailed in Appendix 1.

This will involve a combination of the following:

- Articles in existing publications - The Housing Services newsletter 'Houseproud', the tenants own newsletter 'ConTACT', the Council's newsletter 'Insight'
- Specific series of publications – dedicated to the review campaign itself
- Videos
- Roadshows in community halls
- Coffee mornings at sheltered housing schemes, toddler groups
- Home visits
- Telephone survey
- Exhibitions and displays in main and housing reception at the City Offices and other possible venues
- Website - Internet and Intranet – including email
- Briefing papers
- Presentations by officers and consultants employed as part of the process
- Use of existing team meeting and other regular meeting structures
- Focus Groups and workshops
- Helpline

Where appropriate stakeholder groups and individuals will receive briefing papers or receive presentations formal or otherwise at already established meetings.

9. Hard to reach groups/Accessibility

Everyone should have the opportunity to be informed, consulted and involved.

Literature should be written in an accessible way using clear English and illustrating concepts with clear examples.

Meetings will be arranged at a variety of times and days of the week.

Younger households

This is a traditionally difficult group to involve in decision making and consulting about their service. In order to make information accessible, attendance at parent/toddler coffee mornings, or a presence outside supermarkets, may be advisable.

We have identified a mobile crèche facility that could be used to encourage those with childcare responsibility to attend public meetings and road shows. The value of such an initiative will be monitored and evaluated.

It may be worth investigating how text messaging can be used to facilitate feedback, along with emails.

Black and Minority Ethnic Households

1.9% of the district population over the age of 16 years has a minority ethnic cultural background.

Housing Services' database, Orchard, records details of cultural background for tenants and waiting list applicants. This database should be referred to, to target the circulation of multilingual advice sheets with review information. The multilingual advice sheet has 8 languages advising how to get assistance, if English is not the household's first language. The appropriate translation services are available to be utilised as and when required.

This database should also be consulted when visiting households. This should ensure sensitivity to interpretation and translations needs along with cultural festivals. The Festival Year poster displayed in Housing Reception and by the Tenant Participation team should be consulted when planning home visits and community meetings. All Housing staff have been trained in cultural awareness and are able to carry out consultations with sensitivity.

Consideration should also be given to prayer times, inappropriate mixing of men and women in public meetings, nervousness about home visits by strangers.

As previously stated in Section 7, use should be made of the BME User Group.

Households with disability

Literature should be available in large print and tape versions. If required signers should be contacted and other services, which should ensure those with a disability, have equal access to information and are able to feedback and be involved in the detail of future decision making.

When venues for meetings are being arranged disabled access to venues must be considered.

10. Information Sharing Responsibilities

Section 8 lists the main mechanisms for communicating with the various stakeholder groups. It should be remembered that information sharing is a two way process, and comments made should be recorded and formally reported back to the Steering Group.

Appendix 1 shows who is the lead officer with responsibility for owning the effective communication to each of the stakeholder groups. This Appendix also shows who should be supporting this lead officer.

Individuals should not rely on others to ensure information is circulated. Everyone in the process throughout the Council should accept that they have a stake in this process and be proactive about moving information on and reporting comments back through established channels of communication to ensure all information and comments are recorded.

Tenants/Leaseholders/Waiting List Applicants (Future Tenants)

This group will form the focus of the campaign and therefore the responsibility for this group is with the Options Appraisal Steering Group itself. The expertise and experience of the Independent Tenant Advisor will be invaluable to ensure effective communication is achieved, along with checking that adequate consideration has been given to hard to reach groups.

Options Appraisal Steering Group

This group has a key information sharing role. All its members should accept their individual responsibilities as detailed in Appendix 1 and support all others with stakeholder responsibilities.

All key aspects and information relating to the review will flow into and out of this group. This group has responsibility for ensuring all information is in a form which complies with the principles set out in this strategy and meets the objectives of the Review (as contained in section 1).

This group has a clear responsibility for co-ordinating the views expressed by stakeholders through the various consultation methods employed, into a form that feeds effectively into the decision making process.

Members

The Options Appraisal Steering Group has representation from all parties except Independents. These Members will be responsible for communicating information supplied and discussed at the Steering Group meeting to their party group Members. The Portfolio Holder for Housing, who chairs this group, holds responsibility for keeping members who are independent of any party informed along with special responsibility for updating the Leader and Members of the majority party.

Any information or reports which require a policy decision will be presented to Cabinet.

CMT

The Director of Health & Housing will hold responsibility for ensuring the directors of other Council departments are kept fully updated regarding the progress of the Options Appraisal Steering Group.

The Director of Health & Housing will impress upon these representatives that it is their responsibility for channelling information through their established team meeting structures so all City Council staff have received information and had an opportunity to express their views, which should be fed back via the Director of Health & Housing.

11. Feedback

Feedback of stakeholder views

Feedback could be received as follows

- Word of mouth by visiting officer or reception staff etc
- Surveys either targeted or general
- Visitors to roadshows
- Telephone panels
- Focus group discussion
- Text messaging
- Emails
- Questionnaire survey at CX briefing
- Minutes of established meetings e.g. TACT, Members, Housing partners, LSP, staff etc.

What needs to be decided is what should be recorded and how. It may be felt necessary to maintain a database of the comments received on the options. A standard form may be useful tool to record ad hoc comments, to be held by all staff, to complete and forward as appropriate.

Consideration must be given to how this information can be usefully assimilated and reported back to the Steering Group to become part of the decision making process.

Feedback on Outcomes and Decisions

Before decisions have been made, the process for reporting back to the stakeholders the outcomes of the consultation and the decisions made as a consequence must be agreed.

It's likely that the same publications, meetings and internet/intranet sites used to circulate information will be used for this purpose. See Table 1 below for details.

Table 1 – Reporting Outcomes

Stakeholder Group	Vehicle for reporting outcomes
Tenants	Campaign Newsletter Houseproud Contact
Leaseholders	Campaign Newsletter Houseproud ConTACT
TACT	TACT Meetings Briefing Papers
Tenant Associations	TA Meetings Briefing Papers
Waiting list Applicants	Campaign Newsletter
District Residents	Insight Local Media
Councillors	Members bulletin Committee papers and minutes, workshops
CMT	Briefing by Director of Health & Housing Briefing Paper
Housing Staff	Briefing by Director of Health & Housing and divisional head and/or team leader
Other Council Staff	City Voice Article Team leader feedback via departmental meeting structure starting with CMT
Employee Reps.	Briefing Papers
Joint Housing Partners	Briefing Papers Briefing at established regular meetings
Local Strategic Partners	Briefing Papers Briefing at established regular meetings
Contractors	Briefing at established regular meetings

12. Training

A plan should be devised of all key stakeholders and others who express an interest in receiving training or attending workshops on aspects of the Review process. The list in Appendix 1 of stakeholders can be used as a checklist to ensure each stakeholder group is approached as appropriate to determine their needs.

Obviously such a plan will have different levels depending on the role of the individual, starting with intensive days which will cover the detail and mechanics of the options, to workshops covering only the main issues.

This plan should link with the Tenant Empowerment Strategy which will deal comprehensively with tenant, leaseholder and future tenants training needs.

13. Resources

Obviously a project of this nature will have a huge impact on both financial and staff resources.

Since no assistance is provided to conduct such an exercise, resources will need to be found from existing arrangements. This is an issue, which has been formally raised by TACT with the Office of the Deputy Prime Minister.

The following sections consider the main areas where resources will be required along with identifying valuable resources which already exist.

Finance

Budgetary Provision has been made for £89,000 in 2003/04 and £50,000 for the following year.

This will finance campaign costs for example as follows

- Consultancy costs, including the ITA
- Publications
- Room hire
- Human Resource costs for maintaining services standards during Review period

Staff

Richard Botham, Head of Business Services, has been identified as the project leader who will have responsibility for overall co-ordination of the review. The extent to which he is supported by other members of staff needs to be identified along with the capacity of all staff to deliver this support and still maintain the same standard of service.

If secondment is required replacement to cover gaps will be financed from the provisional sums identified above. However for such a short term project consideration must be given to the reality of being able to effectively cover a professional officers adequately.

Once the details of each stage of the review process are identified, it will be possible to carry out a more thorough assessment of the number of staff hours from each discipline and calculate the financial cost and impact on the service, which needs to be provided for.

Independent Tenant Advisor

The primary role of an independent tenant advisor is to ensure tenants and leaseholders receive independent advice. In October 2003 a specially formed

group of tenants made up of TACT representatives interviewed 3 short listed tenant advisors and chose to recruit TPAS as their independent tenant advisor.

TPAS must identify the different levels at which and the techniques in which information must be communicated if it is to be effective for the majority of tenants and leaseholders. This is critically important to ensure the review is effective and to achieve the objectives of the Review identified in the introduction.

The role of the ITA includes:

- To make sure Tenants and Leaseholders have independent advice during the options appraisal.
- To make sure Tenants and Leaseholders understand the implications and possibilities of the various options.
- To help Tenants and Leaseholders to express their views on what they want and need for the future of their homes and service.
- Providing accurate feedback and analysis of Tenants' views.
- To make sure "difficult to reach" groups are involved.
- To give general advice to Tenants and Leaseholders on the implications of the various options.
- To train Tenants' representatives to help them participate fully in the options appraisal.
- To help Tenants and Leaseholders scrutinise any options.

Consultants

Section 5 explains that consultants have been engaged to deliver a report, which analyses the City Council's current situation, what it needs to achieve and the best way to achieve it.

The Steering Group agreed that a consultant will not be required to present this information to stakeholders; this will be carried out by the Director of Health & Housing and the Portfolio Holder for Housing.

Consultancy advice may be required to gather the feedback, collate it and effectively present it to ensure that the feedback meets its purpose in informing decisions.

Public Relations Expertise

Housing Services employ its own public relations consultant who works in conjunction with the Council's own PR team to publicise key messages from the Department.

These teams have important local knowledge and media connections, which should be utilised to build up relationships of trust with specific journalists and publications in the area, and with specialist publications.

This can be further enhanced by always providing an appropriate comment on relevant stories; by reacting promptly to requests for information; by providing informative, accurate, interesting and reliable news releases; by being proactive in providing useful information and stories; and by being appropriately honest and accessible.

We will discuss with our public relations consultant whether a separate media strategy is required to work with this strategy and the tenant empowerment strategy, all of which should link together.

14. Monitoring and Review of this strategy

The Steering Group has a key monitoring role, supported by the project manager, to ensure that all aspects of the review are carried out in accordance with the details contained within this strategy.

As decisions are made and the process moves forward this strategy will need to be reviewed, especially as firmer details of the approach to be taken are agreed. Janette Palmer, Housing Services Project Co-ordinator will have responsibility for reviewing this Strategy.

15. Key Stages in the Process

The format of the Options Appraisal Process was agreed at the January meeting of the Steering Group. Table 2 over outlines the key stages of the process.

Clearly there are many stages in between for the Steering Group. The Proposed Options Appraisal Review Programme in Appendix 7 expands on the detail in Table 2.

Stage 5 – states that the information will be presented to tenants and leaseholders through a series of roadshows and coffee morning events. These will be presented by the Director of Health & Housing together with the Portfolio Holder for Housing.

The Steering Group have agreed that these presentations will be made jointly between the Council's and the Tenants/Leaseholders' representatives.

Table 2 - Review Process Key Stages

Stage No	Stage	Target Date	Detail
1	Briefing Members and Staff.	February/ March	Seminars to be delivered by Butlers Consultants on the background to Options, the Winchester position based on their evaluation of the financial position and stock condition and some review of the impact of each option on the Council. The Council's Intranet would be utilised for progress reports.
2	Initial Information to Tenants	March	Initial article in the March edition of Houseproud giving the background to the study
3	Detailed Information to Tenants	June	A special edition of Houseproud in April/May providing details of each option, an update on Stock Condition, the Tenant Aspiration Survey, Housing Need, the Financial position and a timetable of public meetings.
4	RSLs and the Local Strategic Partnership (LSP)	June	These bodies could be consulted through a paper/report containing the same information as delivered to tenants above. This would be submitted to the LSP and then circulated to our partner RSLs for their consideration
5	Tenant Meetings/ Roadshows	July/August	Joint Council/ITA presentations to tenants at public meetings across the district, presenting information as detailed in 'Detailed Information to Tenants' above and providing tenants with the opportunity to raise questions or provide supplementary views
6	Feedback to Tenants	September/ October	A further special edition of Houseproud providing detailed information on feedback from the ITA, analysis of all information gathered, and identification of preferred options if possible.
7	Detailed Consultation on Preferred Option(s).	October/ November	This could be a postal questionnaire designed to gain opinion on the suggested way forward for Winchester. A separate survey would be required for waiting list applicants and leaseholders and possible for hard to reach groups
8	Final Report	December	

16. Identifying the “Decent Homes Plus” Local Standard

A key element of the process is establishing what constitutes Decent Homes Plus or the ‘Local Standard’ for the Housing Service. This represents what the stakeholders see as their priorities for the stock.

Background work towards identifying this standard has been carried out as part of the Stock Condition Survey. 100% of tenants were sent a postal questionnaire and asked about their aspirations for their home. There was a 47% response rate for this survey.

The information collected from this survey will be collated and presented through the consultation process, to establish whether stakeholders believe the results are a true reflection of views.

Feedback received through this process will be used to fine-tune the tenant aspirations results into the Winchester Standard that will represent the stakeholders’ stock related priorities. This standard can then be used along with the other project objectives to evaluate the options.

Table 3 below summarises the main stages in the process for achieving the above.

Table 3 – Stages in Establishing the local “Decent Homes Plus” Standard

Date	Task	Progress/Action
April 2004	Drawing up initial stock related priorities for the Housing Service	Analysis of all background information including the results of Tenant Aspiration Survey
May-August 2004	Stakeholders assessment of initial priorities	Presentation of initial priorities through an article in Houseproud and through the Roadshows Collection of Stakeholder feedback
Sept 2004	“Decent Homes Plus” Standard identified	Steering Group consider roadshow and consultation process feedback on initial priorities along with analysis of all background information, feedback from seminars and ITA interim report Fine tuning of priorities with reference to the feedback
Sept 2004	Identifying the preferred options to meet the “Decent Homes Plus” Standard along with the other project objectives	Steering Group Debate

17. Action Plan/Timescales

Table 4 below is a compilation of all the action points raised in this document. Once these have been completed Part 2 of this strategy will be revised.

Table 4 – Short Term Action Plan

Action	Lead Officer/Group	Target Date
Ensure all steering group sign up to their information sharing responsibilities	Chair of Steering Group	Completed at Steering group meeting 26 January 2004
Agree key messages with steering group and government departments	RB	Completed at Steering group meeting 26 January 2004
Agree training needs of all stakeholder groups to link with tenant empowerment strategy	RB	April 2004
Decide whether to carry out a pre-consultation exercise	Steering Group	April 2004
Agree Detail of Review campaign <ul style="list-style-type: none"> ➤ Telephone panel ➤ Home visits ➤ Roadshows ➤ Video 	Steering Group	April 2004
Decide how the views of stakeholders are to be gathered and fed back	Steering Group	June/July 2004
Discuss whether a consultant is required to collate and present feedback information	Steering Group	June/July 2004
Discuss format for recording feedback with consultant <ul style="list-style-type: none"> ➤ Is a database required ➤ Who should design and administer the database ➤ Would standardised forms be of value 	Steering Group	July 2004
Agree how outcomes and decisions are going to reported back to the various stakeholder groups	Steering Group	Completed at Steering group meeting 26 January 2004
Identify which Cabinet meetings need to be part of the timetable for the presentation of information and decision reports – throughout the various stages of the process	JP	April 2004
Identify the most appropriate established meeting for presenting information and outcomes details to each stakeholder group where this is appropriate	JP	April 2004
Discuss with Sue Gentry the need for a media strategy.	RB	April 2004

Table of Stakeholders and Officers with Lead responsibility for Information Sharing

Stakeholder	Lead Responsible Officer	Others involved in information sharing	Method
Tenants	Steering Group	Independent Tenants Advisor Tenant Participation Team TACT Tenant Association Representatives All Health & Housing Employees Consultants Members	Houseproud ConTACT Campaign Publications Roadshow Meetings Coffee Mornings Black and Minority Ethnic (BME) User Group Meetings Internet (including email) City Offices Display Boards Local radio (WinFM) <i>Home visits</i>
Leaseholders	Tenant Participation Manager	Independent Tenants Advisor All Health & Housing Employ Members	Houseproud ConTACT Campaign Publications Roadshows City Offices Display Boards
TACT	Tenant Participation Manager	Independent Tenants Advisor Butlers Other Consultants	TACT Meetings Training Presentations of reports, results and feedback by Council officers and Consultants
Tenant Associations	Tenant Participation Manager	Independent Tenants Advisor	Meetings Presentations of reports,

Appendix 1

Stakeholder	Lead Responsible Officer	Others involved in information sharing	Method
		<i>Other Consultants?</i>	results and feedback by Council officers
Waiting List Applicants	Options Project Manager	Independent Tenants Advisor Housing Needs Sections Employees	Campaign Publications City Offices Display Boards BME User Group
Leader of the Council	Portfolio Holder for Housing		Briefings from Portfolio holder - housing Briefing papers Intranet Members Bulletin
Councillors	Party Representative on Options Steering Group	Options Project Manager	Members Bulletin Briefing Papers Steering Group Representative Intranet Attendance at Roadshow events <i>Presentations by consultants</i>
Corporate Management Team	Director of Health & Housing	Options Project Manager	CMT meetings Briefing papers <i>Presentations by consultants</i>
Housing Staff	Director of Health & Housing	Division Representatives on Department Management Team Team Leaders and other team managers Employee representatives	Special Staff campaign briefings Use of established team meetings, including scheme managers meetings. Area Housing Manager briefing caretakers and support

Appendix 1

Stakeholder	Lead Responsible Officer	Others involved in information sharing	Method
			workers Intranet Email
Other Council Staff	Options Project Manager	Corporate Management Team	City Voice CMT representatives feedback
Employee Representatives	Director of Health & Housing	Options Project Manager	Briefing papers Meetings
Winchester District Residents	Options Project Manager		Insight Internet City Offices Display Boards
Joint Housing Partners	Options Project Manager	Housing Needs Team	Briefings at quarterly Meetings Briefing Papers
Local Strategic Partners	Director of Health & Housing	Chief Executive and team	Meetings Briefing papers
Government Agencies	Director of Health & Housing	Options Project Manager Portfolio Holder for Housing	Regular meetings Telephone contact
Contractors	Options Project Leader	Steering Group Health & Housing Officers CMT	Use of established meetings Briefing papers as required

**Main Concentrations of Council Owned Property
General Needs & Sheltered Units
(As at 30 June 2003)**

Area	Number of Council Owned Properties
<i>City Centre Estates</i>	
Stanmore	891
Winnall	496
Weeke	404
Highcliffe	345
Abbots Barton	149
Other City Centre	681
<i>Rural Centres</i>	
Bishops Waltham	296
Kingsworthy	273
New Alresford	267
Wickham	226
Denmead	168
Colden Common	151
Swanmore	86
Twyford	75
Sutton Scotney	50
Shedfield	48
Compton	48
Owlesbury	45
Itchen Valley	44
Sparsholt	43
Shedfield	38
West Meon	38
Micheldever	36
Curdrige	34
Hambledon	31
Other rural village properties (Less than 30)	291

This information can be used as a reference when planning key venues for roadshows.

Location of Sheltered Schemes

Scheme Name	Location
Hyde Lodge	City Centre
Hyde Gate	City Centre
Chester Road	City Centre
Mildmay Court	City Centre
Danemark Court	City Centre
Richard Moss House	City Centre
Godson House	City Centre
Lawn House	City Centre
King Harold Court	City Centre
Matilda Place (Extra Sheltered)	City Centre
Victoria House (Extra Sheltered)	City Centre
Simmonds close	Abbots Barton
Airlie Corner/Lisle Court	Stanmore
Drummond Close	Stanmore
The Valley	Stanmore
Firmstone Road	Winnall
Penton Place	Highcliffe
Chiltern Court	Alresford
Makins Court	Alresford
Spring House Close	Colden Common
Harwood Place	Kingsworthy
Greens Close	Bishops Waltham
Normandy House	Wickham
White Wings House	Denmead

This information can be used as a reference when planning key venues for roadshows.

Location of Hostels

Hostel	Location
Lent Hill Court	Stanmore
Sussex Street	Winchester
Brittany House	Wickham

**Winchester City Council District Population - Household Ages
(source Census 2001)**

Age Group	Percentage of District Population
0-4 years	5.3%
5-7 years	3.4%
8-9 years	2.4%
10-14 years	6.2%
15 years	1.2%
16-17 years	2.7%
18-19 years	2.9%
20-24 years	6.1%
25-29 years	5.5%
30-44 years	21.3%
45-59 years	20.7%
60-64 years	5.0%
65-74 years	8.7%
75-84 years	6.0%
85 –89 years	1.6%
90 years +	0.9%

**Winchester City Council District Population – Cultural Background
(SOURCE CENSUS 2001)**

Total Population - 107,189

Ethnic Group	Number of People	Percentage of total population
<i>White</i>		
White British	101,689	94.9
White Irish	745	0.7
White Other	2,468	2.3
<i>Mixed</i>		
Mixed White & Black Caribbean	132	0.1
Mixed – White & Black African	82	0.1
Mixed – White & Asian	283	0.3
Mixed Other	191	0.2
<i>Asian or Asian British</i>		
Indian	382	0.4
Pakistani	28	0.0
Bangladeshi	178	0.2
Other Asian	130	0.1
<i>Black or Black British</i>		
Black Caribbean	119	0.1
Black African	125	0.1
Black Other	31	0.0
<i>Chinese or other ethnic group</i>		
Chinese	326	0.3
Other	280	0.3
Total of households who identified their cultural background	107,158	100%

Total Population – all ages

All People	107,189	100%
People White British, White Irish, White Other	104,902	97.9%
Other Ethnic groups	2,287	2.1%

Age Group – 18 to 64 years

All People 18-64 years	65,943	100%
People White British, White Irish, White Other	64,483	97.8%
Other Ethnic groups	1,460	2.2%

Age Group – 16 to 90+ years

All People	87,229	100%
People White British, White Irish, White Other	85,552	98.1%
Other Ethnic groups	1,677	1.9%