



Meeting	Business and Housing Policy Committee
Date and Time	Tuesday, 28th February, 2023 at 6.30 pm.
Venue	Walton Suite, Winchester Guildhall and streamed live on YouTube at www.youtube.com/winchestercc

Note: This meeting is being held in person at the location specified above. Members of the public should note that a live video feed of the meeting will be available from the council's YouTube channel (youtube.com/WinchesterCC) during the meeting.

A limited number of seats will be made available at the above named location however attendance must be notified to the council at least 3 working days before the meeting (5pm Wednesday, 22 February 2023). Please note that priority will be given to those wishing to attend and address the meeting over those wishing to attend and observe.

AGENDA

- 1. Apologies and Deputy Members**
To note the names of apologies given and deputy members who are attending the meeting in place of appointed members.
- 2. Declarations of Interests**
To receive any disclosure of interests from Members and Officers in matters to be discussed.

Note: Councillors are reminded of their obligations to declare disclosable pecuniary interests, and non disclosable interests in accordance with legislation and the Council's Code of Conduct.

If you require advice, please contact the appropriate Democratic Services Officer, prior to the meeting.

- 3. Chairperson's Announcements**
- 4. Minutes of the previous meeting held on 29 November 2022 (Pages 5 - 12)**
That the minutes of the meeting be signed as a correct record.



5. **Public Participation**

To receive and note questions asked and statements made from members of the public on matters which fall within the remit of the Committee

Members of the public and visiting councillors may speak at the Policy Committee, provided they have registered to speak three working days in advance. Please contact Democratic Services by 5pm on Wednesday, 22 February 2023 via democracy@winchester.gov.uk or (01962) 848 264 to register to speak and for further details.

6. **Winchester District Cultural Strategy - Scoping** (Pages 13 - 50)

RECOMMENDATION:

The Policy Committee is asked to

1. Review and comment on the anticipated policy direction of the strategy, as outlined in 2.4, 2.5, 2.6, 2.21 and 2.22 and the approach outlined to deliver the Winchester District Cultural Strategy.

7. **Draft Housing Tenant Engagement and Communication Plan** (Pages 51 - 92)

RECOMMENDATION:

That Business and Housing Policy Committee are asked to comment upon the Tenant Engagement Plan content.

8. **To note the Work Programme for 2022/23** (Pages 93 - 94)

Laura Taylor
Chief Executive

All of the Council's publicly available agendas, reports and minutes are available to view and download from the Council's [Website](#) and are also open to inspection at the offices of the council. As part of our drive to minimise our use of paper we do not provide paper copies of the full agenda pack at meetings. We do however, provide a number of copies of the agenda front sheet at the meeting which contains the QR Code opposite. Scanning this code enables members of the public to easily access all of the meeting papers on their own electronic device. Please hold your device's camera or QR code App over the QR Code so that it's clearly visible within your screen and you will be redirected to the agenda pack.



20 February 2023

Agenda Contact: Matthew Watson, Senior Democratic Services Officer
Tel: 01962 848 317 Email: mwatson@winchester.gov.uk

**With the exception of exempt items, agendas, reports and previous minutes are available on the Council's Website <https://www.winchester.gov.uk/councillors-committees>*

MEMBERSHIP

Chairperson: Bronk (Liberal Democrats)

Vice-Chairperson: Fern (Liberal Democrats)

Conservatives

Isaacs
Miller
Scott

Liberal Democrats

Cramoysan
Radcliffe
Small

Deputy Members

Brook and Horrill

Batho and Edwards

Quorum = 4 members

PUBLIC PARTICIPATION

A public question and comment session is available at 6.30pm for a 15 minute period. There are few limitations on the questions you can ask. These relate to current applications, personal cases and confidential matters. Please contact Democratic Services on 01962 848 264 at least three days in advance of the meeting (5pm Wednesday, 22 February 2023) for further details. If there are no members of the public present at 6.30pm who wish to ask questions or make statements, then the meeting will commence.

FILMING AND BROADCAST NOTIFICATION

This meeting will be recorded and broadcast live on the Council's YouTube site and may also be recorded and broadcast by the press and members of the public – please see the Access to Information Procedure Rules within the Council's Constitution for further information, which is available to view on the [Council's website](#). Please note that the video recording is subtitled, but you may have to enable your device to see them (advice on how to do this is on the meeting page).

DISABLED ACCESS:

Disabled access is normally available, but please phone Democratic Services on 01962 848 264 or email democracy@winchester.gov.uk to ensure that the necessary arrangements are in place.

This page is intentionally left blank

Public Document Pack Agenda Item 4

BUSINESS AND HOUSING POLICY COMMITTEE

Tuesday, 29 November 2022

Attendance:

Councillors
Bronk (Chairperson)

Cramoysan
Isaacs
Radcliffe

Scott
Small

Apologies for Absence:

Councillors Fern and Miller

Deputy Members:

Councillor Batho (as deputy for Councillor Fern) and Councillor Horrill (as deputy for Councillor Miller)

Other members in attendance:

Councillors Ferguson, Thompson and Westwood

[Audio and video recording of this meeting](#)

1. **APOLOGIES AND DEPUTY MEMBERS**

Apologies for the meeting were noted as above.

2. **DECLARATIONS OF INTERESTS**

Councillor Radcliffe declared a personal (but not prejudicial) interest concerning agenda item 6, Emerging Housing Strategy – Scoping report, in that the report referred to Airbnb and that he was an Airbnb host outside the district.

3. **CHAIRPERSON'S ANNOUNCEMENTS**

The Chairperson provided an update on items discussed at the previous meeting, which included the following.

1. The Private Sector Housing Renewal Strategy (report BHP31)
2. The Shared Prosperity Funds
3. Global Entrepreneurship Week
4. Winchester District Street Markets Review (report BHP37)

4. **MINUTES OF THE PREVIOUS MEETING HELD ON 6 OCTOBER 2022**

RESOLVED:

That the minutes of the previous meeting held on 6 October 2022 be approved and adopted.

5. **PUBLIC PARTICIPATION**

Ian Tait addressed the committee and a summary of the matters raised were as follows.

1. He advised that he regularly undertook housing advocacy work and had recently visited a flat in Black Swan buildings, Southgate Street, Winchester. He understood that the property was owned by Winchester the City Council and managed by VIVID Housing Association and that the tenant may be considered vulnerable. The property he visited had several defects, for example, a broken window and evidence of dampness and mould in the bathroom. He understood that the window had been broken by the tenant and so the landlord was only obliged to secure the property and not to replace the window. He asked whether the council or the Housing Association could review these issues. He wished to emphasise that his comments were not a criticism of the council.
2. He asked that the council reconsider the advice it provided to tenants regarding ventilation, heating and the drying of clothes; considering the recent case in Rochdale and whether the wider issues surrounding dampness and mould could be addressed in the emerging housing strategy work.

The chairperson thanked Mr Tait for his contribution, Councillor Paula Ferguson, Deputy Leader and Cabinet Member for Community and Housing and Gillian Knight, Corporate Head of Housing responded to Mr Tait's points, which could be summarised as follows.

1. The council did take issues concerning dampness and mould very seriously. The council did not receive a lot of complaints concerning dampness and mould, but officers were aware of some.
2. The council was looking to put in place additional monitoring equipment and ventilation measures that would help to prevent dampness and mould as part of its retrofit programme.
3. Officers were currently compiling a report concerning the level of dampness and mould in council properties and private sector properties.
4. In its own properties, the council was tackling issues of dampness and mould and tenants' living habits/behaviour but there was always more it could do.

5. Regarding Black Swan Buildings, this was not a property within the council's Housing Revenue Account but a commercial property which was leased between the council's estates team and VIVID Housing.

Officers would contact Mr Tait following the meeting to follow up on the specific concerns he had raised.

6. **EMERGING HOUSING STRATEGY- SCOPING REPORT**

Councillor Ferguson, Deputy Leader and Cabinet Member for Community and Housing introduced the report, ref BHP39 (available here) which set out proposals for preparation of the Emerging Housing Strategy. Councillor Ferguson advised that the proposals were being brought to the committee at an early stage so that the committee's comments could be fully considered as the strategy was prepared.

The committee was recommended to:

Provide comment on the proposed and emerging priorities for the Housing Strategy 2023-2028.

1. Access to decent homes for all, across all of the tenures.
2. Responding to the housing need of an ageing and growing population.
3. Access to mixed tenure affordable family accommodation.
4. Access to affordable energy-efficient accommodation.
5. Responding to the Social Housing White paper.
6. Commitment to supporting persons seeking sanctuary in the Winchester District.

The committee proceeded to ask questions and debate the report. In summary, the following matters were raised.

1. That the strategy should address the problem that rural communities were heavily reliant on private sector rented properties for their affordable homes and that these were increasingly being sold.
2. That the "Rent Setting Policy" be added to the list of policy documents on page 23 of the report, under the heading of "Scoping the Strategy".
3. The references in the report to "Winchester" be reviewed to clarify whether this relates to the Town or the district.
4. That it was important to include a reference to the council's work in accommodating Syrian refugees as well as Ukrainian and Afghanistan refugees.
5. That reference is made to City Lets so that the role and effectiveness of the scheme could be understood.
6. Whether there were any learnings from the development at Queens Gate that would support the homes for life priority.

7. Regarding sheltered, extra care provision, that data regarding the different provision and the location of that provision was important.
8. Regarding the decent homes' standard, it was important to aspire to an "Excellent" standard throughout the district.
9. That it was important to understand the aspirations of all the local higher education institutions, i.e., the Colleges and Universities and how they may impact the local housing market.
10. Regarding consultation on Emerging Strategy itself, that the role of the Cabinet Committee: Housing needs to be clarified.
11. Whether the strategy could address the loss of family accommodation to Houses of Multiple Occupation.
12. Regarding priority 4, that access to affordable and energy-efficient homes should be given a very high priority.
13. Regarding consultation on the strategy, how do we ensure we gather views and comments from the wider resident base in the district?
14. How did having 40% of the district within the South Downs National Park affect this strategy and would the consultation include the National Park Authority?
15. Some rural communities want additional housing, but it can be much harder to deliver, how do we overcome this in these situations?
16. How were we determining the ranking of the priorities of the strategy?
17. Housing tenures do not appear to be referenced in the strategy, should they be?
18. Were the activities within the draft timetable on page 24 on track?
19. Was there an intention that the strategy returns to this committee as a draft version before it was agreed?
20. Should the strategy reflect the capacity of care homes within the district?

These points were responded to by Councillor Paula Ferguson, Deputy Leader and Cabinet Member for Community and Housing, Gillian Knight, Corporate Head of Housing and Karen Thorburn, Service Lead - Strategic Housing accordingly and were noted by Councillor Ferguson and officers.

RESOLVED:

1. That the Cabinet Member and officers note the comments of the committee.

7. **SUSTAINABLE TOURISM STRATEGY - SCOPING PLAN**

Councillor Lucille Thompson, Cabinet Member for Business and Culture introduced the report, ref BHP38 which set out proposals for the Sustainable Tourism Strategy, ([available here](#)). Councillor Thompson also brought members up to date regarding the latest position concerning the UK Shared Prosperity Fund and that Councillor Wallace had contacted her to endorse the strategy.

The committee was recommended to.

1. Review and comment on the approach outlined which would underpin the process to deliver a Sustainable Tourism Strategy.
2. Note the planned resources to enable development and delivery of the Sustainable Tourism Strategy.
3. Note the timeline for delivery and opportunity for input from the Policy committee.
4. Note the next steps.

The committee proceeded to ask questions and debate the report and in summary, the following matters were raised.

1. The importance of a decent and reliable public transport service across the district to minimise car journeys relating to tourism.
2. Further details were requested concerning how this strategy supported and/or linked to the City Council's cultural strategy.
3. The potential for conflict between this strategy and the housing strategy, particularly if the housing needs for residents were competing with housing needs for tourists.
4. The South Downs National Park (SDNP) was a key driver of visitors to the district, and it was important that the council be alert to the activities of the SDNP so it could synchronise and liaise closely.
5. Concerning the diagram on page 32, should the Winchester Town Forum action plan fit within this?
6. Concerning the list of festivals shown on page 46, table 7, when compared to other similar cities, were there gaps in terms of either theme or location?
7. Regarding the festivals that were taking place, was there a scorecard for their social value and/or sustainability, as well as the economic benefit?
8. For future agreements with festival organisers, could we include a requirement to collect visitor feedback?
9. Were there any examples of where the council had rewarded low-carbon business practice as referred to in the Destination Management Plan on page 70?
10. Were council resources across several teams sufficient to deliver this strategy?

These points were responded to by Councillor Lucille Thompson, Cabinet Member for Business and Culture and Andrew Gostelow, Service Lead - Economy & Tourism accordingly.

RESOLVED:

1. That there was general support for the draft strategy.
2. That the Cabinet Member and officers note the comments of the committee.

8. DISABLED FACILITIES GRANTS

Councillor Paula Ferguson, Deputy Leader and Cabinet Member for Community and Housing; introduced the report, ref BHP36 which set out proposals for the Disabled Facilities Grants (DFG), ([available here](#)). In addition, Richard Botham, Strategic Director advised funding for DFG comes from central Government as part of the Department of Health and Social Care's Better Care Fund. The council was aware of potentially conflicting advice concerning the use of this fund that needed to be clarified and this would be confirmed within the final version of the report.

The committee was recommended to comment on the updated policy and in particular to comment on:

- a) The proposed introduction of new discretionary grants in the form of:
 1. welfare grant
 2. heating grant
 3. relocation grant
 4. top-up grant.
- b) The proposal that the discretionary grant level was capped at a maximum of £100k.

The committee proceeded to ask questions and debate the report. In summary, the following matters were raised.

1. If the grants in previous years had been split into the four areas identified in a) above, do we know how the overall grant spend would have been divided?
2. Within the discretionary category in b) above what level of grant had previously been provided and for what purpose?
3. Plans for ensuring the optimal take up of the discretionary grant.
4. How were grant applications prioritised and managed; and could urgent cases be given priority, for example, to free up NHS resources?

5. Concerning the heating grant, could that be used to provide home insulation measures?
6. Further explanation concerning the use and operation of a local land charge, particularly where a property was privately rented.
7. Clarification regarding the treatment of any recovered monies.
8. Further explanation concerning the purpose of the service charge and what was the trade-off in reducing the service charge from 12% to 10.5%.
9. Whether the council had sufficient resourcing to deal with the volume and complexity of grant requests to ensure all available grant funding was utilised?
10. Could the appeal process be adjusted to reflect the sensitive nature of the grant requests?

These points were responded to by Karen Thorburn, Service Lead - Strategic Housing, Rhiannon Riley, Senior Disabled Facilities Grant Case Officer, Kevin Reed, Senior Private Sector Housing Officer and Richard Botham, Strategic Director accordingly and were noted by Councillor Ferguson, Deputy Leader and Cabinet Member for Community and Housing.

RESOLVED:

1. That there was unanimous agreement to a reduction of the service charge to 10.5% and also the cap of £100,000; and general agreement to the draft policy as a whole.
2. That the Cabinet Member and officers note the comments of the committee.

9. **TO NOTE THE WORK PROGRAMME FOR 2022/23**

RESOLVED:

1. That the workplan be noted.
2. That the committee wished to undertake a review of the council's policy regarding restrictions on the installation of showers within its housing stock.
3. That the committee wished to have an opportunity to review the draft Housing Strategy before it is finalised.

The meeting commenced at 6.30 pm and concluded at 8.35 pm

Chairperson

This page is intentionally left blank

REPORT TITLE: WINCHESTER DISTRICT CULTURAL STRATEGY - SCOPING

TUESDAY 28 FEBRUARY 2023

REPORT OF PORTFOLIO HOLDER: Cllr Lucille Thompson, Cabinet Member for Economy & Culture

Contact Officer: Andrew Gostelow Tel No: 07980 732149

Email: agostelow@winchester.gov.uk

WARD(S): ALL

PURPOSE

The Winchester District Green Economic Development Strategy 2022 - 2032 (GEDS) identified the need to develop a new Cultural Strategy to provide an overarching and coordinated vision to ensure the district develops, promotes and celebrates its cultural offering. The development of this cultural strategy was an agreed action in the 2022/2024 GEDS Action Plan considered at the Policy Committee on 22 June 2022.

This paper and associated presentation introduces the work undertaken and planned to develop a Cultural Strategy for the Winchester district for a five-year period from 2023 to 2027. The strategy will provide insight into the scale of the task ahead to respond to the needs outlined in the GEDS along with a concise and achievable road map of practical steps and tangible outcomes that are collaboratively driven, aligned and shared.

The strategy will inform the content of the council's work programmes and it is intended to influence the work of its partners across the district.

RECOMMENDATIONS:

The Policy Committee is asked to

1. Review and comment on the anticipated policy direction of the strategy, as outlined in 2.4, 2.5, 2.6, 2.21 and 2.22 and the approach outlined to deliver the Winchester District Cultural Strategy.

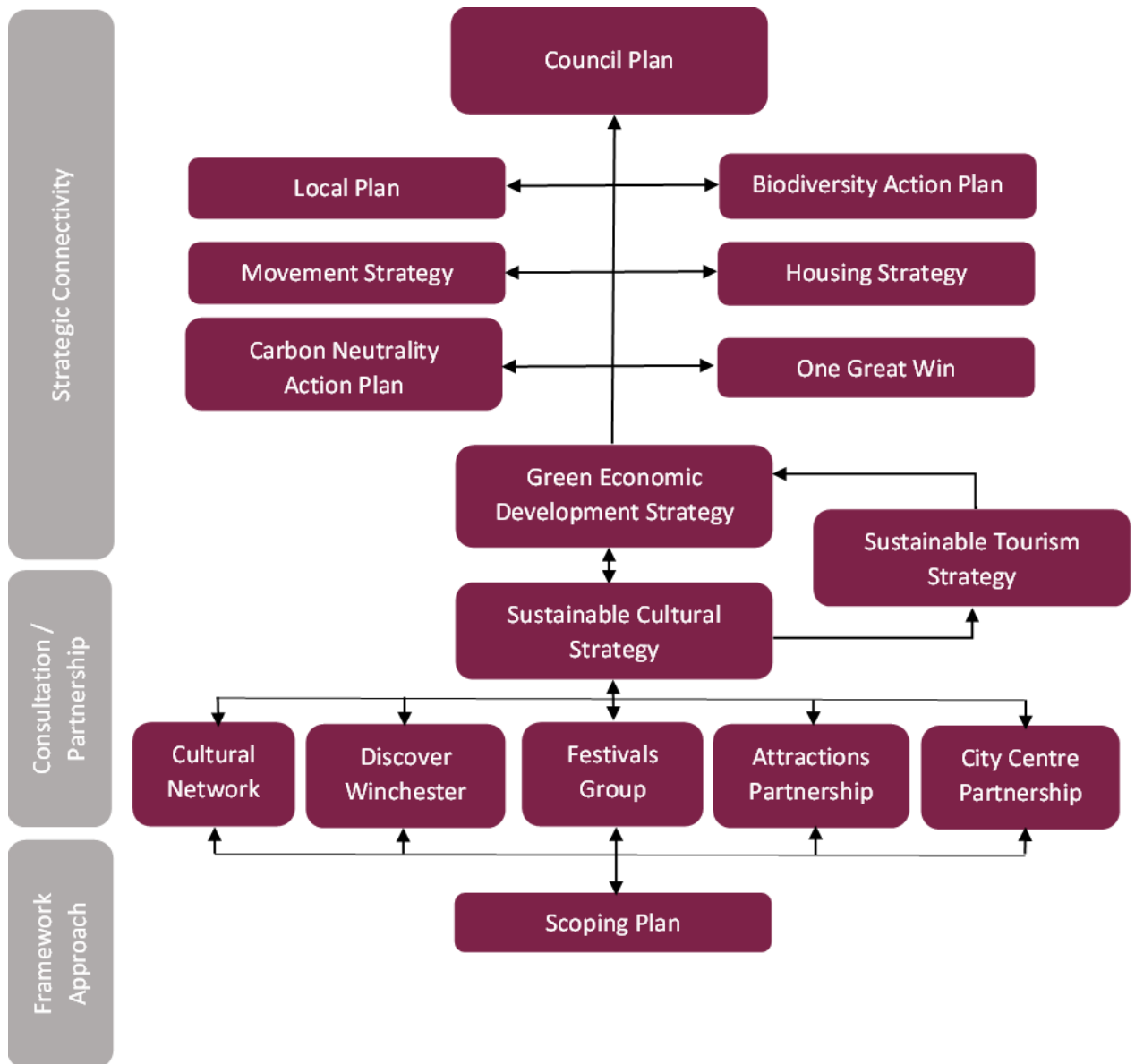
1 RESOURCE IMPLICATIONS

- 1.1 The Strategy will be delivered by existing staff resources. Internally the Service Lead: Economy & Tourism will be responsible for this programme of work, supported by the Tourism Marketing and Development Manager and Culture and Creative Sector Development Officer. Delivery of the strategy will require organisation wide support and will be dependent on embedding the Strategy findings and recommendations in the work programmes across a number of council services including Economic Development, Tourism and Marketing, Communities, Natural Environment and Recreation, Sustainability, Planning, with a specific relevance to Central Winchester Regeneration opportunities etc.
- 1.2 The council has engaged with Arts Council England (ACE) early in this process and they have agreed to work in partnership to develop and help create the Cultural Strategy. This will include providing resources, advice and facilitation with the opportunity for the Strategy to be considered for their endorsement when complete.

2 SUPPORTING INFORMATION

Strategy alignment and needs assessment

- 2.1 The council's previous cultural strategy expired in 2019. Since then tactical support of the cultural sector has been delivered through the COVID-19 Recovery Plans with support from the Return to the High Street and Welcome Back funding programmes.
- 2.2 Developing a Cultural Strategy aligns directly with Council Plan priorities of Living Well through offering and supporting a wide range of inclusive and accessible activities across the district; and Vibrant Local Economy through working with partners to promote and develop our unique cultural, heritage and natural environment assets and working with businesses, local universities and colleges to position Winchester as a centre for digital, creative and knowledge-based industries. It further supports the council's enhanced focus on greener faster through the implementation of GED Strategy to deliver green growth and pride of place, ensuring the special aspects of the district's heritage, open spaces and public realm are cared for and available for everyone to enjoy.
- 2.3 The diagram below illustrates the connectivity between the Cultural Strategy and other council strategies and its flow of production from scoping via consultation groups to delivery.

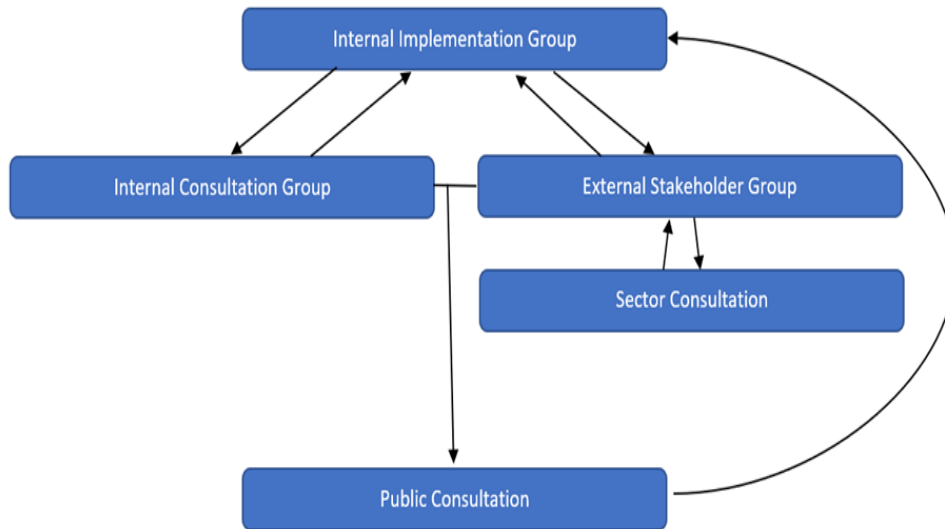


- 2.4 Subject to consultation, it is anticipated that the Cultural Strategy will seek to:
- a) Support and develop the growth of the cultural sector,
 - b) Ensure that the cultural offer is current, allowing the district to compete effectively,
 - c) Encourage the exploration, conservation and re-purposing of our heritage sites,
 - d) Improve access to arts, regardless of personal circumstance,
 - e) Empower communities to celebrate their culture and creativity in a way they choose,
 - f) Inspire people to celebrate and protect our green spaces and reduce their carbon footprint,
 - g) Bring the sector together and work towards unified aims.
- 2.5 The strategy will be underpinned by:
- a) collaboratively driven development of a vision, strategic aims and objectives and deliverable actions,
 - b) a set of realistic indicators to measure and monitor progress.
- 2.6 The purpose of the strategy will:
- a) build on what is already a well-established and recognised culture and creative sector, delivering for both visitors and residents,
 - b) act as a lever to attract investment,
 - c) embolden the sector to work collaboratively towards shared aims.

Consultation Process

- 2.7 The purpose of scoping the approach to developing the Cultural Strategy is to encourage input from members and stakeholders in order to ensure the correct framework is developed to bring about a comprehensive, fully informed, dynamic strategy. This will ensure a strategy that is owned and delivered by all stakeholders in the cultural sector operating across the Winchester district and beyond.

2.8 The diagram below demonstrates how consultation with internal teams, external stakeholders, sector experts and the public will be undertaken throughout the development process.



2.9 Membership of Consultation Groups

Internal	External
<p>Implementation Group <i>Members & Officers</i> <i>Purpose: Strategic overview and decision making</i></p>	<p>Stakeholder Group <i>Representative Bodies and individual specialists</i> <i>Purpose: To ensure engagement to influence development and adoption of the cultural strategy</i></p>
<p>Susan Robbins Corporate Head of Service: Economy & Communities Andrew Gostelow Service Lead: Economy & Tourism Rachel Gander: Tourism Marketing & Development Manager Emalene Hickman Culture & Creative Sector Development Officer Cllr Lucille Thompson: Cabinet Member for Business and Culture</p>	<p>Sector Agencies: National, Regional, Local Regional Development Agencies, County and Parish Councils Education Health Community Younger and older population Sustainability Key operators and businesses Representation from sectors beyond culture and creative</p>

Internal	External
Internal Consultation Group <i>Members & Officers</i> <i>Purpose: To ensure organisation wide engagement and adoption</i>	Sector Consultation <i>Representative organisations operating in the cultural sector</i> <i>Purpose: To ensure sector wide engagement to influence direction and adoption of the cultural strategy</i>
Communities (incl Sport) Housing Transport Events (Environmental Health / Licensing) Economic Development Tourism Marketing & Development Sustainability Corporate Communications	Representatives from national delivery partners Creative and Cultural organisations, businesses and operators Members of: The City Centre Partnership The Cultural Network Group Discover Winchester The Attractions Partnership The Winchester & District Business Strategy Group The Festivals Group
	Public Consultation <i>Members of the public</i> <i>Purpose: To provide feedback on strategic key themes</i>
	Online surveys, e-communications, drop-in events

Strategy Development Process

2.10 The strategy will be developed and delivered in four distinct stages:

Workstream one: establishing a baseline and evidence base Winter/Spring 2022/23
Build an evidence base, examples include: <ol style="list-style-type: none"> 1. Audit of current cultural product across the district 2. Audience profile 3. Best practice assessment 4. Local issues assessment 5. Gap and demand analysis 6. Economic, social, community, wellbeing, equality & inclusion impact of the cultural offer across Winchester 7. The investment requirement

<p>Workstream two: establishing strategy and direction – consultation/partnership led Spring 2023</p>
<p>WCC in partnership with established industry groups will consider:</p> <ol style="list-style-type: none"> 1. Brainstorming: SWOT/PEST/USPs – Winchester’s definition of Culture/challenges and barriers 2. Identifying the principles and aims of the strategy 3. Shaping the strategic direction and priorities 4. Alignment and mapping to existing strategies and policies
<p>Workstream three: vision & strategy development – consultation/partnership led Summer 2023</p>
<ol style="list-style-type: none"> 1. Developing the vision statement 2. Identifying strategic objectives and targets 3. Establishing the actions and prioritisation 4. Establishing roles & responsibilities 5. Adoption of the Cultural Strategy
<p>Workstream four: measuring progress & maintaining direction Consultation/partnership led Autumn 2023 onwards</p>
<ol style="list-style-type: none"> 1. Embed the findings and recommendations of the strategy 2. Deliver actions through existing groups and forums and develop new ones as required 3. Set indicators and undertake monitoring

- 2.11 A ‘live’ and agile approach will be adopted throughout the development and delivery of the Cultural Strategy. This will steer content along with appropriate delivery whilst simultaneously allowing findings to be included as they became apparent.

Work stream one - Evidence base

Product Audit

- 2.12 An audit of Winchester’s cultural product has begun, identifying the groups, organisations and businesses where creativity flourishes. In the city centre opportunity is plentiful with numerous theatres, museums and galleries as well as a beautiful heritage landscape and numerous venues for cultural consumption. However, in the wider district, much of the creative activity takes place in the home or local village hall, with dance classes, gardening, yoga and craft sessions proving popular.

Audience Profile

- 2.13 Audience data from Arts Council England's 'Active Lives' survey, the Audience Agency national data and everyday participation survey have been analysed and demonstrate that Winchester's cultural engagement is good. Ranked 15th of 335 Local Authority areas for 'spent time doing a creative, artistic, theatrical or music activity or a craft' and 6th for 'used a public library service'. Winchester consistently performed better than local and national averages, with 39% of residents falling into 'highly engaged' segments on Audience Agency and a further 48% coming under 'medium engaged'.
- 2.14 According to data on the Beauhurst platform, Winchester District is home to 11,751 businesses, of which 1,987 are registered with a SIC code falling within the culture and creative sector. This ranges from the traditional museums, theatres and galleries, through to design, marketing and architecture. It also includes video production and editing, games creation and book publishing. Creative businesses therefore represent 16% of all Winchester businesses, indicating the area is attractive to the creative and cultural industries.

Best Practice Assessment

- 2.15 To date, a review of 26 Local / Combined Authority Cultural Strategies has been undertaken, contributing to the scoping plan for the development of the Cultural Strategy. Cultural strategies have been researched including destinations both with similar and contrasting competitive offers as well as best in class strategies recommended by Arts Council England.
- 2.16 A place-led Cultural Strategy is considered essential. However, it is anticipated that it will be influenced by the Arts Council England's 'Let's Create' 10-year strategy. It states a "vision of a country in which everyone can explore their own creativity and enjoy outstanding culture". Their key priorities are focusing on innovation and collaboration, celebrating everyday creativity and thriving creative communities. Their funding priorities are: Inclusivity and Relevance, Environmental Responsibility, Ambition & Quality and Dynamism.

Local Issues Assessment

- 2.17 In 2020, Winchester City Council jointly commissioned 'One Great Win', a city vision for Winchester. Culture was a focus area for the consultation and its findings will be taken into consideration as the Cultural Strategy is developed. One key theme prevailed: "Translating existing ideas for change into workable action plans is a significant challenge for Winchester." It was felt that Winchester has a strong cultural sector with estimable resources and a will to collaborate. However, it sometimes lacks coordinated action.
- 2.18 A Festivals Review was undertaken in 2021, funded from the Welcome Back/Return to the High Street fund. The purpose of the study was to provide a better understanding of the economic impact of festivals in the Winchester District and their potential for future development. Its' findings will inform the development of the Cultural Strategy. The findings of the study were considered at the committee meeting on 29 November 2022. (Please refer to BHP38 and Other Background Documents below. Response rates within the review were limited but it clearly established the growth of the festivals and

events programme in the past twelve years, going from six to more than thirty festivals across the district. Challenges around funding and financial sustainability, sourcing and retention of suitable volunteers were highlighted. The risk of an over-crowded calendar was identified and will be resolved through the development and adoption of an Events and Festivals Programming Framework. The research showed that, in general, businesses recognised the benefit that festivals and events offer. However it also indicated a limited financial impact and that very few businesses engaged in any focussed marketing or promotions to capitalise on planned festivals and events.

- 2.19 Winchester's Local Plan acknowledges the existing strengths in the education and creative sectors, and notes they are an important part of the district economy, adding to the vibrancy and attractiveness of town centres. Alignment with and interdependencies between the Local Plan and the Cultural Strategy will be taken into consideration. The plan also focuses on the Historic Environment and the need to preserve and enhance our nationally regarded, iconic heritage. The historic environment is an irreplaceable resource that needs to be protected and enhanced for the benefit of current and future generations.

Further information can be found in Appendix 1.

Work stream two - Consultation activity undertaken

- 2.20 The Cultural Strategy scoping plan has been tested in principle and has been positively received by stakeholders across the cultural sector. Stakeholders were engaged in a series of one-to-one, group sector and the Cultural Network meetings and a Cultural Stakeholder meeting was established.
- 2.21 The first meeting of the Cultural Stakeholder Group took place on 1 February 2023. The group gave its full support to continue to work in partnership to develop and deliver the cultural strategy and beyond. The key themes emerging from the first meeting of the stakeholder group are as follows:-
- A clear vision, collaboratively developed and owned, that illustrates the change required, how it looks and supporting it with a bold and brave, action orientated approach,
 - Culture and creativity is defined and accepted as a tool for place-making, a baseline priority embedded in Winchester District's DNA, acting as a lens from which to view all major decisions,
 - A strategy which promotes collaboration and fosters ownership within and beyond the cultural and creative sectors,
 - A strategy which embraces city and district, resident and visitor, heritage and contemporary and older and younger audiences
 - Capitalise on what already exists exploring options for collaborative marketing and communications to position the district's cultural and

creative offer, strengthening its reputation within and beyond the district,

- Create a narrative, influenced by hard data and intelligence to support funding and investment leverage.

2.22 SWOT analysis raised by the Cultural Stakeholder group and had support by two or more members included:

Strengths: history/heritage, range and number of festivals & events, transport connectivity from beyond the district, number of venues, skilled workforce, international reputation, strong partnerships along with a willingness to work together

Weaknesses: Perception of place and events skewed toward the affluent, lack of visibility, brand awareness, collective marketing and communications offer

Opportunities: strengthen partnership working, engage more diverse communities

Threats: proximity to London attracting outbound culture seekers, cost of living in Winchester district, and lack of sustainable transport routes across the district

Next Steps

2.23 Complete work stream one, as outlined in 2.10. This includes establishing the evidence base including a Gap and Demand Analysis as well as developing a better understanding of the economic, social, community, wellbeing, and equality and inclusion impact of the cultural sector across the district. Subject to the vision and priorities agreed within the strategy, the evidence base will also tackle the investment challenge required.

2.24 Continue work stream two and commence work stream three during the spring and summer of 2023.

3. **OTHER OPTIONS CONSIDERED AND REJECTED**

The following options were considered:

3.1 Do nothing: The production of a Cultural Strategy, whilst an action in the Green Economic Development Strategy, is a discretionary function and the council could adopt not to publish a new strategy. This option has been rejected:

- a) the risk the lack of strategic direction might have in retaining and developing the volume and value the sector represents as part of the wider district's economy,
 - b) the risk that the lack of a strategy might have in encouraging the sector to work together in delivering a co-ordinated compelling offer to visitors and residents.
- 3.2 Develop a short-term cultural sector management and recovery plan in response the COVID-19 pandemic and current economic conditions including the cost-of-living crisis: This option was rejected as the recovery from the pandemic and the challenges emerging from the current economic conditions need to be embedded in a longer-term strategy which will bring about a more effective change.
- 3.3 Employ an agency to develop strategy on the council's behalf: This option was rejected due to budgetary limitations, the opportunity to access expertise at the council, Arts Council England and across the district. The latter approach was thought more likely to deliver a locally driven, collaborative strategy, specific to Winchester District.

BACKGROUND DOCUMENTS:-

Previous Committee Reports:-

[BHP38, Business & Housing Policy Committee](#)

Other Background Documents:-

[Arts Council England: "Let's Create"](#)

[Winchester Festivals Economic Impact Research](#)

One Great Win 'Culture Handbooks'

[Part 1.](#) [Part 2.](#)

APPENDICES:

Appendix 1: Early Findings - presentation

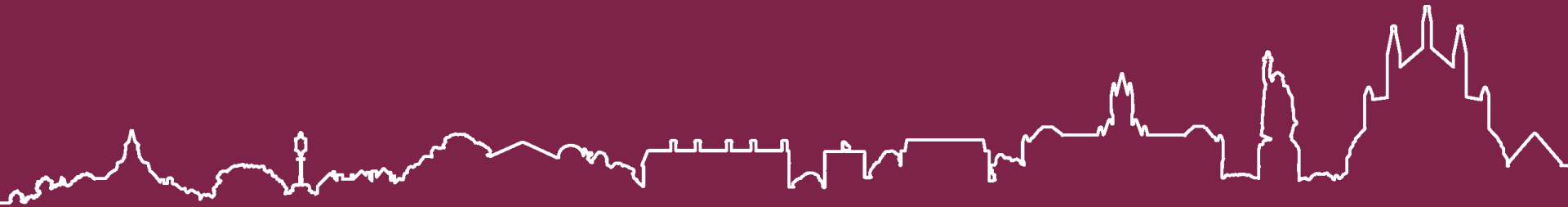
This page is intentionally left blank

BUSINESS AND HOUSING POLICY COMMITTEE

28 FEBRUARY 2023

BHP041 PRESENTATION

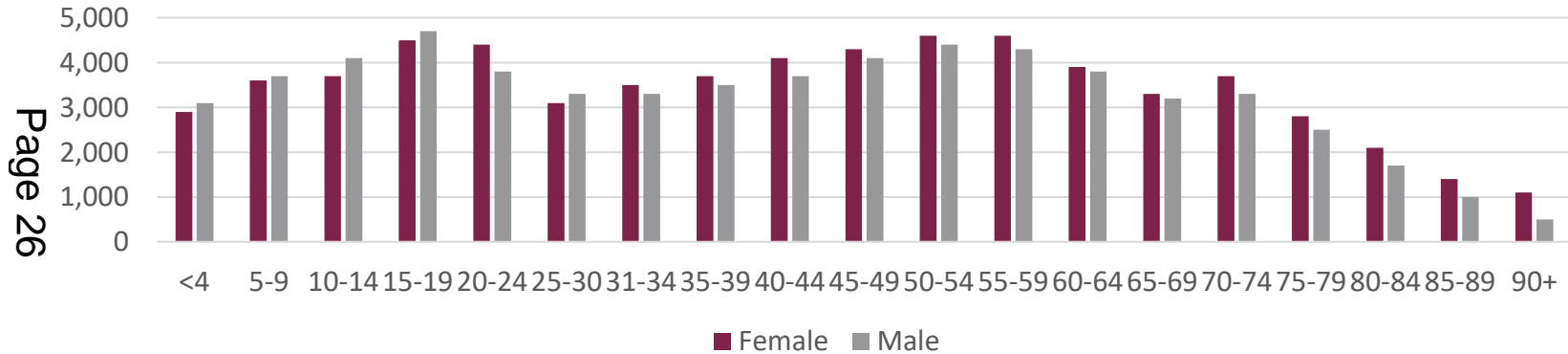
Page 25



WINCHESTER DISTRICT POPULATION

Winchester district has 127,500 residents

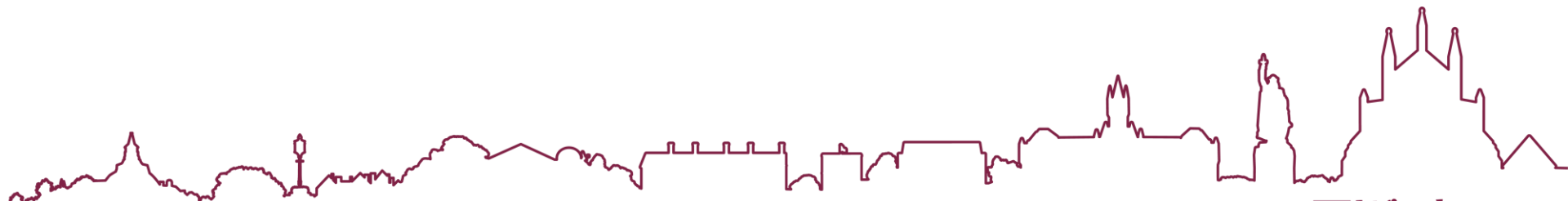
65,400 Female / 62,100 Male



Winchester district has 51,700 occupied households

Average 2.47 occupants per household

193 Residents per KM² (Lowest in the area – Southampton = 4,992!)



WINCHESTER DISTRICT POPULATION CHANGES

Between 2011 and 2021

Religion

Those identifying as Hindu now represent 0.7% of Winchester but that equates to 106% more Hindu people (+488)

- Page 27
- Christian population decreased by 15% (-11,781)
 - 'No Religion' population grown by 69% (+21,944)
 - Buddhist population grown by 40% (+223)
 - Jewish population grown by 25% (+44)
 - Muslim population grown by 62% (+346)
 - Sikh population grown by 52% (+65)

Ethnicity

Those identifying as Black represent 0.6% of Winchester (up from 0.4%) but that equates to 50% more Black people (+255)

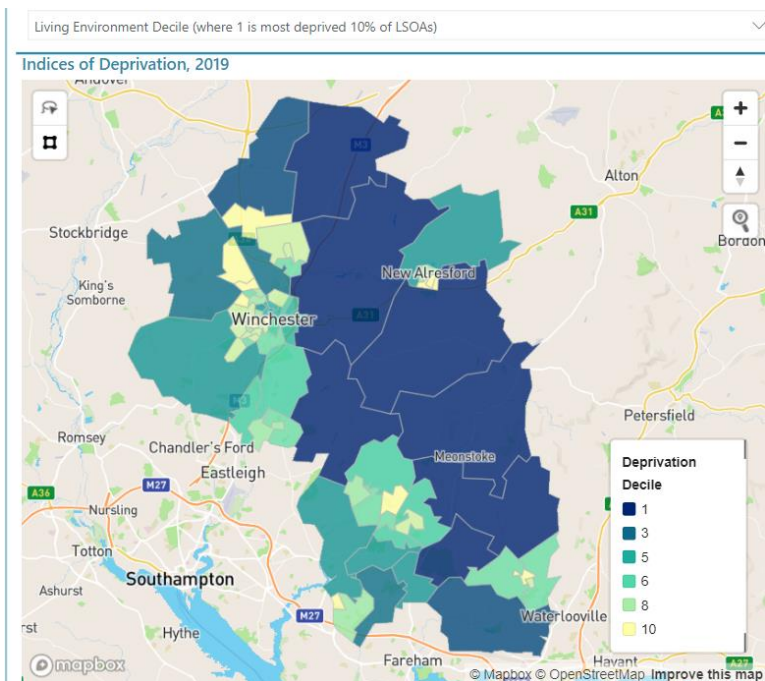
- Asian population grown by 34% (+1,019)
- Mixed population grown by 42% (+764)
- 'other' population grown by 133% (+510)
- White population decreased by 2% (-2,677)



WINCHESTER DISTRICT DEPRIVATION

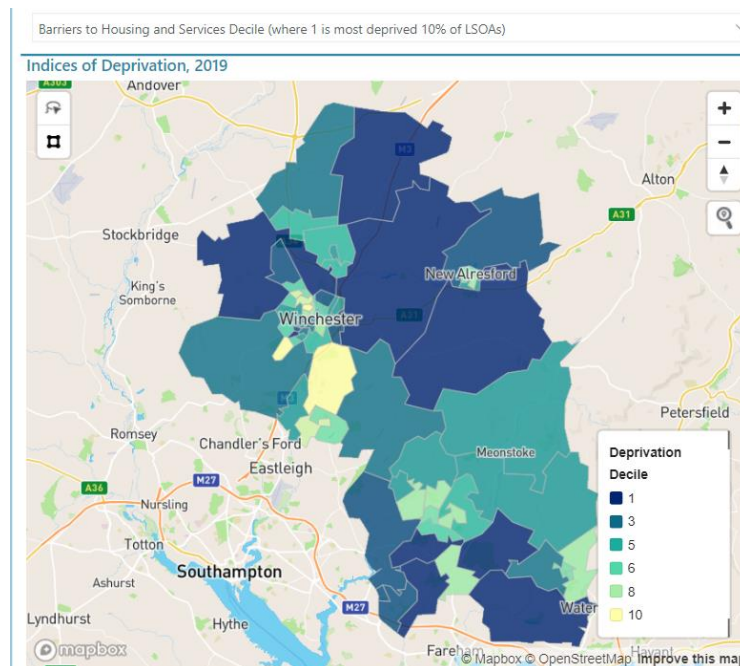
Winchester district does not feature in the top 10% of the Index of Multiple Deprivation. However:

Page 28



7 wards are among the top 10% most deprived for 'Living Environment'

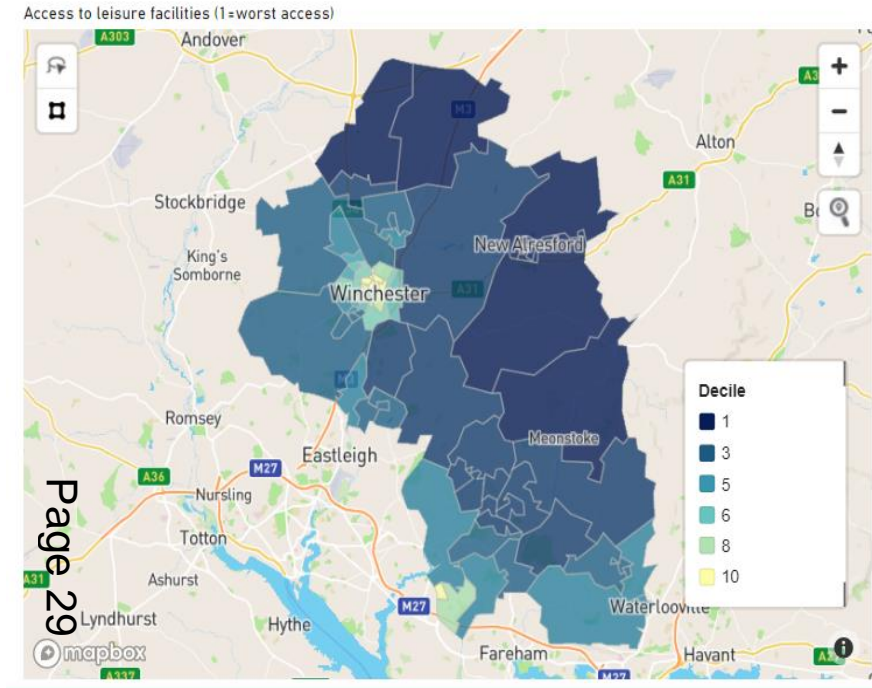
The quality of the local environment. The indoors living environment measures the quality of housing; while the outdoors living environment contains measures of air quality and road traffic accidents.



9 wards are among the top 10% most deprived for 'Barriers to Housing and Services'

The physical and financial accessibility of housing and local services. Geographical barriers, which relate to the physical proximity of local services, and wider barriers which includes affordability.

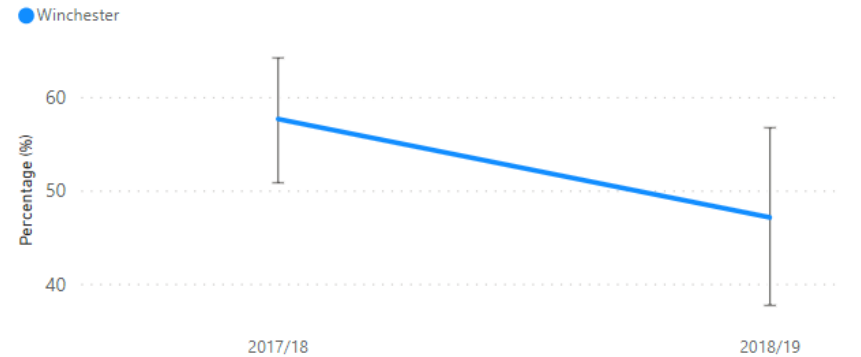
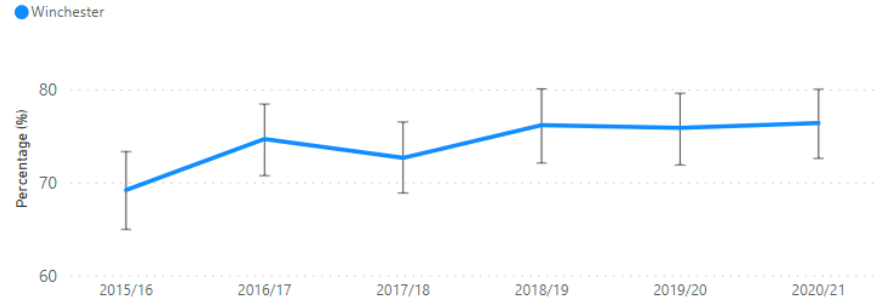
WINCHESTER DISTRICT DEPRIVATION



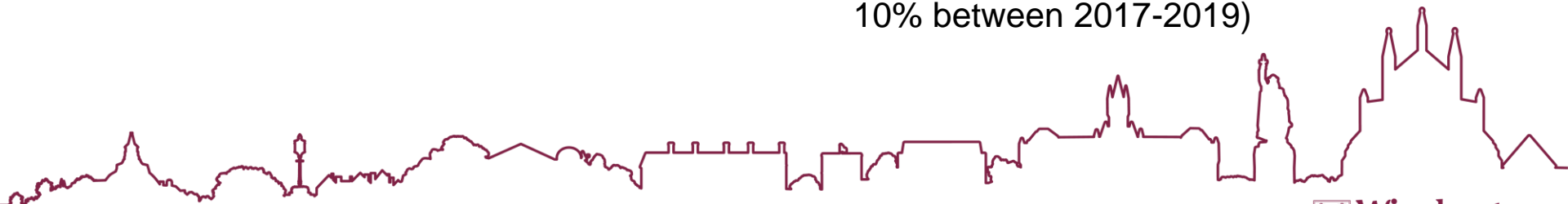
Page 29

4 Wards fall into the top 10% most deprived for 'access to leisure facilities' with many more falling within the top 50%.

Percentage of physically active adults in Winchester

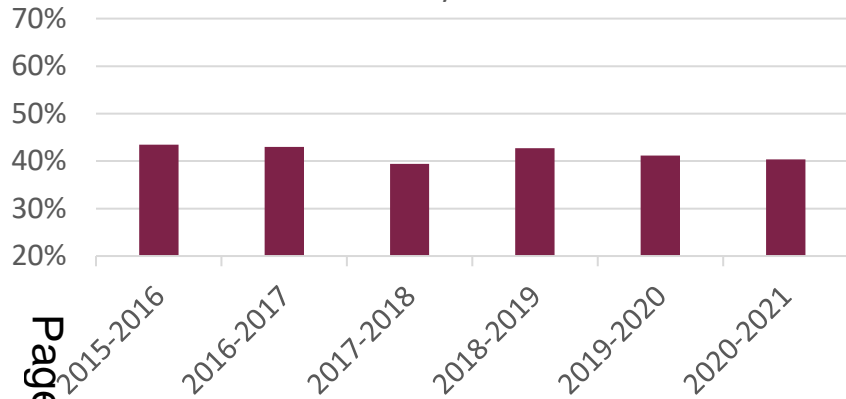


Whilst around 73% of adults in Winchester district are physically active, approximately 17% are inactive and only 48% of Young People are physically active (a decline of 10% between 2017-2019)

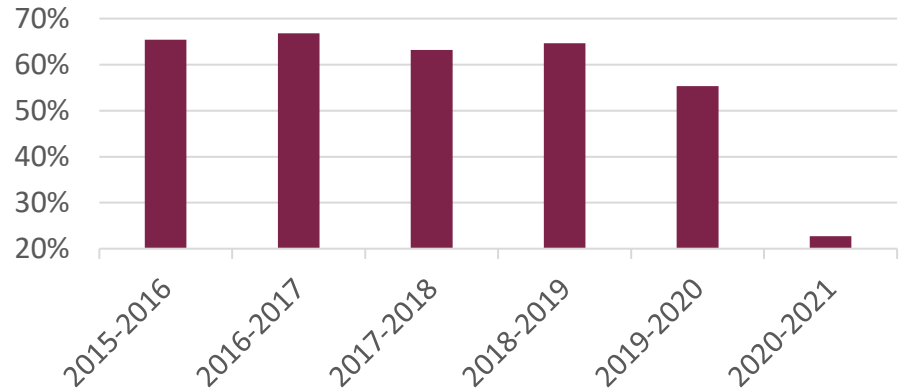


WINCHESTER DISTRICT AUDIENCES

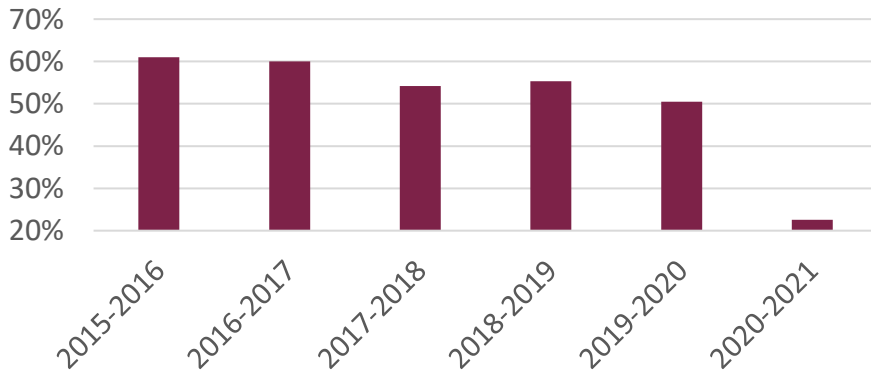
Spent time doing a creative, artistic, theatrical or music activity or a craft



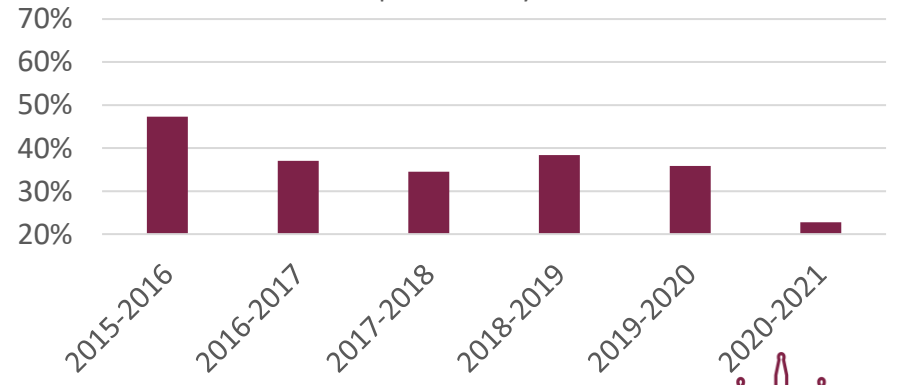
Attended an event, performance or festival involving creative, artistic, dance, theatrical or music activity



Attended a museum or gallery



Used a public library service



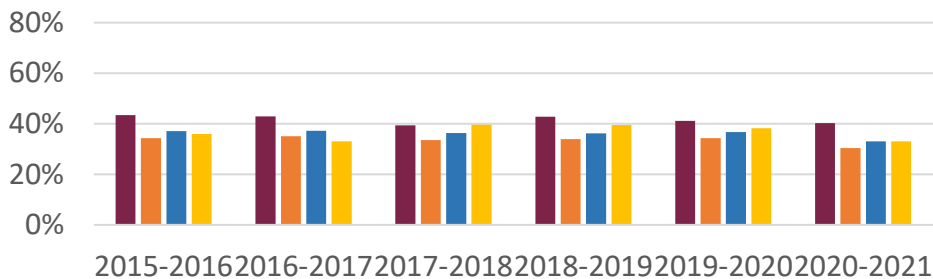
Page 30



WINCHESTER DISTRICT AUDIENCES

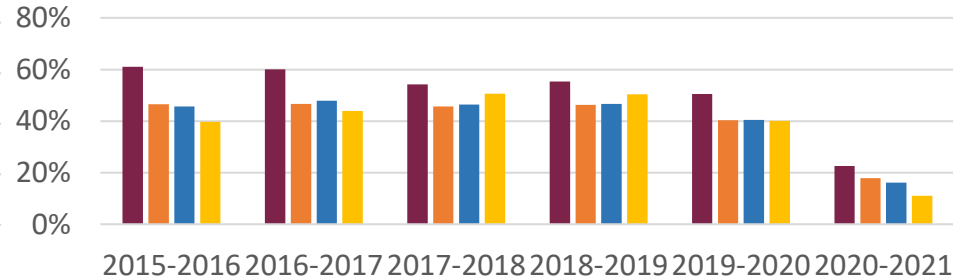
Winchester district in comparison to **national and local averages** (November to November inclusive)

Creative Activity



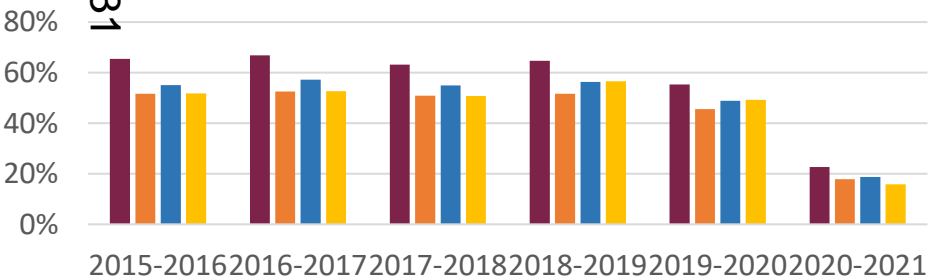
Legend: Winchester (dark red), National (orange), Hampshire (blue), New Forest (yellow)

Attend Museum or Gallery



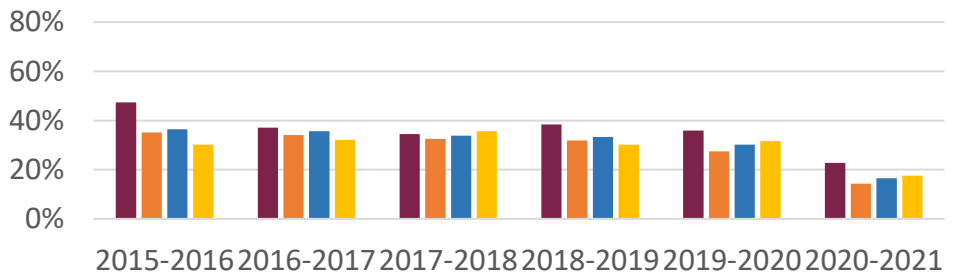
Legend: Winchester (dark red), National (orange), Hampshire (blue), New Forest (yellow)

Attend Events



Legend: Winchester (dark red), National (orange), Hampshire (blue), New Forest (yellow)

Used Public Library



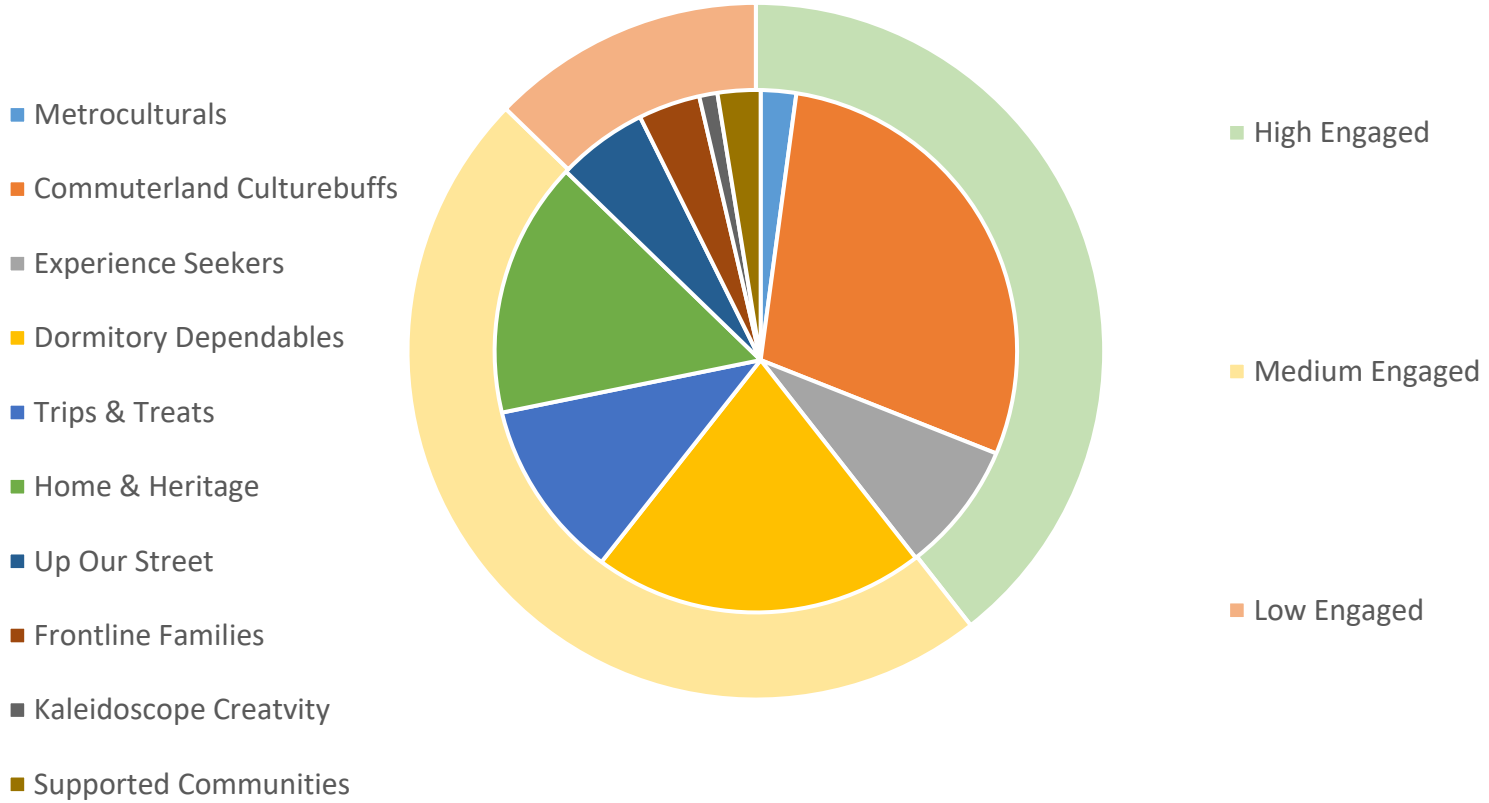
Legend: Winchester (dark red), National (orange), Hampshire (blue), New Forest (yellow)

Page 31



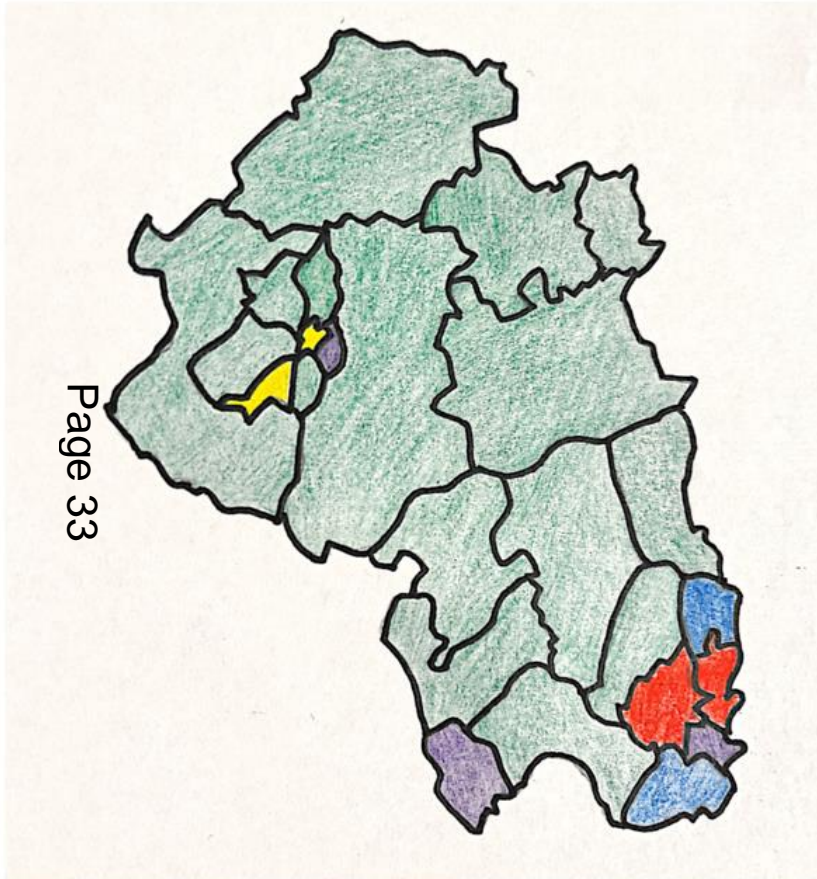
WINCHESTER DISTRICT AUDIENCES

Page 32



WINCHESTER DISTRICT AUDIENCES

Dominant Audience Agency Segment, by postcode.



■ Commuterland Culturebuffs

Affluent, professional and suburbanite keen consumers of traditional culture.

■ Experience Seekers

Highly active, diverse, social and ambitious regular and eclectic arts engagers.

■ Trips & Treats

Mainstream arts and popular culture fans influenced by children, family and friends.

■ Dormitory Dependables

Suburbanites and small towners interested in heritage activities and mainstream arts.

■ Home & Heritage

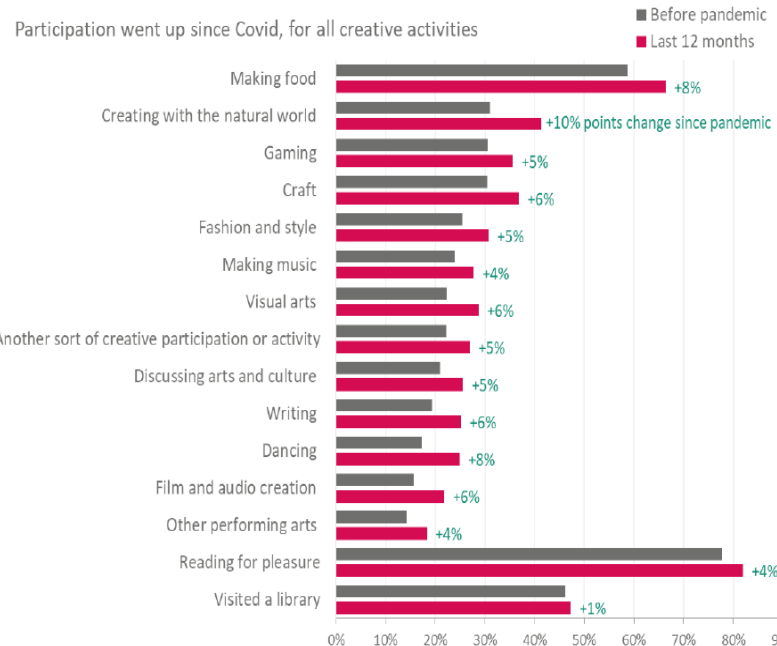
Rural and small town pensioners attracted to daytime activities and historical content.



AUDIENCE TRENDS

National trends in audience behaviours since the pandemic:-

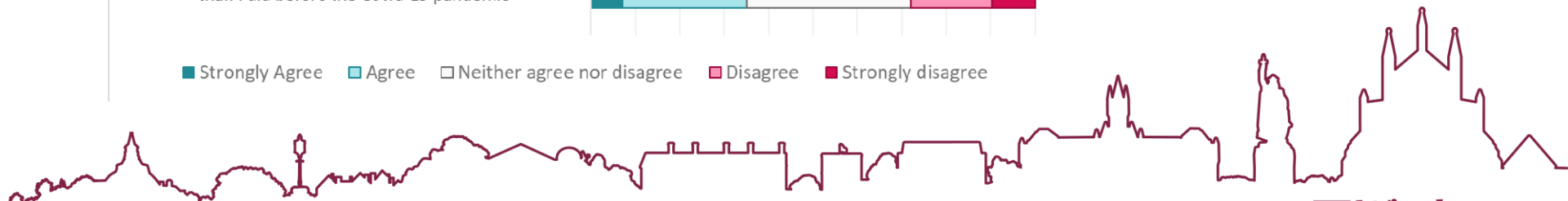
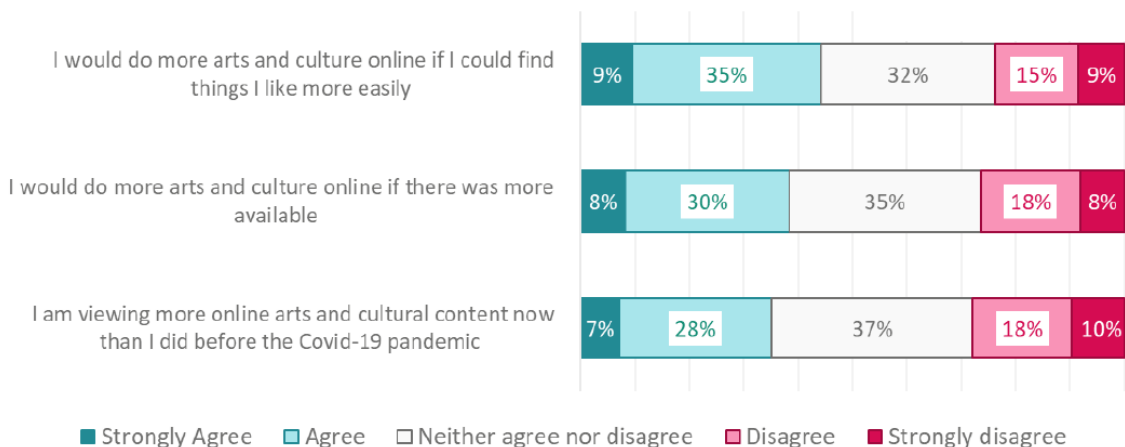
- Increase in Online engagement and appetite for digital content
- Increase in 'everyday creativity' – more likely to be done at home
- Broadening 'everyday creativity' to include things such as: creative gaming, cooking, fashion and gardening saw an increase in positive response from 45% (in wave 6) to 86% (in wave 7) of the survey



Online Engagement

Page 34

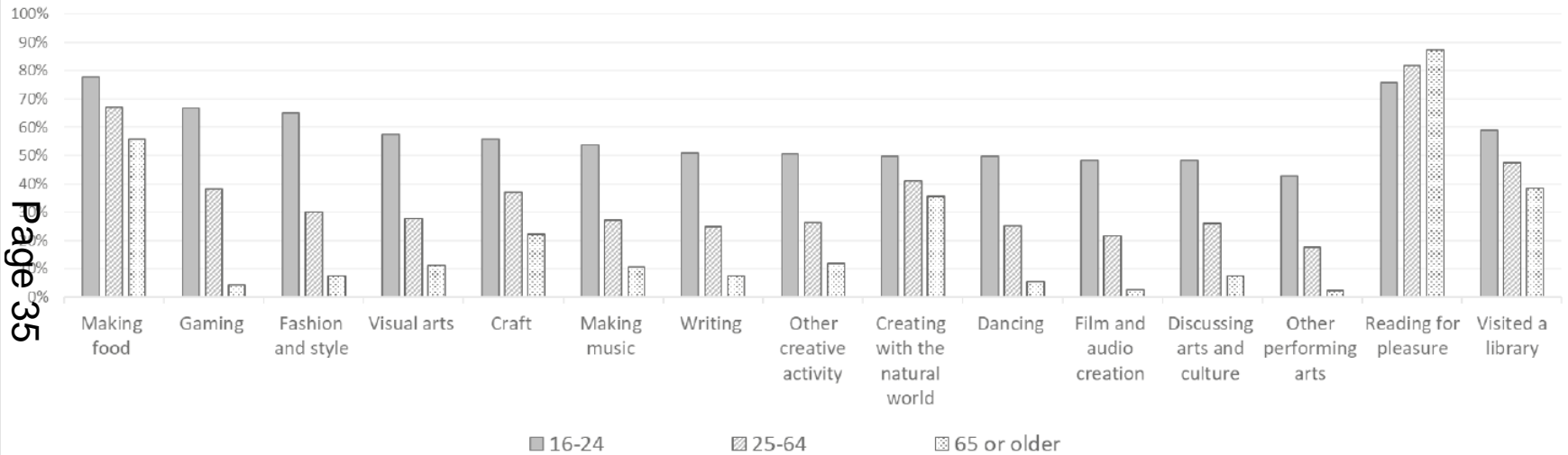
There is appetite for more online cultural engagement



CULTURAL AUDIENCE TRENDS

Page 35

Young people were more likely to take part in creative activities - except for reading for pleasure
% done in the last 12 months



WINCHESTER DISTRICT RESIDENT SENTIMENT

“The city is good at talking about collaboration but less so at doing it”

we're struggling to counter older voices

The younger generation don't tend to engage

Winchester district is not lacking resources. The city is full of engaged people wanting to shape where they live. The problem that has been identified is how to get existing ideas and initiatives to align to create action plans that deliver change.

“People in Winchester find it hard to work together and achieving this is key to moving forward”

“We don't hear enough from new residents or from outlying neighbourhoods”

The risk of creating another open-ended talking shop for Winchester is very real and we would collectively fail to make a difference.

“Collecting views is all that seems to happen in Winchester.”

“People get locked into talking about development but what about looking at what is already there and how that can be re-used”

“Winchester's number one issue is to catch up with its own demography.”

“THERE ARE SOME BIG PERSONALITIES WHOSE VIEWS MAY NOT BE WIDELY SHARED”

“All the pieces of the puzzle are there, if you could pull them together.”

“Winchester could be something really special, but...”

“We need more forums like this that are about sharing ideas and problem solving”

“The links between projects aren't clear which undermines the logic”

“Some interest groups are not as broad or coherent as they might seem”

“There's no strong and clear governance for the town itself”



ONE GREAT WIN – CULTURE GROUP

Topics Discussed included:

- 🏛️ Affordable creative spaces - for events, workshops, studios
- 🏛️ Appetites for live entertainment - opportunities
- 🏛️ What the younger generation do 'for fun'
- 🏛️ Location (on a national level) - 'the cultural and social centre of England'
- 🏛️ Location (on a local level) - provisions in the city vs. outlying areas
- 🏛️ Diverse communities and diverse cultural celebrations
- 🏛️ Collaborative working across sectors - local businesses = local arts scene = tourism
- 🏛️ Making the city's cultural history fit for 21st Century – destination location
- 🏛️ Wet weather provisions for local residents and tourists alike
- 🏛️ Nurturing existing events, festivals, spaces and grass roots creative enterprises
- 🏛️ An arts centre - does the city really need one?

There are over 5,000 creative practitioners working in Winchester district across a range of forms from web design to furniture making. The culture working group stated that this is one of Winchester's most enterprising sectors of activity and that culture offers a significant boost to the local economy. Yet this sector feel largely unseen. They suggest that an audit of cultural activity in Winchester would be extremely fruitful in terms of identifying the value that the arts bring to the city both economically and by way of social contribution to the city.



ONE GREAT WIN – FINDINGS

Culture in all its forms is not something that can be imposed from the top down; we must encourage the climate from which it can reveal itself and grow; a climate in which the default position of those with the power is “yes”, rather than “no”. Having the right psychological space for culture to manifest itself is no less important than having the physical spaces available to allow it to thrive across the city.

Page 38

1 The Big Picture

These are long term projects that will impact everything below them and will need most support and buy in from WCC/WTF and other associates.

2 Research and Data Gathering

These are ongoing research projects that can support the Big Picture initiatives to develop their case and attract funding.

3 Community Build – People and Place

These are the ideas that concern developing and creating spaces as well as developing people.

4 Projects

These are the smaller ongoing or one off projects that can thrive once parts 1-3 are in place.

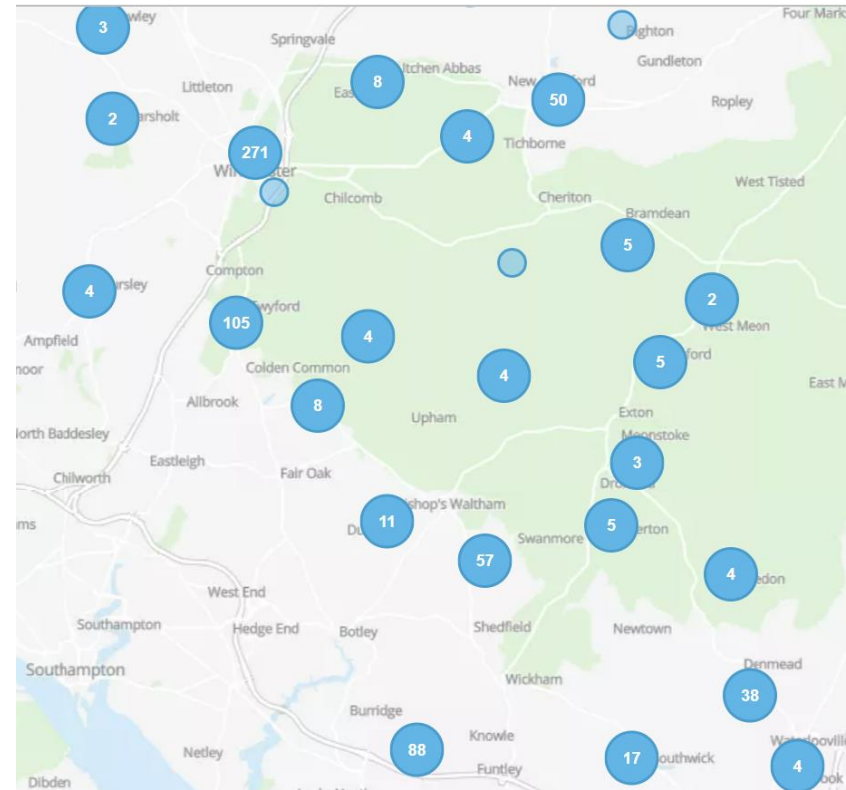
Suggested ‘Big Picture’ projects:

- Develop a Culture Collaborative Network
- Create a Culture Strategy supported by the creative sector
- Build a Youth and Culture ‘Corridor’
- Map out creative enterprise hubs to support emerging talent and youth retention



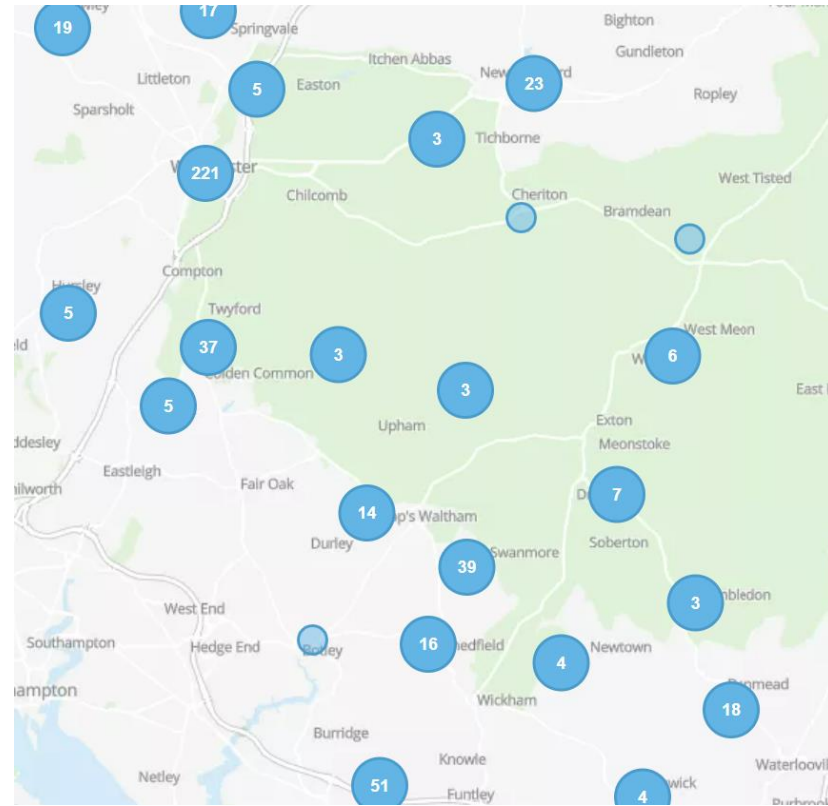
WINCHESTER DISTRICT CULTURAL & CREATIVE ORGANISATIONS

Arts, Recreation & Entertainment	781
Performing arts	62
Support activities to performing arts	60
Artistic creation	172
Operation of arts facilities	29
Library activities	2
Archives activities	5
Museums activities	2
Operation of historical sites and buildings and similar visitor attractions	7
Botanical and zoological gardens and nature reserves activities	11
Gambling and betting activities	12
Operation of sports facilities	34
Activities of sport clubs	54
Fitness facilities	59
Activities of racehorse owners	3
Other sports activities	131
Activities of amusement parks and theme parks	3
Other amusement and recreation activities n.e.c.	135



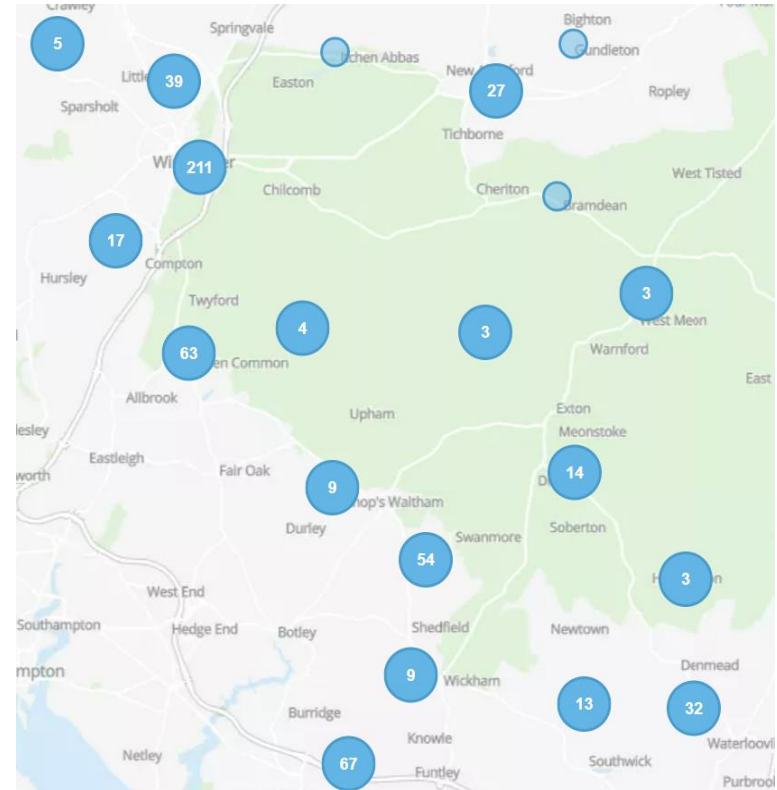
WINCHESTER DISTRICT CULTURAL & CREATIVE ORGANISATIONS

Information & Communication	589
Book Publishing	51
Publishing of computer games	8
Other Software publishing	119
Motion picture production	65
Video production activities	105
Television programme production activities	80
Motion picture, video and television programme post-production activities	18
Motion picture distribution activities	6
Video distribution activities	6
Television programme distribution activities	3
Motion picture projection activities	1
Sound recording and music publishing activities	52
Radio broadcasting	19
Television programming and broadcasting activities	21
Ready-made interactive leisure and entertainment software development	35

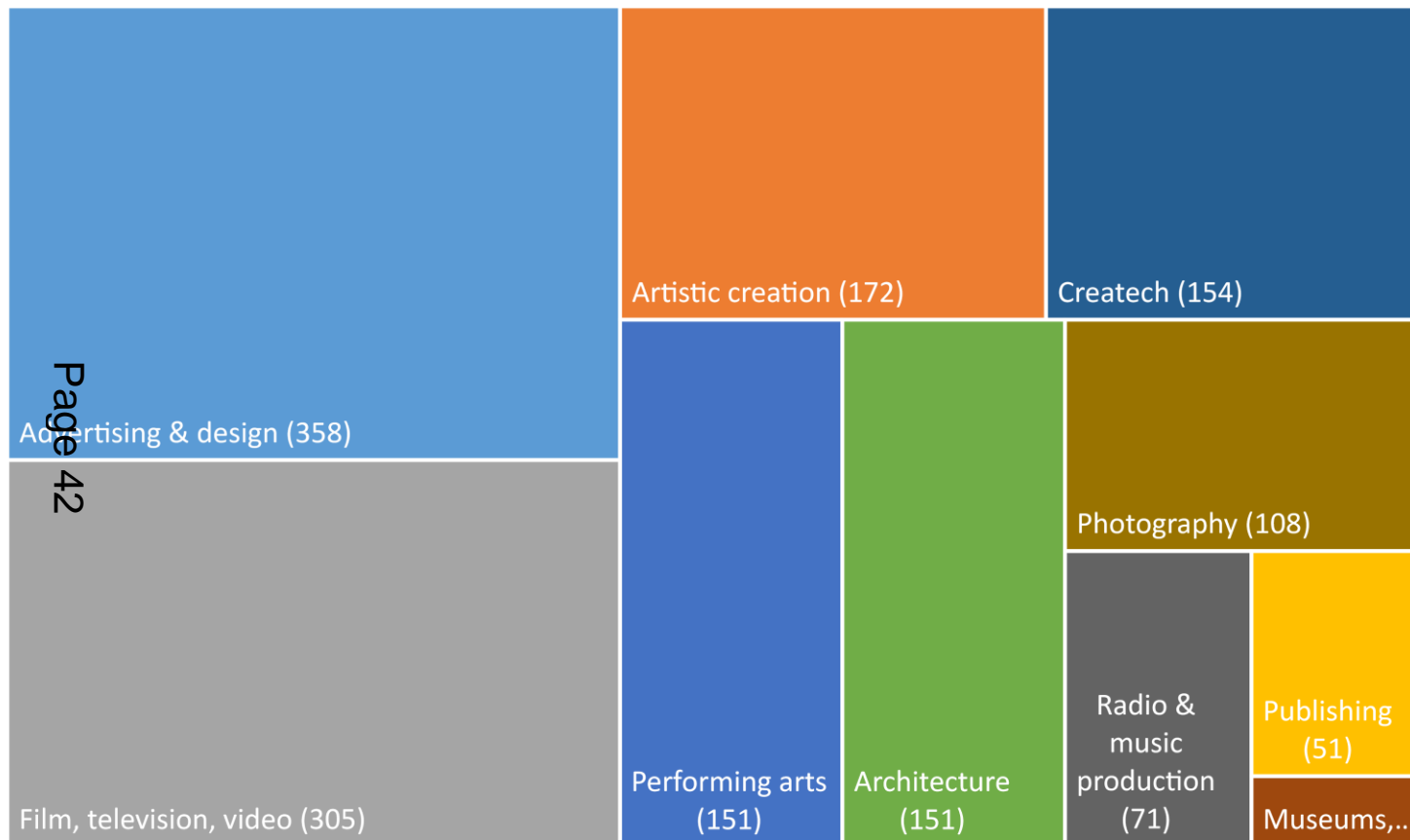


WINCHESTER DISTRICT CULTURAL & CREATIVE ORGANISATIONS

Professional, Scientific and Technical Activities	617
Specialised design activities	192
Portrait photographic activities	29
Other specialist photography	39
Film processing	0
Photographic activities not elsewhere classified	40
Architectural activities	116
Urban planning and landscape architectural activities	35
Advertising agencies	166



WINCHESTER DISTRICT CULTURAL & CREATIVE ORGANISATIONS



11,751 active (companies house) companies in Winchester.

1,987 are registered with 'creative' SIC codes (previous slides)

Therefore 16% of Winchester businesses are cultural or creative.

Page 42

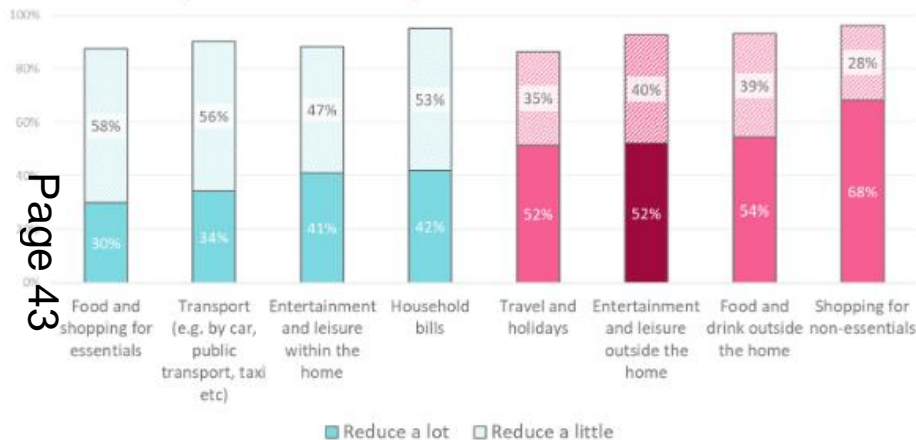


OTHER FACTORS

With one of the highest inflation rate on record (11.1% October 2022) and the current 'cost-of-living' crisis, many households will have considerably less disposable income to spend on cultural endeavours.

92% have indicated that they expect to decrease spend on entertainment and leisure

Non-essential expenses were most likely to be reduced 'a lot'



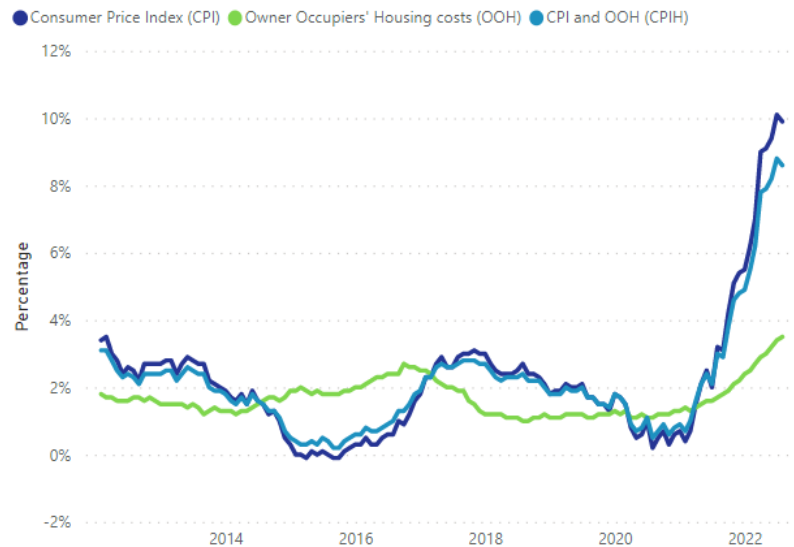
Page 43

Energy crisis increasing venue costs exponentially

Sector still recovering from the Pandemic

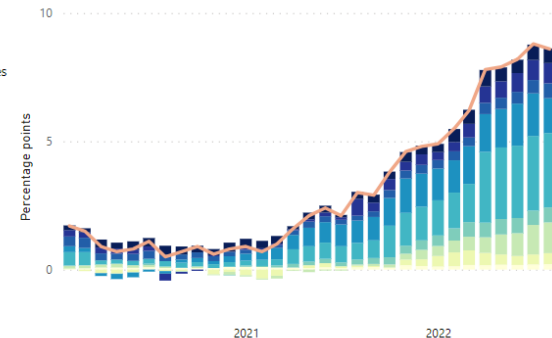
Brexit making it more complicated and expensive to bring international artists to the UK

Inflation rates - 2012 to 2022



Factors contributing to CPIH

- Alcohol and tobacco
- Clothing and footwear
- Food and non-alcoholic beverages
- Furniture and household goods
- Housing and household services
- Transport
- Other goods and services
- Restaurants and hotels
- Recreation and culture
- CPIH 12-month inflation rate



This chart shows the extent to which the different categories of goods and services have contributed to the overall inflation including owner occupiers' housing costs (CPIH) 12-month inflation rate over the last two years.

WINCHESTER DISTRICT FESTIVALS

Festival Organisers:

- There were 44 paid staff in total averaging 8.8 paid staff per festival. The total number of hours paid staff worked ranged from 120 hours to 440 hours giving an average of 300 hours.
- The number of volunteers for festivals ranged from 8 to 300, providing an average of 91 people. The total number of hours worked by volunteers ranged from 10 hours to 1,200 hours giving an average of 440 hours.
- Half of all visitors (51%) were thought to be day visitors to the area. Just over a third (37%) were residents and a further 12% were staying visitors.

The events ran from 1 day to 14 days with an average of 5.5 days.

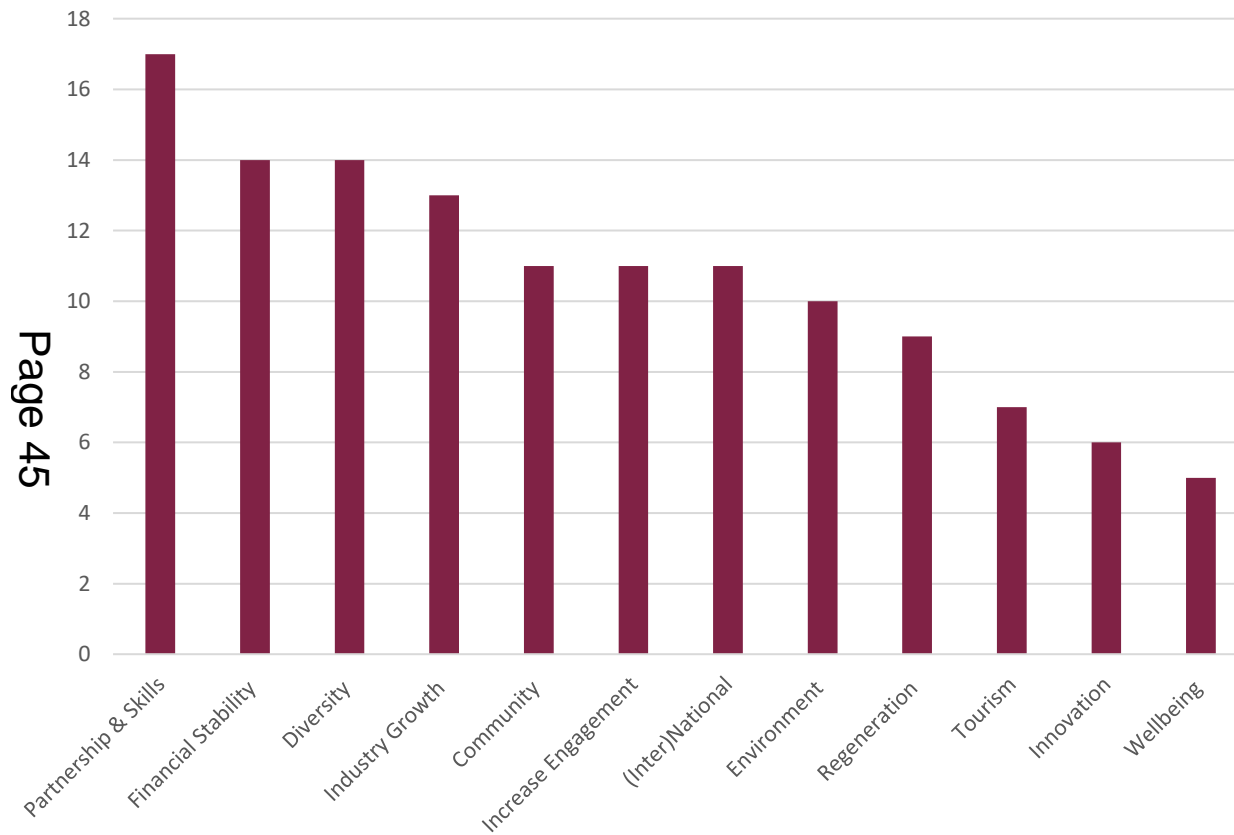
A mix of family-friendly, music and arts and culture festivals, appealing to a range of visitors.

Businesses:

- 5% of all businesses always increase staffing levels during festivals, and a further 11% sometimes do. 84% did not increase their staffing levels at these times.
- 91% of businesses are missing the opportunity during festivals and events to increase trade through additional advertising.
- 30% felt that festivals were responsible to some degree for an increase in turnover
 - 32% of food and drink businesses and 35% of accommodation businesses felt some form of increase in turnover, compared with 15% of other types of business.

REVIEW OF COMPETITOR CULTURAL STRATEGIES

A review of 26 Local / Combined Authority Cultural Strategies has been undertaken, several common themes emerged



Those Reviewed:

- Basingstoke
- Bath
- Bournemouth Christchurch & Poole
- Bradford
- Cambridge
- City of London
- County Durham
- Coventry
- Dorset
- East Devon
- Exeter
- Gosport
- Greater Manchester
- Hull
- Kent
- Leeds
- Liverpool
- Medway
- New Forest
- North Devon
- Oxford
- Rushmoor
- Southampton
- Westminster
- West of England
- York




THE LOCAL PLAN

LOCAL PLAN 2036
WINCHESTER
CITY COUNCIL



**YOUR PLACE
YOUR PLAN.**
Winchester District Local Plan

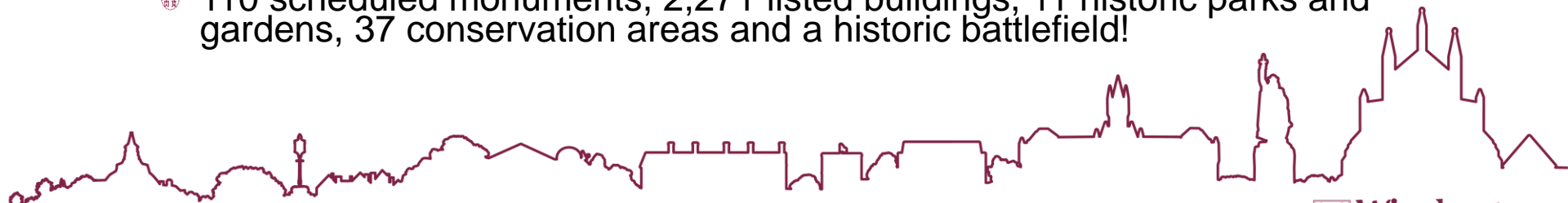
 Officers in both Strategic Planning and Tourism & Culture team will continue to work together to ensure synergies are exploited

 Cultural and Creative Sectors recognised

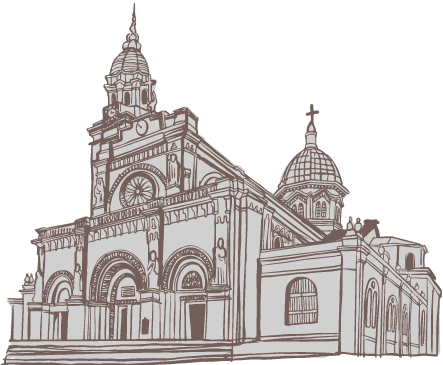
- Page 46
-  Adoption of a more flexible approach to temporary uses, pop-ups and meanwhile uses
 -  Supportive of increased availability of accessible/flexible studio and workspace
 -  Supportive of evening and night-time economy

 Historic environment recognised

-  An irreplaceable resource adding to the vibrancy of the district's cultural offer
-  110 scheduled monuments, 2,271 listed buildings, 11 historic parks and gardens, 37 conservation areas and a historic battlefield!

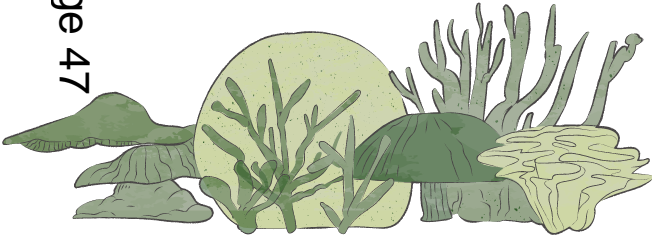


WINCHESTER DISTRICT HERITAGE



271 listed buildings

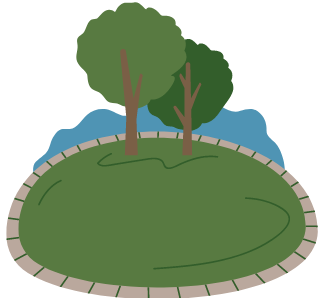
Page 47



37 Conservation Areas



110
Scheduled
Monuments



11 historic
parks
& gardens



one historic battlefield



CONSULTATION IN ACTION



STAKEHOLDER ENGAGEMENT

To date:

1:1s meetings, sector networking events, e-newsletters

Love it: community, history, indie creatives

Hate it: lack of accessible venue space, hard to maintain momentum

Want it: permanent national collection, fringe theatre, street art

Cultural Stakeholder Group (met 1 February)

Page 49

Let's Create ACE strategy and its relevance and influence locals

SWOT/Assessment of our offer

Strengths: history/heritage, breadth of offer, connectivity, skills, international offer, willingness to collaborate








Weaknesses: perception of affluence, lack of awareness/visibility, limited youth/night-time economy offer, transport connectivity within the district

Opportunities: stronger joint collaboration through clusters, wider audience engagement, curated events programming

Threats: proximity to London and Southampton, cost of living, accessibility, strategic leadership (capacity/structure)




STAKEHOLDER ENGAGEMENT

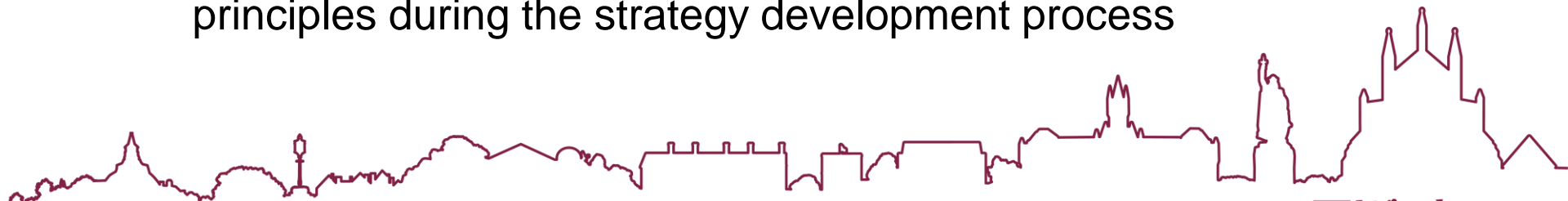
Cultural Stakeholder Group (met 1 February)

-  Examples of best practice strategies – Exeter was of particular note
-  Emerging themes: Culture as a tool for place-making
 -  Facilitated collaboration
 -  Action orientated approach
 -  Clear and shared vision by all
 -  Strong, engaged, community of stakeholders
 -  Capitalising on what already exists

Page 50

Next Steps

-  Establishment of governance structure
-  Ongoing Stakeholder Group sessions to collaboratively develop the strategy
-  Wider consultation through resident and sector surveys, testing principles during the strategy development process



REPORT TITLE: DRAFT HOUSING TENANT ENGAGEMENT AND COMMUNICATION PLAN

28 FEBRUARY 2023

REPORT OF PORTFOLIO HOLDER: Cllr Paula Ferguson, Deputy Leader and Cabinet Member for Community and Housing

Contact Officer: Janette Palmer Tel No: 01962 848 120 Email jpalmer@winchester.gov.uk

WARD(S): ALL

PURPOSE

'Listening better' is a priority identified within the Council Plan.

This is a key document which presents an approach that maintains and builds on the existing strong legacy of strong engagement with tenants and proposes new ways of working to make it easier for more tenants to influence the service they receive.

It sets out the structure and actions that the council will use to improve the current service, and which will enable the council to meet the requirements of the recent Government social housing white paper.

The council is keen to identify ways to capture the views of a wider group of tenants not interested in committing to regular time-hungry engagement opportunities but who may prefer to step in and out when subjects particularly interest them or would prefer to provide feedback to any council officer or operative they have a conversation with.

This report sets out the draft engagement plan (Appendix 3) that has been developed with tenants and officers following consultation and research. As part of the partnership approach to the plan's development, we would welcome members' views and comments on the proposed content.

The aim is that the new tenancy engagement plan will benefit tenants by making it easier for them to make their views known and for services to be better shaped around an understanding of what's important to them.

RECOMMENDATIONS:

1. That Business and Housing Policy Committee are asked to comment upon the Tenant Engagement Plan content.

1 RESOURCE IMPLICATIONS (If applicable, please include below some detail to state that option(s) will need to have a legal and financial assessment) (to be reviewed by Monitoring Officer and s151 Officer)

- 1.1 Initiatives included within the Improvement plan build on existing activities and therefore are additional to current service provision. This will impact on the team resources and may require additional administration support to release the Tenant Involvement Officers and allow them to focus on more complex tasks.
- 1.2 Customer insight and good data management has been a recurring message from the plan research activities. Investing in a resource to lead on this function would equip the service meet future demands and operate with improved efficiency and effectiveness.
- 1.3 The Social Regulation Bill has been amended to ensure that all staff of Registered Providers meet new competency standards defined by the Regulator. A more senior role within the Tenant Involvement team where the post holder is required to hold a relevant professional qualification could aid compliance although details of this requirement are currently unknown.

2 CONSULTATION

- 2.1 Ensuring residents' voices are heard is a central theme of the Government's social housing white paper which was developed in conversation with tenants across the country and tenants from Winchester were part of this conversation.
- 2.2 'Listening better' is a corporate priority for the council and is at the heart of everything it does. Consultation is therefore key to the development of a plan that sets out the approach to 'listening better'.
- 2.3 Comprehensive engagement has been a core part of the process of developing the plan and has been made up of numerous activities. Details of each stage, the objectives and outcomes have been set out in Appendix 1.
- 2.4 What has been achieved through these consultation activities?
- The outcome is a plan which should deliver effective engagement because it is built around what tenants have told us i.e. when and how they want to engage, what makes it easier and understanding what prevents them from sharing their views.
 - The impact is an approach that makes it possible for the voices of tenants from all households to be heard.
 - The benefit is better services as they will be designed around an understanding of what's important to all tenants or they'll have a better and clearer understanding of why meeting expectations isn't always possible.

- 2.5 A summary of the various consultation activities through which the plan was developed is provided below:
- TACT Briefings – introducing the topic and approach to developing a Tenant Engagement and Communication Plan
 - Involved tenants and officers invited to attend sector events to enable them to make informed choices regarding the plan content
 - Surveys – sent digitally to all customers the council holds emails address for and hard copies to a sample to collect views on the tenant involvement team work programme priorities, satisfaction with services and what's important to tenants
 - Series of summer focus groups arranged around tenant availability to specifically discuss how to listen better
 - Learning from other focus groups such as the carbon efficient housing group on related themes
 - Involved tenant surveys on what they see as the benefits of having an engagement plan and whether they'd consider an independent review worthwhile
 - Debrief with tenants following attendance at sector events to discuss learning and what should feature in the plan
- 2.6 The content of the draft plan was discussed with TACT on 19th January 2023 and the Tenant Involvement Steering Group on 25 January. Their feedback was:
- Additions to be made to the list of engagement options as follows:
 - An event along the lines of a conference; themed to a current issue such as 'Cost of living – find out what help's available' or 'How can we help?'. (*nb. Event title to be agreed as term 'conference' no longer used in response to tenant feedback*)
 - New homes surveys
 - Talking to elected members
 - Talking directly to a TACT representative
 - One off community events organised around a subject of local interest
 - Coffee, cake and chat programme –

- The previous title was changed to refer to 'coffee and cake' in response to what TACT said worked well to encourage people to come along
- TACT asked that this activity be explained further - 'what this would look like?' – current thoughts are a programme of visits to places and groups to reach those households currently underrepresented and asking 'If you are a council tenants – how's that going? Venue suggestions include Tesco on Saturday morning, food pantries
- Good promotion and communication in advance will be key
- Suggestion that TACT are asked for their suggestions on where to go – but it felt better to go to all tenants for suggestions
- The Tenant Involvement Steering Group provided further benefits to being involved which have been added to the plan.
- The Tenant Involvement Steering Group suggested a survey which asks 'Tell us what went well, when have you felt listened to / an example of where being engaged has made a difference'.

3 EQUALITY IMPACT ASSESSMENT

- 3.1 Completed at meeting on 17.01.23 with service leads. Attached in Appendix 2.
- 3.2 The assessment group agreed that as the premise of the plan is to improve the representative profile of engaged households by having measures in place to tackle the things which may prevent people from sharing their views with the council; it in itself aims to ensure all households are equally able to influence the service they receive.
- 3.3 The plan aims to improve engagement with under-represented groups especially younger households.
- 3.4 Outcomes from impact assessment:-
 - Further detail added to section within the plan on 'Making engagement accessible'
 - Improvement plan action 'Coffee, cake and chat' amended to highlight that this activity will focus on underrepresented groups first.

4 SUPPORTING INFORMATION:

4.1 The Charter for Social Housing Residents

The Charter for Social Housing Residents – Social Housing White Paper focuses on tenants having their voice heard by their landlord. Landlords are

expected to seek out best practice and consider how they can continually improve the way they engage with social housing tenants.

The white paper makes reference to engagement being tailored appropriately to meet all tenants' needs – the charter states that 'some tenants want to proactively engage with the policies of their landlord, and there are others who simply want to know that their landlord is thinking of them in the way it implements change and is keeping them informed.'

4.2 Tenant Involvement Review

The Tenant Involvement team have been talking to tenants and researching how to improve and meet the needs of tenants and the requirements of the white paper. This plan is the product of that work. Winchester City Council has a strong history of engagement and the plan aims to maintain and build on this legacy by expanding the options available to make it possible for more tenants to have their voice heard.

4.3 What tenants told us

In August the tenant involvement team held focus groups with residents of council stock to talk about how the housing service listens to views. The headline messages from these sessions on where to focus improvements were:

- Tenants should be shown respect - by the council and anyone delivering services on their behalf
- Good communication throughout - both for repairs works and outcomes from policy / strategy conversations
- Problem ownership and accountability
- Well trained professional staff – that can deal with both the simple and the complex

4.4 What we learnt from sector leaders

Officers and involved tenants have attended housing sector conferences and workshops for ideas as to how we can improve the ways tenants can share their views with the council. The headline messages from these events were:

- Staff on site are engaging with tenants every day – there's a need to capture that information as it's so valuable
- Engagement is part of the day job for every team
- What works is - minimal effort for the tenant, options that allow tenants to step & step out depending on their interest in the topic – few want face to face activities that require longer-term commitment.

- Good feedback is key
- Be honest and transparent
- Keep it simple and language human
- It's about talking to ALL tenants not just those on scrutiny and other panels

4.5 The objective of the plan

The council together with tenants set out what the new Tenant Engagement Plan should achieve – specifically for the council ‘to know our customers and their priorities and shape our business on balanced feedback’.

4.6 Areas for improvement

The review activities identified areas for improvement, and these are set out on page 8 of the draft plan and include the introduction of new tenant engagement options as follows:

- Developing a systematic method of collecting the feedback made to front line staff and ensuring this information is actively used
- Regular customer care call - ‘How are things?’
- Contact with all new tenants within 12 months of starting their tenancy to find out how things are going and to identify any emerging issues that can be resolved
- Programme of calls to random selection of tenants from whom we don't hear from by officers from all teams
- Investigate text messaging surveys
- Coffee, cake and chat – a programme of visits to where people already meet across the district
- Leaseholder and Right to Buy satisfaction surveys

4.7 Monitoring and review

A Tenant Involvement Steering Group with tenant, officer and member representation has been set up to measure the performance of the tenant involvement service and delivery of the plan.

The Steering Group will use the Regulator for Social Housing's Tenant Satisfaction Measures (TSMs) along with local agreed indicators to measure success.

Following the Grenfell Tragedy, the Government has set up the National Residents' Panel as part of a series of reforms, to improve tenant engagement and the regulation of the social housing sector. Winchester City Council is fortunate enough to have a tenant representative willing to give their time to be part of this national panel and they are also part of the Tenant Involvement Steering Group. This will help to ensure that the council has access to ideas on how to continually improve going forward by learning from residents of providers across the country what service aspects work for them.

4.8 Next Stages

- Apply changes from Business and Housing Policy Committee feedback
- Commission a review by an independent organisation for further suggestions on how to improve
- Present amended plan to TACT in May for final endorsement

5 OTHER OPTIONS CONSIDERED AND REJECTED

- 5.1 The plan options and priorities have evolved in response to resident feedback, research and learning from other providers and sector leaders. Priorities and direction have been developed through discussion with service users and council officers along with research into good practice and initiatives of sector leaders.

BACKGROUND DOCUMENTS:-

Previous Committee Reports:-

[CAB2987 - TENANT ENGAGEMENT STRATEGY – Cabinet Housing Committee – 22.11.17](#)

Other Background Documents:-

[The Charter for Social Housing Residents – Social Housing White Paper - Chapter 5 – To have your voice heard by your landlord](#)

Winchester City Council Tenant Compact - finalised 2022

APPENDICES:

Appendix 1 – Consultation Details

Appendix 2 – Equality Impact Assessment

Appendix 3 – Draft Tenant Engagement Plan – 2023 -25

Appendix 1Consultation Details

- TACT presentation – Feb 2021
 - Objective – discuss proposals for Tenant Involvement service work programme with the suggested priority of:
 - A service review to establish the changes needed to meet the requirements of the white paper Charter for Social Housing
 - In partnership with tenants; develop a plan to ensure compliance, address gaps and improve reach and effectiveness
 - Consider how to address falling numbers interested in face to face engagement
 - Outcome –
 - TACT support for Tenant Involvement Team work programme

- Digital Survey sent to all tenants with an email address (4,198), 273 responded, response rate 6.5%) – Tenant Involvement team priorities – Sept 2021
 - Objective – test wider views on Tenant Involvement service work programme
 - Outcome – white paper work confirmed as priority for wider tenants along with improved tenant information

- Tenant Involvement Steering Group Briefing – Feb 2022
 - Objective – establish a joint stakeholder group of tenants (all TACT members invited to be part of the group), officers and members to monitor performance of tenant involvement service delivery
 - Output – group membership and terms of reference agreed, raised awareness of new tenant satisfaction measures regime and requirements of regulator ahead of in house review activities
 - Outcome – forum developed ready to
 - test findings from tenant involvement review activities
 - discuss and propose approach to address service shortcomings
 - monitor progress

- Research and peer networking opportunities – tenants invited to attend national events by sector professionals
 - Objective – involved tenants could discuss current and planned approach with peers and sector leaders and make informed judgements about the content of the plan

- Tenant Satisfaction Measures Survey – Feb/March 2022
 - Response rate - the online survey sent to 4, 265 addresses was completed by 472 tenants, hard copies sent to 47 sheltered tenants (random 10% sample) completed by 26 by sheltered tenants. The total number of returned tenant surveys is 498 – 12% response rate.

- Objective – refresh satisfaction data, baseline performance score, and ask for suggestions for ‘listening better’
 - Outputs –
 - 64% satisfied that the council listens to them (19% no view)
 - 61% satisfied with opportunities sharing views (26% no view)
 - Outcome – Housing DMT determined priority was to explore further tenant views in relation to being listened to
- Listening to views – Focus Groups – Aug 2022
 - Objective – understand why tenants are dissatisfied as feel not listened to and find out how to improve
 - Outputs – see 4.3 for key messages
 - Outcome –
 - Improvement plan actions designed around key messages
 - ASB proposed as next Scrutiny topic
 - New tenants committed to regular engagement
- Tenant Involvement Steering Group Meeting – Aug 2022
 - Objective – review findings of research with tenants to start to frame tenant involvement plan
 - Outcome – ASB agreed as next scrutiny topic
- Officer and Cabinet member meeting – Aug 2022
 - Objective – review findings of research and feedback from TI Steering Group with officers
 - Outcome –
 - Ask tenants what they see as the benefit to them of having a Tenant Engagement and Communication Plan to enable the Improvement Plan to be framed around their priorities
 - offer TACT the option to commission a review by an independent organisation
- Involved tenant and officer debrief – Oct 2022
 - Objective – discuss learning from sector events and what to include in plan to improve service delivery. See 4.6 for headline messages
 - Outcome
 - Name change from Tenant Engagement Strategy to Tenant Engagement plan as more meaningful to tenants
 - Request for involved tenant survey to test for support for a review by an independent organisation
- Involved tenant survey – Dec 2022
 - Objective –
 - find out whether involved tenants support a review by an independent organisation
 - raise awareness of draft Tenant Engagement Plan
 - test views regarding what should be the benefit to them of having a Tenant Engagement Plan
 - Output –

- 16 responses (37 emails, 6 hard copies - sent – 37% response rate)
 - 2/3rds supported an independent review
 - Outcome –
 - Benefit of strategy confirmed
 - Consider testing views on independent review with wider tenant group or whether the council's independent review meets needs of both tenants and officers
- TACT presentation – 19 Jan 2023
 - Objective – start the debate regarding the content and priorities of the draft plan
 - Outcome –
 - see section 2.6
 - Confirmed that the council's independent review meets needs of both tenants and officers
- Tenant Involvement Steering Group discussion – 25 Jan 2023
 - Objective – debate the content and priorities of the draft plan and feedback received from TACT
 - Outcome – see section 2.6

Appendix 2 - Winchester City Council Equality Impact Assessment

Section 1 - Data Checklist

When undertaking your Equality Impact Assessment for your policy or project, it is important that you take into consideration everything which is associated with the policy or project that is being assessed.

The checklist below is to help you sense check your policy or project before you move to Section 2.

		Yes/No	Please provide details
1	Have there been any complaints data related to the policy or project you are looking to implement?	No	<p>No formal complaints at WCC.</p> <p>Comments made about ensuring other options are available for people to express their views are known and options to obtain information in addition to digital routes. Nationally its recognised that younger households are not proportionally engaged. This is an issue for many providers.</p> <p>Nationally – Govt social housing white paper looks to ensure housing providers find a way of reaching all households. The white paper states (page 47) that ‘There will be tenants who want to proactively engage with the policies of their landlord, and others who simply want to know that their landlord is thinking of them in the way it implements change and is keeping them informed’</p>
2	Have all officers who will be responsible for implementing the policy or project been consulted, and given the opportunity to raise concerns about the way the policy or function has or will be implemented?	Yes	<p>The plan has been developed not only in consultation with officers, but also in partnership with Housing senior leadership team (DMT), tenants, leaseholders and members.</p> <p>Officer consultation</p> <ul style="list-style-type: none"> • DMT Tenant involvement service review discussions – March 2022 • 25 August 2022 – Service Lead debate regarding content of first draft of plan • 2 Nov 2022 – Tenant Engagement service lead planning meeting • 04 Jan 23 – revised draft of plan emailed to service leads • 11 Jan 23 – revised draft of plan emailed to team leads <p>Appendix – 2 of Business and Housing Policy Report - BHP40 – provides comprehensive details of the consultation activities along with the outcomes.</p>

3	Have previous consultations highlighted any concerns about the policy or project from an equality impact perspective?	No	Feedback centres around communication and listening to service users in delivery of services rather than elements of the HTEC Plan.																								
4	Do you have any concerns regarding the implementation of this policy or project? <i>(ie. Have you completed a self assessment and action plan for the implementation of your policy or project?)</i>	No	No concerns about implementation. Self-assessment frameworks have been used for gap analysis.																								
5	Does any accessible data regarding the area which your work will address identify any areas of concern or potential problems which may impact on your policy or project?	Yes	<p>Profile of involved tenants reported annually at TACT AGM shows a disparity between customer profile and those involved in that older households are disproportionately engaged.</p> <p>Table 2 – Number and profile of involved tenants</p> <table border="1" data-bbox="869 823 1998 1203"> <thead> <tr> <th data-bbox="869 823 1167 1018">Profile element</th> <th data-bbox="1167 823 1339 1018">All Tenants 12.05.20⁸</th> <th data-bbox="1339 823 1603 1018">Profile of tenants actively involved through Meetings</th> <th data-bbox="1603 823 1998 1018">Profile of Digital survey respondents, tenant only (Nb only one survey sent to ALL tenants in 2021 – Tenant Involvement Priorities)</th> </tr> </thead> <tbody> <tr> <td data-bbox="869 1018 1167 1054">Number</td> <td data-bbox="1167 1018 1339 1054">6, 376</td> <td data-bbox="1339 1018 1603 1054">24</td> <td data-bbox="1603 1018 1998 1054">273</td> </tr> <tr> <td data-bbox="869 1054 1167 1091">16-34</td> <td data-bbox="1167 1054 1339 1091">12%⁸</td> <td data-bbox="1339 1054 1603 1091">0</td> <td data-bbox="1603 1054 1998 1091">6%</td> </tr> <tr> <td data-bbox="869 1091 1167 1128">35-54</td> <td data-bbox="1167 1091 1339 1128">31%⁸</td> <td data-bbox="1339 1091 1603 1128">13%</td> <td data-bbox="1603 1091 1998 1128">14%</td> </tr> <tr> <td data-bbox="869 1128 1167 1165">55+</td> <td data-bbox="1167 1128 1339 1165">54%⁸</td> <td data-bbox="1339 1128 1603 1165">88%</td> <td data-bbox="1603 1128 1998 1165">80%</td> </tr> <tr> <td data-bbox="869 1165 1167 1203">DOB unknown</td> <td data-bbox="1167 1165 1339 1203">2%⁸</td> <td data-bbox="1339 1165 1603 1203">0%</td> <td data-bbox="1603 1165 1998 1203">0%</td> </tr> </tbody> </table> <p data-bbox="797 1203 2011 1383">⁸ Orchard Report 12.05.2020 Satisfaction surveys results are that younger households generally have lower levels of satisfaction compared to older households. Therefore, key theme of the plan is to find a way that works for younger households to express their views.</p>	Profile element	All Tenants 12.05.20 ⁸	Profile of tenants actively involved through Meetings	Profile of Digital survey respondents, tenant only (Nb only one survey sent to ALL tenants in 2021 – Tenant Involvement Priorities)	Number	6, 376	24	273	16-34	12% ⁸	0	6%	35-54	31% ⁸	13%	14%	55+	54% ⁸	88%	80%	DOB unknown	2% ⁸	0%	0%
Profile element	All Tenants 12.05.20 ⁸	Profile of tenants actively involved through Meetings	Profile of Digital survey respondents, tenant only (Nb only one survey sent to ALL tenants in 2021 – Tenant Involvement Priorities)																								
Number	6, 376	24	273																								
16-34	12% ⁸	0	6%																								
35-54	31% ⁸	13%	14%																								
55+	54% ⁸	88%	80%																								
DOB unknown	2% ⁸	0%	0%																								

6	Do you have any past experience delivering similar policies or projects which may inform the implementation of your scheme from an equality impact point of view?	Yes	Plan replaces the previous Tenant Engagement Strategy 2017 – 2019.
7	Are there any other issues that you think will be relevant?	No	

Section 2 - Your Equality Impact Assessment form

Directorate:	Your Service Area:	Team:	Officer responsible for this assessment:	Date of assessment:
Operations	Housing	All housing teams	Janette Palmer	17 January 2023

	Question	Please provide details
1	What is the name of the policy or project that is being assessed?	Housing Engagement and Communication Plan 2023-2025
2	Is this a new or existing policy?	Product of a review of the previous Tenant Engagement Strategy and Tenant Involvement Service in preparation for meeting the requirements of the Govt social housing white paper.
3	Briefly describe the aim and purpose of this work.	Know our tenants and their priorities and shape our business on balanced feedback.
4	What are the associated objectives of this work?	More people from a wide range of households find it easy to tell the council their views and understand what the council has done in response and why. Views are captured from those for whom a formal engagement option isn't how they want to share what they think with the council. Engagement with a wider range of households.
5	Who is intended to benefit from this work and in	Tenants, leaseholders, licensees, members and the council

	what way?	
6	What are the outcomes sought from this work?	Representative engagement – reaching younger households Listening better - making it possible to shape our business on balanced feedback.
7	What factors/forces could contribute or detract from the outcomes?	Lack of adequate resourcing i.e. formal engagement routes use a disproportionate amount of the engagement resources available. Stakeholders fail to respect the value and outcomes of less formal engagement activities. Current profile of involved tenants not representative of wider customer group and therefore doesn't meet the balanced feedback requirement.
8	Who are the key individuals and organisations responsible for the implementation of this work?	Tenant Involvement Team All other housing landlord service teams
9	Who implements the policy or project and who or what is responsible for it?	Janette Palmer Housing Policy and Projects Manager

Summary

The premise of the plan is to improve the representative profile of engaged households by having measures in place to tackle what may prevent people from sharing their views with the council and ensure all households are equally able to influence the service they received.

The **Housing Accessibility statement** is a key document as it sets out the measures housing takes to make it easy for all households to use its services. This has recently been updated and is now in the implementation phase.

The Housing services will make reference to the above and the council's **EDI Statement of Policy and Plan** and '**Listening Better – our approach**' throughout service delivery.

Potential disadvantage, based not only on the protected characteristics but due to other household limitations, may occur as follows:

- Written activities - can impact on those with poor literacy skills, those with translation needs, those with sight impairments
- Face to face activities – can impact on
 - Rural communities due to transport availability and cost
 - Disabilities – physical, hearing, sight, mental health conditions
 - Language

- Digital based activities – impact on those with poorer digital skills and lack of access to equipment and broadband connections to use
- All activities – impact of time restricted households – e.g. carers of all groups, those at work, those with multiple commitments

Special communication/accessibility arrangements are standard for engagement activities. As part of implementation process for engagement activities its standard practice to give consideration to measures required to ensure no-one has been excluded as a consequence of the approach taken. These considerations will be bespoke to the audience and the activity. Examples can be provided of this e.g. fire safety project, tenant satisfaction survey.

Other measures

- At the point of **sign up** asking service users about communication and other needs that may impact on service delivery, recording details on the Housing Database
- Customer **portal** allows households to keep their personal information and needs updated
- Independent organisation being invited to carry out an **audit of approach**. Good practice frameworks will be used for this health check as well as approach being mapped against the requirements of the white paper for social housing which focuses on ensuring housing providers reach all households
- **Accessibility messages** – invitations for involvement activities include statements around contact us to see how the council can help if you want to be involved but need help
- Monitoring of **complaints**
- Monitor the profile of engaged tenants
- **Housing Excellence Group (HEG)** –
 - HEG Training Programme – focus on meeting diverse needs and compliance with the Equality Act.
 - Action plan – service improvements based on good practice and learning

Outcomes from impact assessment:-

- Add further detail to section on plan 'Making engagement accessible'
- Improvement plan action 'Coffee, cake and chat' amended to highlight that this activity will focus on underrepresented groups

Please select your answer in **bold**. Please provide detail here.

10a	Could the policy or project have the potential to affect individuals or communities on the basis of race differently in a negative way?	Y	N	
10b	What existing evidence (either presumed or otherwise) do you have for this?	Translated fire safety surveys. Interpreter contact for Tenant Satisfaction Survey Monthly festival details provided in the Housing Local Brief for consideration when planning events.		
11a	Could the policy or project have the potential to affect individuals or communities on the basis of sex differently in a negative way?	Y	N	
11b	What existing evidence (either presumed or otherwise) do you have for this?			
12a	Could the policy or project have the potential to affect individuals or communities on the basis of disability	Y	N	
12b	What existing evidence (either presumed or otherwise) do you have for this?	<p>A variety of measures are in place for various groups.</p> <ul style="list-style-type: none"> • Lip reading guidance for TACT meetings • Hearing loop provision • Plain English writing & readability tests • Venues e.g. Walton room – meets needs of several disabled group – ground floor access, lifts, support virtual engagement, microphones for hearing impaired, near local transport provision. • Reimbursement of transport costs / taxis provision • Timing of meetings based on bus timetable, bus pass restrictions, household commitments • Large print provision • Home visits • Face to face surveys • Hard copies 		

		<ul style="list-style-type: none"> Hybrid meetings or those who can't or prefer not to be present in the room Dietary arrangements for catering IT equipment loan Contact with advocates and others for survey completion and as representatives at meetings 		
13a	Could the policy or project have the potential to affect individuals or communities on the basis of sexual orientation differently in a negative way?	Y	N	
13b	What existing evidence (either presumed or otherwise) do you have for this?	Code of conduct for volunteers to respect all those who attend formal meetings General qualities tenant training arranged and offered to involved tenants in committee roles (2022) but not taken up or completed by those tenants. Staff training to respect all groups.		
14a	Could the policy or project have the potential to affect individuals on the basis of age differently in a negative way?	Y	N	Premise of the plan is to improve the representative profile of engaged households
14b	What existing evidence (either presumed or otherwise) do you have for this?	Current profile not representative, younger households under represented the aim of the plan is to tackle this gap Improvement plan action 'Big conversation' amended to highlight that this activity will focus on underrepresented groups. Monitoring to ensure balanced and representative; reported to TACT AGM. See section 5 for table on profile of involved tenants.		
15a	Could the policy or project have the potential to affect individuals or communities on the basis of religious belief differently in a negative way?	Y	N	
15b	What existing evidence (either presumed or otherwise) do	Care taken when booking and referring to venues used for		

	you have for this?	face to face activities that names don't indirectly give impressions that events are not open to all i.e. use Middle Brook Street centre rather than Hope Church. Reference festival information in local brief when looking at the timing of events.		
16a	Could this policy or project have the potential to affect individuals on the basis of gender reassignment differently in a negative way?	Y	N	
16b	What existing evidence (either presumed or otherwise) do you have for this?	Corporate roll out of optional revised email signature format to include pronoun reference. Nov 2022. Use of gender neutral language. Changes to MRI (Housing) database to include title option Mx.		
17a	Could this policy or project have the potential to affect individuals on the basis of marriage and civil partnership differently in a negative way?	Y	N	
17b	What existing evidence (either presumed or otherwise) do you have for this?			
18a	Could this policy or project have the potential to affect individuals on the basis of pregnancy and maternity differently in a negative way?	Y	N	
18b	What existing evidence (either presumed or otherwise) do you have for this?	Respond to requirements of breast feeding mothers at face to face activities.		
19	Could any negative impacts that you identified in questions 10a to 15b create the potential for the policy to discriminate against certain groups on the basis of protected characteristics?	Y	N	See Summary above
20	Can this negative impact be justified on the grounds of promoting equality of opportunity for certain groups on the basis of protected characteristics? Please provide your answer opposite against the relevant protected			Race: Sex: Disability: Sexual orientation:

	characteristic.	Y	N	Age:
				Gender reassignment:
				Pregnancy and maternity:
				Marriage and civil partnership:
				Religious belief:
21	How will you mitigate any potential discrimination that may be brought about by your policy or project that you have identified above?	See section `Making engagement accessible` of the plan. The premise of the plan is to improve the representative profile of engaged households by having measures in place to tackle what may prevent people from sharing their views with the council.		
22	Do any negative impacts that you have identified above impact on your service plan?	Y	N	

Signed by completing officer	Janette Palmer
Signed by lead officer	

**Appendix 3 –
Winchester City Council - Draft Housing Tenant Engagement & Communication Plan
(HTEC Plan) 2023 -2025**

Quote from Cabinet Member for Communities and Housing To be confirmed	Image
---	--------------

The Council Plan 2020 - 2025 priority – Your services, your voice

We want to have high quality, good value services that are continuously improving to address the changing needs and expectations of residents, tenants, visitors, businesses and non-profit organisations across our district –and are accessible to all, whatever their circumstances.

We want our residents to have the opportunity to make their voice heard and be able to see and understand how the council makes it decisions.

- What we want to achieve**
- Know our tenants and their priorities, and shape our business on balanced feedback
 - Make it easy for **all** tenants and other residents to share their views
 - Understand tenant priorities so they either become our priorities or we explain why they can't be
 - Tenants are respected, their views are valued and listened to
 - Tenants feel able and confident that it's worthwhile sharing their views with the council

Image	The benefit to tenants of the Housing Engagement and Communication Plan 'Listening better' is at the heart of everything the council does.
--------------	--

Getting engagement right means better services for tenants as they will be designed around an understanding of what's important to all tenants or they'll know the reasons why meeting expectations isn't always possible.

Putting the Plan together

The council finds out what's important and what needs to be done to improve how we listen using many routes including the following -

- Talking with tenants and other residents
- Surveys online and hard copy
- Focus groups
- Research of good practice by other housing providers and leaders
- Tenants and housing officers going to conferences and workshops
- Regional partnership events with other housing providers
- Gap analysis and self-assessment against good practice frameworks

Learning

Key message

The council has a good structure for engagement through traditional methods. Future activities will maintain this while focusing on finding informal engagement methods to make it easier to capture views from a wider group of tenants.

Other messages

- Listen
- Provide engagement options that require minimal effort for tenants
- Make it easy for tenants to step into what interests them
- Have a menu of engagement options that offer something for everyone's level of commitment
- Find a way to capture the valuable comments that on site staff pickup
- Engagement is part of the day job for every team - generate a positive ethos to respect this
- Good feedback on what has changed as result of listening
- Honest and transparent when things can't be changed
- Be honest about where you're failing
- Know who the tenants are and what's important to them and design services around them
- Go to tenants rather than expect them to come to the council
- Find different ways to listen especially from those we don't hear from
- People want to easily share local issues

How the Plan will be delivered?

- **Methods of Engagement**
Tenants able to share their views with the council in the way that best fits their life circumstances, their interests, the time

they have available and what they want to get out of talking to the council. (see pages x & x)

- Maintain what's working well in the existing structure
- Introduce new options to improve approach to informal engagement

- **Customer insight**
Invest in data management to make it easier to design services around what's known about tenants

- **Respect and value**
Improve awareness that engagement is central to everyone's role

- **Performance**
Use the Regulator for Social Housing's Tenant Satisfaction Measures (TSMs) along with local agreed indicators to measure success.

- **Monitoring**
The Tenant Involvement Steering Group has been established with representatives from tenants, housing officers and elected members to check performance and delivery of the plan. The Tenant Involvement Annual Report presented at TACT AGM will set out the progress made including details of tenants' views have influenced service delivery. TACT agendas include a standing item to report back on the outcomes of consultation activities.

- **Review**
The delivery of the Tenant Engagement Plan will be monitored by the Tenant Involvement Steering Group. This group has representatives from the housing service, Cabinet member with responsibility for housing and tenants.

<p>Communication principles</p> <ul style="list-style-type: none"> • Listen • Use straight forward language • Use various methods/formats to meet all needs • Consult on subjects where tenants have a genuine opportunity to influence the outcome • Only arrange engagement activities when we have something to tell you • Commit to testing out what we hear to check whether it's a majority view • Explain bad news as well as communicating achievements and successes • Give comprehensive feedback when issues are complex to show what options have been considered and why 	<p>Housing Engagement Charter 2023 – 2025 Expectations, roles and responsibilities;</p> <p>Tenants and leaseholders</p> <ul style="list-style-type: none"> • Will report any issues relating to their specific tenancy direct to Winchester City Council through the appropriate means. • To adhere to the relevant Terms of Reference (and Code of conduct) for involvement. • Ensure complaints are channelled through the formal complaint system. <p>WCC</p> <ul style="list-style-type: none"> • Will treat all service users with respect • Test out individual feedback with a wider tenant group • Ensure it is accepted that tenant engagement is the responsibility of all housing teams. • To communicate effectively and work toward developing better working relationships with tenants. • Will provide training opportunities relevant to tenant's roles. • Work in a flexible way to adapt to the needs of tenants. • Arrange meetings that are virtually enabled at locations and times that represent the whole district. • Respond to tenant queries, constructively and in a timely manner. • Senior management and Service leads will attend meetings when appropriate. • To adhere to the relevant Terms of Reference (and Code of conduct) for involvement. • To feedback annually achievements of the Tenant Involvement Team. • To be compliant with regulatory requirements in relation to tenant involvement. <p>Councillors</p> <ul style="list-style-type: none"> • Councillors are responsible and accountable for policy and strategic decisions and ensuring legal requirements are met. • A councillor will (either individually or through council systems) consult, communicate and address the needs of tenants when policies are amended and developed. • Be honest, listen and be non-judgmental when approached by tenants for a change of housing plan. • Be supportive and strengthen links with tenants to promote an understanding of local community issues. • Support an Equality and Diversity policy. • Will attend tenant meetings as and when appropriate.
--	--

<p>The benefit to tenants of being involved</p> <p>In addition to benefits for the individual, by becoming involved tenants will also improve the service provided to all tenants by sharing their experiences and opinions on service improvements.</p> <ul style="list-style-type: none"> • Influence the service tenants receive • Acting as an advocate for those living in council housing • Finding out what's happening and why • Work to change things for all tenants • Work to improve where you live • Meet others with shared views and experiences • Talk directly to decision makers • Building knowledge and skills • Being able to direct others to where they can get help with their queries or concerns • Understand how the council values tenants' views 	Image
<p>We value your contribution</p> <p>Listed below are just a few ways the council shows its appreciation of the time and commitment given by tenants</p> <ul style="list-style-type: none"> • Love to Shop vouchers • Annual prize draw entry for those who've completed online surveys • Activity specific prize draws • Refreshments and seasonal thank you events • Investment in training • Opportunities to attend national engagement events fully funded 	<p>Making engagement accessible</p> <p>Here are some of the things we do to find solutions to things that may prevent people from sharing their views with the council. Get in touch with Tenant Involvement Team (contact details at the end) to discuss arrangements needed if you are interested in being involved but the options available don't meet your needs.</p> <ul style="list-style-type: none"> • Transport costs and provision • Training to develop skills and knowledge • Hybrid offer – on line option for face to face meetings • Equipment loan – laptops • Hearing loop provision in meeting rooms • Respect known communication needs – for example - large print, translation, arrangements for lip readers, plain English • Outreach workers & tenants' advocates welcome to share views on the behalf of others • Accessible venues • Evening and weekend activities

How can I get involved? Existing Menu of engagement options

Activity	Overview	Frequency	Level of Commitment
Transactional surveys – Repairs & maintenance, Anti-social behaviour, Complaints, Temporary accommodation, Tenancy team, New Homes	Completed by customers about services that have recently received to gauge satisfaction, identify shortcomings and learn how we can improve	As required	Low
Tenant Satisfaction Survey	Survey commissioned to collect views from a random sample of tenants to improve our services and see how we perform compared with other housing providers.	Annual	Medium only if included in sample
TACT (Tenants and Council Together)	https://www.winchester.gov.uk/housing/tact-tenants-council-together This is the formal district-wide tenant forum. TACT has formal representation on council committees and meetings that discuss, approve and scrutinise housing related issues.	4 to 6 formal meetings and informal social gatherings a year	High Very high for committee roles
Service Delivery Groups	There are two Service Delivery Groups (SDGs). • Housing Management SDG • Repairs and Maintenance SDG These groups monitor the progress, performance and targets of the various areas of the council and raise tenant issues when necessary. They are also a forum for officers to discuss proposed service changes in detail.	Four meetings a year.	High
Tenant Involvement Steering Group	A group with representatives from tenants, housing officers and elected members to check performance and delivery of this plan	2 meetings a year	Medium
Online survey	All tenants have the opportunity to participate in consultations without the requirement to be part of a physical group	Online Involvement. Average of six surveys a year. Tenants can choose which to complete.	Low Step in only if interested
Mini survey	Short 1 or 2 question survey following up on an engagement activity	As required	Low Step in only if

			interested
Focus groups	Small informal face to face groups organised to discuss a specific topics or new ideas	As required	Medium Step in if interested
One off community events	Events organised around a specific community interest or concern; local residents are invited to come along and talk to the council	One off opportunity	Low
Scrutiny	A small group of tenants who undertake a specific and detailed examination of a particular service area to see if the service is performing to the benefit of tenants. Example – Grounds maintenance scrutiny exercise – tenants formed a task and finish group that collected evidence, visited sites, talked to tenants, the council and contractors to collect information about the service and make recommendations to the council how it could be improved.	Task and finish activity Several meetings and activities within a set timeframe.	Very High Training provided to those involved before activity starts
Members	Residents are able to feedback their views directly to members.	Lead by individual	Low
TACT Representatives	The option for tenants to talk to a TACT representative about issues or concerns.	Lead by individual	Low
Readers Panel	The Panel look at all written material produced by council Housing Services to make sure it is easy to read, can be understood and does not contain any unnecessary jargon.	As required – online or postal	Medium
Mystery Shoppers	Help test the services the council provides.	As required	Medium
Grounds Maintenance Monitors	Work with Housing Estate Services to help maintain the local area by monitoring the grounds maintenance service.	As required	Medium
Contract procurement	Work with the council when it's looking to engage contractors to provide certain services such as cleaning.	Task and finish activity Several meetings, activities within a set timeframe.	Medium to high
Estate Improvements	Consultation with the local community regarding proposals for area Improvements such as communal garden space, installation of a door entry system, improved lighting and additional parking.	Task and finish activity	Low Step in only if interested

Improvement Plan

New – options for engagement (in addition to the above)

Outcome	Activity
Comments made to staff on site and in tenant homes are captured	Developing a systematic method of collecting the feedback made to front line staff and ensuring this information is actively used. Report back to tenant
Views are captured from those who are reticent to make contact	Regular customer care call - 'How are things?'
Make it easy for tenants to share their views	<ul style="list-style-type: none"> • Tenant Involvement Team tenant 12 month anniversary phone calls • Programme of calls to random selection of tenants from whom we don't hear from by officers from all teams • Investigate text messaging surveys • Coffee, cake and chat – a programme of visits to where people already meet across the district and asking 'How are things?'. Focus on underrepresented groups.
Collect feedback from Leaseholders	Leaseholder and Right to Buy satisfaction surveys
Monitoring cleaning contracts	Work with Housing Estate Services to help maintain the communal areas by monitoring the cleaning service.
Community Engagement Officers	Work together with the local community (people and parish) to empower them to input to the decision making process within the council and to 'have a say' about their local environment (crime & disorder concerns, estate issues). Work in partnership with those with responsibility for matters outside of housing's remit.
Carbon neutral heating tenant/member panel	Establish a working group to play an active part in discussions around future heating provision and meeting carbon neutral targets

Other Improvement Actions

Outcome	Activity
Know who our tenants are - understand differences between tenant communities	Improve approach to collection, management, analysis, application of customer insight data and use to inform service delivery and priorities
Community spirit generated	Work with corporate community team to promote community & neighbourliness
All those providing housing services are respectful and courteous.	Briefing sessions with all teams providing housing services
Tenants are confident to challenge council's performance	<ul style="list-style-type: none"> • Develop an engagement and scrutiny training plan • Refine induction processes for involved tenant groups

Fit for the future engagement structure	Consider commissioning sector leading organisation to carry out a health check of the engagement structure
---	--

More information and details of how to get in touch

[Tenant and Leaseholder Involvement - Winchester City Council](#)

Phone: **0800 716 987**

Email: tenantinvolvement@winchester.gov.uk

Facebook Page: www.facebook.com/WinchesterTenants

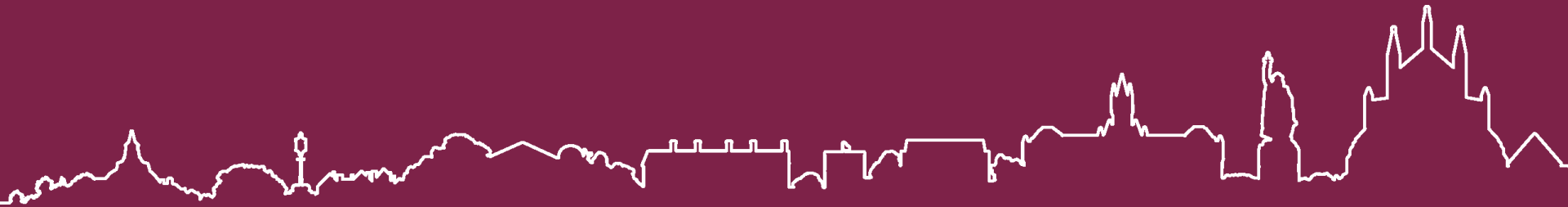
Or join our [Tenants' Facebook Group](#)

Business & Housing Policy Committee
28 February 2023

Social Housing White Paper - The Charter for Social Housing Residents (November 2020)

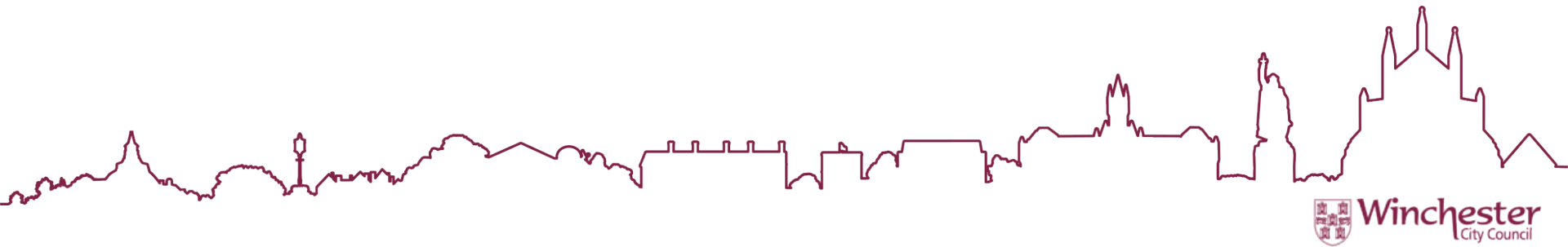
Page 81

Presented by:
Gillian Knight
Corporate Head of Housing



Contents

-  **Introduction**
-  **To be safe in your home**
-  **To know how your landlord is performing**
-  **To have your complaints dealt with promptly & fairly**
-  **To be treated with respect, backed by a strong consumer regulator for tenants**
-  **To have your voice heard by your landlord**
-  **To have a good quality home & neighbourhood to live in**
-  **To be supported to take your first step to ownership**
-  **Questions?**



Introduction

Delivering on the Government's commitment to the Grenfell community that *"never again would the voices of residents go unheard"* & on its 2019 manifesto pledge to:

- Empower residents
- Strengthen regulation
- Improve the quality of social housing






Page 83

How is Winchester City Council responding?

- Service users at the heart of everything we do
- Council Plan priorities:
 - Homes for all
 - Your services, your voice
 - Enhanced focus on 'listening better' & Pride in Place






To be safe in your home

-  **Building Safety Act 2022**
-  **Fire Safety Act 2021 (effective January 2023)**
-  **A national culture of engagement on fire & structural safety**
-  **Report of the Social Sector (Building Safety) Engagement Best Practice Group**
-  **Smoke & carbon monoxide alarms/protection from poor electrical safety**

Page 84

How is Winchester City Council responding?

-  **Review of fire safety**
-  **Introduction of new approach to fire safety management**
-  **Improvements to fire safety information**



To know how your landlord is performing

- 🏠 **New Tenant Satisfaction Measure (TSM) Standard**
- 🏠 **Suite of 22 tenant satisfaction measures effective April 2023**
- 🏠 **Collection & publication of financial measures**
- 🏠 **Social Housing Regulation Bill 2022**

Page 85 **How is Winchester City Council responding?**

- 🏠 **Consultant appointed to conduct survey required to collect data for perception measures**
- 🏠 **Service Leads making preparations to collect data required for other indicators**
- 🏠 **New case management system for Tenancy Team introduced January 2023**



To have your complaints dealt with promptly & fairly

- Complaint Handling Code & self-assessment
- Housing Complaints Policy – updated & promoted 2022
- Revised Housing Ombudsman Scheme
- Complaint handling orders
- “Make things right”* campaign launched March 2021
- Removal of the democratic filter from October 2022
- Social Housing Quality Resident Panel

How is Winchester City Council responding?

- Review of complaints procedure with tenants
- Improved process and awareness for reporting and monitoring



To be treated with respect, backed by a strong consumer regulator for tenants

- 🏰 Social Housing Regulation Bill 2022 - a new approach to consumer regulation
- 🏰 Domestic Abuse Act 2021
- 🏰 Improving tenant engagement – rebalancing the landlord/tenant relationship
- 🏰 Greater oversight on the performance of local authority landlord function

Page 87 How is Winchester City Council responding?

- 🏰 Outcomes from Listening to Views focus group informed new Tenant Engagement Plan developed
- 🏰 2023-24 commitment to sign up to Domestic Abuse Housing Alliance (DAHA) & appoint DAHA project lead
- 🏰 Customer feedback on case management
- 🏰 Staff training on listening to customers & improving customer service




To have your voice heard by your landlord

-  Improving tenant engagement
-  New opportunities & empowerment programme
-  Tackling loneliness
-  Strengthening professional development
-  Greater oversight on the performance of local authority landlord function

Page 88

How is Winchester City Council responding?

-  Review of tenant involvement with tenants
-  New Tenant Engagement Plan being developed
-  Review by independent organisation being commissioned
-  Professional qualifications & training



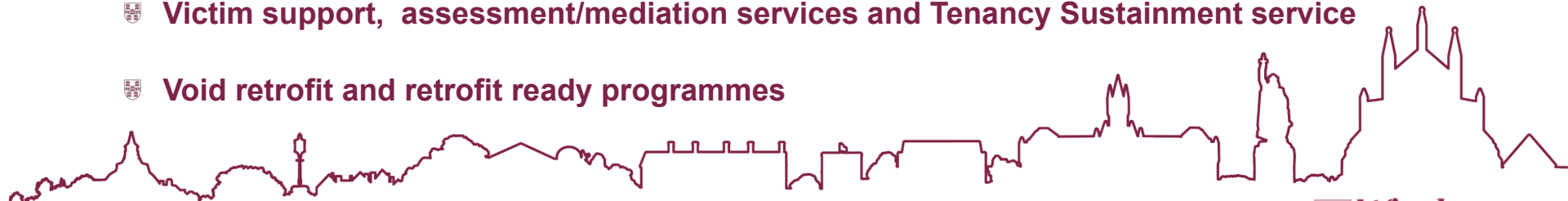
To have a good quality home & neighbourhood to live in

- Review of the Decent Homes Standard
- Framework of Green Infrastructure Standards
- Expanding provision on mental health
- Supporting residents facing anti-social behaviour & crime
- Monitoring & Supporting tenants at risk – “county lines”




Page 89

How is Winchester City Council responding?

- Investing in neighbourhoods through the Estate Improvement Programme
- Regular communal area checks by Neighbourhood Services team
- Community Engagement Officer posts
- Victim support, assessment/mediation services and Tenancy Sustainment service
- Void retrofit and retrofit ready programmes







To be supported to take your first steps to ownership

-  **Building more council homes**
-  **New shared ownership model**
-  **Leasehold reform - a comprehensive programme to improve fairness and transparency**

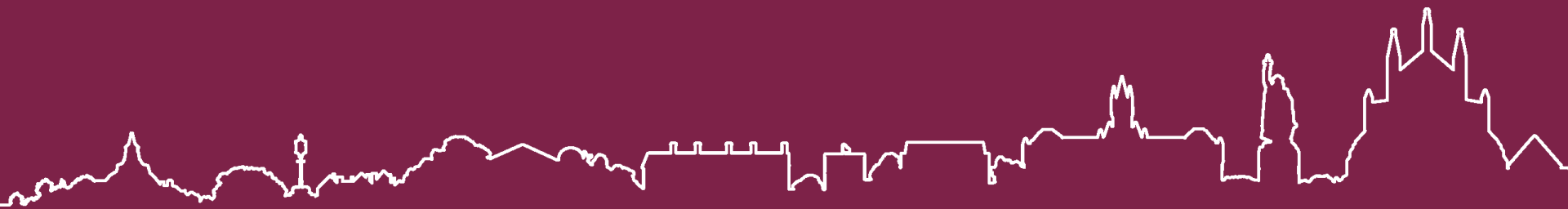
Page 90

How is Winchester City Council responding?

-  **Building 1000 council affordable homes in the next 10 years 2021-2030**
-  **New shared ownership model introduced 2020**
-  **Leasehold Reform (Ground Rent) Act 2022 – the first step in Government reform to create a fairer housing system**
-  **Establishment of the Home Ownership team**



Questions?



This page is intentionally left blank

WINCHESTER CITY COUNCIL – THE BHP COMMITTEE WORK PROGRAMME

	Item	Lead Officer	Date for Committee	Date for Cabinet/ Cab Cttee
Meeting 28 February 2023				
1	Tenant Engagement and Communication Strategy including the White Paper – Charter for Social Housing Residents.	Gillian Knight	28/02/23	
2	Cultural Strategy - scoping plan	Susan Robbins	28/02/23	
Items to be confirmed				
Item regarding previous committee discussion re decent homes standards/asset management/showers vs baths				

This page is intentionally left blank